

Preliminary Community Investment Strategy

Greater Hill District Master Plan Update 2022

Purpose and Context

Conditions in the Hill District have changed in the past 10 years, and the 2011 Greater Hill District Master Plan's goals and strategies need to be revisited. With this Community Investment Strategy, the City and its partners commit to a set of actions to advance the goals of the Hill District Master Plan. The Plan's actions encourage the production of more diverse housing types with access to services, improve partnerships with housing providers, expand homeownership opportunities, and reduce displacement risk for Hill District residents.

This document provides a set of preliminary actions to drive additional community discussion. In the remainder of 2022, the City will meet with the community to update these strategies for inclusion in the Master Plan Update. In particular, the City will need to conduct additional outreach with stakeholders in the community to determine implementation steps and phasing for the selected strategies.

From Master Plan to Implementation

The Greater Hill District is at a crossroads. Decades of disinvestment, market pressures from adjacent neighborhoods, and the impacts of the years-long COVID-19 pandemic have left many Hill District residents and businesses vulnerable. The Lower Hill redevelopment and rising interests from real estate developers present uncertainty about who will benefit from anticipated large-scale investments, and who may face displacement.

Having witnessed national and local examples of harms of gentrification, Hill District residents are skeptical, yet eager for investment. The majority of Hill District residents are renters. They are fighting evictions precipitated by the economic downturn during the pandemic, and potentially face displacement from new investment in the area as market conditions change. Hill District homeowners fear displacement due to rising real estate taxes that accompany rising home values as a result of new investments. New development could create commercial areas that do not honor the neighborhood's cultural legacy nor address the needs of the community. Existing residents miss out on well-paying jobs and entrepreneurship opportunities that new development could bring. Residents imagine a future in which the Hill District can honor its cultural legacy, protect its residents from the harms of gentrification, and reclaim its place as the "Crossroads of the World."

Implementation Framework

This implementation framework outlines the key facets of implementing the updated Master Plan. This investment framework takes the form of the classic “5 W’s” (Who, What, Where, When, and Why) and serves as the organizing mechanism for the plan’s actions. This framework will be refined for inclusion in the final Master Plan Update.

Why: 2021 Updated Master Plan Goals

The 2011 Hill District Master Plan includes five goals with accompanying actions. Based on conversations with Hill District stakeholders, the City is revisiting these goals as it finalizes the plan.

Exhibit 1. 2011 Greater Hill District Master Plan Goals and Potential Changes

2011 Goal	Potential Changes, Based on Community Feedback
Build upon African American legacy	No changes to the goal name are recommended.
Family-friendly housing development without displacement	Nearly half of households are single people and almost a third include a senior resident. This goal could be adjusted to be more inclusive of all household types in the Hill. Community input also seemed to indicate a desire to provide housing for former HD residents who have been displaced.
Economic empowerment and commercial development	The City should consider changes to this goal to focus on the focus of this goal, which is skill building for residents and support for business owners and entrepreneurs.
Make the district a green and well-designed community	CAT feedback indicated the importance of community resilience to address current significant stressors for the Hill District. The City should consider modifying the goal language to include additions that outline the WHY of a well-designed community and the benefits of green infrastructure and how physical improvements can contribute to community and social resilience.
Mobility, transportation, parking	Our work did not intersect with this goal, but we recommend that the City add a verb to this goal to make it consistent and stronger. Ideas include connecting mobility to access to opportunity, to attracting people and resources to stop and spend time in the Hill District.

Who?

Advancing the five updated goals will require the concerted efforts of multiple partners, working together as a team. Some of the projects necessary to spur development and

improve conditions in the Hill District will not be led by the City or Urban Redevelopment Authority (URA), but by other partners. The City will work with these partners and track progress toward the goals identified in this plan. The final plan update should include a discussion of the key implementation role that each of the partners play.

Exhibit 2. Hill District Master Plan Update 2022 - Implementation Partners

Implementation Partner Types	Key Organizations	Role in Implementation
Local Government Agencies	• Department of City Planning • Urban Redevelopment Authority (URA) • Department of Finance • Housing Authority (HACP)	• Create regulations that support the plan goals. • Secure funding • Provide staff support for key initiatives
Community Partners/ Nonprofit Organizations	• Hill Community Development Corporation • Neighborhood Allies • Catapult PGH • Hill District Consensus Group • Hill District Collective • Neighborhood Resilience Project • Other regional nonprofits (City to identify)	• Implement development projects • Conduct due diligence on potential actions • Engage key stakeholders
Educational Institutions	• Energy Innovation Center • Carnegie Library • University of Pittsburgh	• Partner with City and nonprofits to implement economic empowerment projects • Engage with the community
Financial Institutions	• Hill Federal Credit Union • Bridgeway Capital • Honeycomb Credit	• Provide funding/financing for key projects
Developers	• TREK • Bridging the Gap	• Implement development projects • Maintain and build partnerships with community organizations

How? Prioritization Process, Funding, and Monitoring

The Development Action Team process was critical to developing and refining the actions identified in this document. Over the course of Autumn and Winter 2021, the project team met with the Community and Development action teams to discuss potential actions related to cultural legacy, housing development, and wealth generation.

Project/Plan Identification

Our team developed a project list based on technical analysis completed through our assessment of opportunities and barriers, wealth generation analysis, development of corridor concepts, housing feasibility, and case study research of similar communities. In addition, we held:

- 15+ interviews with developers, local business owners, residents, institutional and nonprofit representatives, and City agency staff
- Two wealth generation workshops with stakeholders familiar with economic empowerment issues in the Hill District

We vetted our findings with the community in:

- 4 Development Action Team Meetings
- 4 Community Action Team Meetings
- Online engagement portal (Engage PGH)
- Centre Heldman site preferences survey and engagement

Evaluate Projects

A key goal that the community emphasized was for the actions in this plan update to be focused on implementation. The project team developed a set of criteria to use when evaluating potential actions. Those criteria are:

- Has an engaged lead implementer who has the capacity to implement.
- Advances at least one of the 2011 Plan goals.
- Has community support, based on initial engagement

Next steps

- Community evaluation and prioritization: The City will review these draft actions with community members
- Final plan creation
- Develop monitoring methods. The Neighborhood Plan specifies that “progress towards the plan’s goals should be tracked using indicators on a regular basis (e.g., every two years). This ensures that the actions taken are leading to the intended result, and if not, allow for course corrections over the 10-year life of the plan.”

When? 10-Year Phasing Strategy

The intensive work by community partners has created the foundation for equitable development in the Hill District. The City can work immediately to implement several of the actions in this strategy, while other actions will require initial exploratory conversations to uncover what the next steps are. Given the history of the Hill District, it will be critical to maintain a deliberate stakeholder engagement process for any large-scale development activity. This too will take time.

The phasing shows the general sequence for the implementation of projects in three categories.

Exhibit 3. Strategies by Phasing

	Do Now: Immediate Implementation (2022-23)	Mid-Term projects (2024-26)	Long-term Projects (timing TBD)
Timing	2022-2023, when market pressures are building	TBD, depending on development conditions	Key infrastructure projects
Pittsburgh Neighborhood Plan Guide Guidance	“Neighborhood plans should purposely include actions to implement within the first one to two years. These short-term actions build momentum and capacity for larger efforts.”	“The plan should also identify mid-term actions that require three to five years before full development is realized.”	“Finally, it should identify long-term actions where advocacy and capacity are needed over time before the outcome is achieved. “

Potential Strategies

Our work focused on the Development and Community chapters of the GHDMP update. Mobility, transportation, and parking will be addressed by separate work, though some recommendations regarding urban design may have significant tie-ins with these topics.

Goal 1: African American Legacy

Exhibit 4. African American Legacy Strategy Summary

Strategy	Summary / Implementers	Relationship to 2011 Plan
Tactic: Cultural and Historic Preservation		
1.1 Hill District Cultural and Historic Preservation Plan and Stabilization	Document, recognize, and highlight the Historic and Cultural legacy of the Hill District through preservation plans, recognition with signage and art elements, and asset stabilization.	Continuing
Tactic: Arts & Culture Legacy Neighborhood Investments		
1.2 Install Signage, Wayfinding, Art, and Exhibits to Highlight Historic and Cultural Legacy	This strategy builds on, synthesizes, and updates program initiatives from the 2011 GHDMP including the District Identity Signage and Wayfinding, the Hill District Arts Plan, and the exhibit component of the Hill History Center, reimagined as a Legacy Plaza or Open Space that could host a permanent, interpretive exhibit, possibly combined with an indoor community space, with events and programs for people to learn about the Hill District's legacy. Throughout the Hill District, use signage, wayfinding, art, exhibits, and public realm improvements to highlight the Hill District's layered historic and cultural legacy and target improvement projects at gateways to the Hill District.	Continuing
1.3 Install Cultural Legacy Loop and Crossroads Public Realm Improvements and Launch Kirkpatrick Crossroads Pilot	Through a community-engaged process, design and install public realm improvements in a Cultural Legacy walking loop, and interpretive experience, with intersection improvements at key 'crossroads and a coordinated pilot program that targets economic development programs towards the crossroads locations.	Continuing / Expanding
Tactic: Link cultural and historic legacy to economic development		
1.4 Launch Living Legacy Events, Programs, and Media	A coordinated media strategy and event series to celebrate the living legacy of the Hill District, including programs and other communications and public relations to promote the Hill District as a destination for locals and out-of-town visitors. Potential themes to be explored include the Hill District's legacies related to jazz, music, and the arts, civic activism, and athletics. This could include a combination of Hill District-specific events and hosting existing citywide events at venues within the Hill District.	Continuing / Expanding
1.5 Launch Hill District Business Program in support of Local, Legacy and Cultural Businesses, and Organizations	Capital supports could include the provision of incubator spaces, lease assistance through a community land trust or similar model, and a storefront improvements program including technical assistance grants. Programmatic supports could include a business district marketing program that highlights legacy, local, and culturally relevant businesses, as well as arts and cultural goods, food, and services made in the Hill District.	New

Strategy	Summary / Implementers	Relationship to 2011 Plan
1.6 Implement Living Legacy Innovation Hub	This strategy expands on the Hill District Business Incubator Innovation Competition program initiative and links to the Quality Education Initiative Urban Fellows program initiative from the 2011 GHDMP, creating a physical hub and home for ongoing community-based research and innovation in the Hill District to drive social impact and physical resilience. The Hub could be realized through a partnership between potential non-profit, institutional, public, and/or private sector organizations. Examples include a small environmental justice air-quality research and monitoring station, a social resilience art and mental health center, or a larger life-sciences R+D lab.	New
Tactic: Increase community resilience		
1.7 Create Hill District Gender/Racial Equity Pilot and Launch Hill District Legacy Education Initiative	This strategy is a pilot that takes action to mitigate the significant barriers and disparities that Hill District residents face due to Inequality Across Gender and Race, including a rapid health equity assessment, equity action plan, organizational structure, and education initiative.	Continuing / Expanding
1.8 Convene Hill District Community Land Group	A program that supports community voice and agency as vacant land is converted to productive uses throughout the Hill District. This would include setting community priorities for land conversion and future uses, offering opportunities for community access to land and agency in developer selection, and acting as a cohesive platform and unified voice for the Hill District communities.	New

1.1

Hill District Cultural and Historic Preservation Plan and Stabilization

Project Description and Implementation Steps		Potential Lead + Partners
Document, recognize, and highlight the Historic and Cultural legacy of the Hill District through preservation plans and asset stabilization. • Develop a Historic Preservation Plan of remaining significant places and institutions, including those without physical locations • Develop a complementary Cultural Legacy Preservation Plan of important places, people, and organizations that are no longer remaining • Gain formal recognition of the Hill District as a historic or cultural district at local, state, or national levels • Design and install interpretive signage and art elements to recognize historic and cultural places, people, and organizations in the Hill District, using the Cultural Legacy Assessment, Historic Preservation Plan, and Cultural Preservation Plan as a basis for identified assets • Develop and implement a very short-term land bank strategy or other mechanisms to document historically or culturally significant structures that still remain and channel resources towards stabilization and prioritize future preservation or rehabilitation		Lead: Department of City Planning Partners: Pittsburgh History and Landmarks Foundation, Preservation Pittsburgh, Black Historians, August Wilson Center, PCRG
Phasing Considerations	Document assets and apply for recognition. Concurrently, design and develop Hill District branded signage for installation, which can also act as an advocacy tool. Then begin acquiring properties that aren't protected, for stabilization.	
Rationale and Potential Impact	The Hill District has a significant cultural and historic legacy as a neighborhood and specific African American legacy. Getting formal recognition will have significant positive impacts, including the stabilization and preservation of the physical fabric that is at risk of loss; greater visibility within the City, region, and nationally; positive social impacts; and can help to attract investment and economic development to the greater district.	
Community Feedback	The Steering Committee members and Community Action Teams all showed strong support for this strategy, and many members, local experts, and residents contributed to the Cultural Legacy Assessment which can act as a foundation for the Cultural and Historic Preservation Plan.	
Key Considerations	Land banking and stabilization strategies focused on any remaining historically or culturally significant structures that are at risk is a critical path item and should be implemented as soon as possible. The full Cultural Legacy Assessment background report is available in the appendix.	
Funding Sources	Possible funding sources could be the City's capital budget and local, state, and national level grants for preservation, such as National Trust for Historic Preservation, PCRG, and PHLF.	
Tie in with 2011 GHDMP	This strategy continues and further develops the Hill District Preservation Plan described in the 2011 GHDMP.	

Exhibit 5. Cultural Legacy Assessment, Historic Businesses + Community Centers

Source: Studio Zwede



Exhibit 6. Cultural Legacy Assessment, Religious Institutions

Source: Studio Zwede

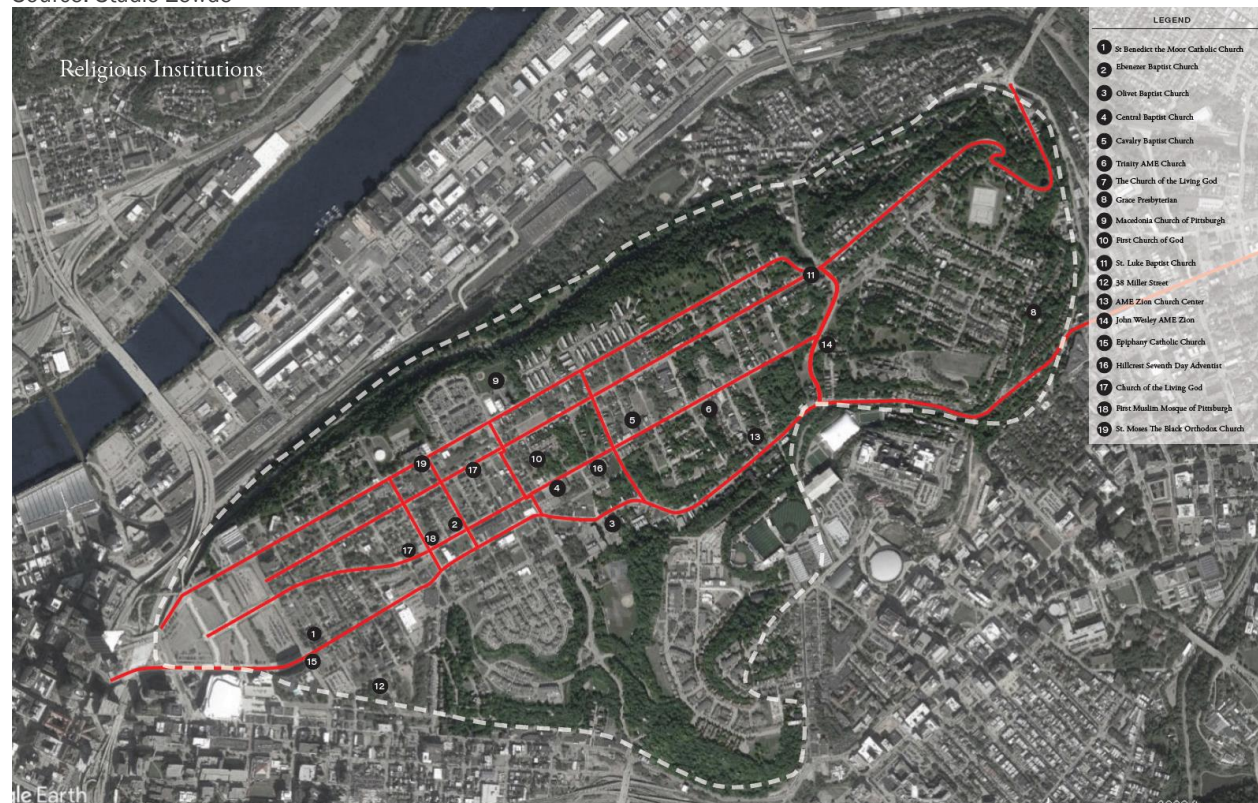


Exhibit 7. Cultural Legacy Assessment, Jazz Institutions + Landmarks

Source: Studio Zewde



1.2

Install Signage, Wayfinding, Art, and Exhibits to Highlight Historic and Cultural Legacy

Project Description and Implementation Steps		Potential Lead + Partners
- Throughout the Hill District, use signage, wayfinding, art, exhibits, and public realm improvements to highlight the Hill District's layered historic and cultural legacy. - Install interpretive signage and art elements to recognize historic and cultural places, people, and organizations in the Hill District, using the Cultural Legacy Assessment, Historic Preservation Plan, and Cultural Preservation Plan as a basis of identified assets. - Design and install signage, wayfinding, and art elements that reflect the Hill District's unique identity and legacy; to be incorporated into ongoing public realm improvements and investments. - Target legacy signage, wayfinding, and art elements in public realm improvement projects at gateways to the Hill District. - Create Legacy Plaza or a publicly accessible public open space to host a permanent, interpretive exhibit as well as events and programs for people to learn about the Hill District's legacy.		Lead: City and Hill CDC Partners: Pittsburgh History and Landmarks Foundation, Preservation Pittsburgh, Black Historians, August Wilson Center, PCRG
Phasing Considerations	Mid-term, 2025-2027	
Rationale and Potential Impact	Community members, affordable housing developers, community organizations, and market-rate developers have expressed general support for wayfinding, art, and signage to support the cultural legacy of the area.	
Community Feedback	Possible funding sources could include local, state, and national level for preservation, such as Capital Budget & Foundations, grants such as PHLF or PCRG, or the National Trust for Historic Preservation.	
Key Considerations	This strategy builds on, synthesizes, and updates program initiatives from the 2011 GHDMF including the District Identity Signage and Wayfinding, the Hill District Arts Plan, and the exhibit component of the Hill History Center, reimagined as a Legacy Plaza or Open Space, possibly combined with an indoor community space.	
Funding Sources	Possible funding sources could include local, state, and national level for preservation, such as Capital Budget & Foundations, grants such as PHLF or PCRG, or the National Trust for Historic Preservation.	
Tie in with 2011 GHDMF	This strategy builds on, synthesizes, and updates program initiatives from the 2011 GHDMF including the District Identity Signage and Wayfinding, the Hill District Arts Plan, and the exhibit component of the Hill History Center, reimagined as a Legacy Plaza or Open Space, possibly combined with an indoor community space.	

1.3

Install Cultural Legacy Loop and Crossroads Public Realm Improvements and Launch Kirkpatrick Crossroads Pilot

Project Description and Implementation Steps	Potential Lead + Partners
Through a community-engaged process, design and install public realm improvements in a Cultural Legacy walking loop, and interpretive experience, with intersection improvements at key ‘crossroads and a coordinated pilot program that targets economic development programs towards the crossroads locations. • Design and install public realm investments along the walking loop including inscriptions, trees, green and open space, and art. Coordinate with legacy interpretive signage and art on assets throughout the Hill District (see strategy 1.2). • Design and install intersection improvements at key ‘crossroads’, tentatively including Kirkpatrick, Devilliers, Elmore, Chauncey, and Herron x Centre. These would include special street and sidewalk paving inspired by the collaged, layered history of the Hill District and David Gallo’s set design for August Wilson’s original productions of the Pittsburgh Cycle. • Target economic development programs and activities at the same key ‘crossroads’, beginning with a pilot at Kirkpatrick between Wylie Avenue and Centre Avenue. This could include storefront activation and business incubators, as well as Hill District business support and Living Legacy programs or events.	Lead: City, Hill CDC Partners: DOMI, City Planning Department, URA, HACP, City Economic Development Department, Pittsburgh History and Landmarks Foundation, Preservation Pittsburgh, Black Historians, August Wilson Center, PCRG
Phasing Considerations	The design of the Cultural Legacy loop and crossroads can begin right away, and concurrently, other plan recommendations should be reviewed to identify priority economic development strategies to be applied to the Kirkpatrick pilot project. Both the public realm installations and the economic development pilot should be implemented as soon as funding is available. The Kirkpatrick pilot project is envisioned to occur in the near term, to help inform ongoing plan implementation.
Rationale and Potential Impact	This strategy is aimed to link the Hill District’s cultural and historic legacy to economic development. Public realm improvements meet multiple project objectives to enhance the built environment of the neighborhood, increase visibility of the Hill District and attract visitors, and support economic development. This strategy should result in multiple benefits through one coordinated project.
Community Feedback	This strategy was well received by the Steering Committee members and Community Action Team, whose suggestions were incorporated into these recommendations. There was strong support for the Cultural Legacy Loop improvements and a desire for those to extend throughout multiple areas within the Greater Hill District as a way to bring the district together.
Key Considerations	The Cultural Legacy Loop and Crossroads public realm improvements should be designed through a community-engaged process and are an exciting opportunity to integrate art and reflect the Hill District’s arts and cultural legacy.

	The design strategies below were inspired by the Hill District's history of streetscape as a stage and the set design of David Gallo, the designer for August Wilson's original productions of the Pittsburgh Cycle. The full Cultural Legacy Assessment background report is available in the appendix.
Funding Sources	Possible funding sources could include: LERDA funding, possible state and federal transportation funding, and charitable contributions.
Tie in with 2011 GHDMF	This strategy builds on, synthesizes, and updates the 2011 GHDMF program initiative "Past, Present & Future" Trail component of the Hill History Center. It also incorporates elements from the Hill District Arts Plan and the Hill District Business Incubator program through the Kirkpatrick Crossroad Pilot concept.

Exhibit 8. Cultural Legacy Loop

Source: Studio Zewde

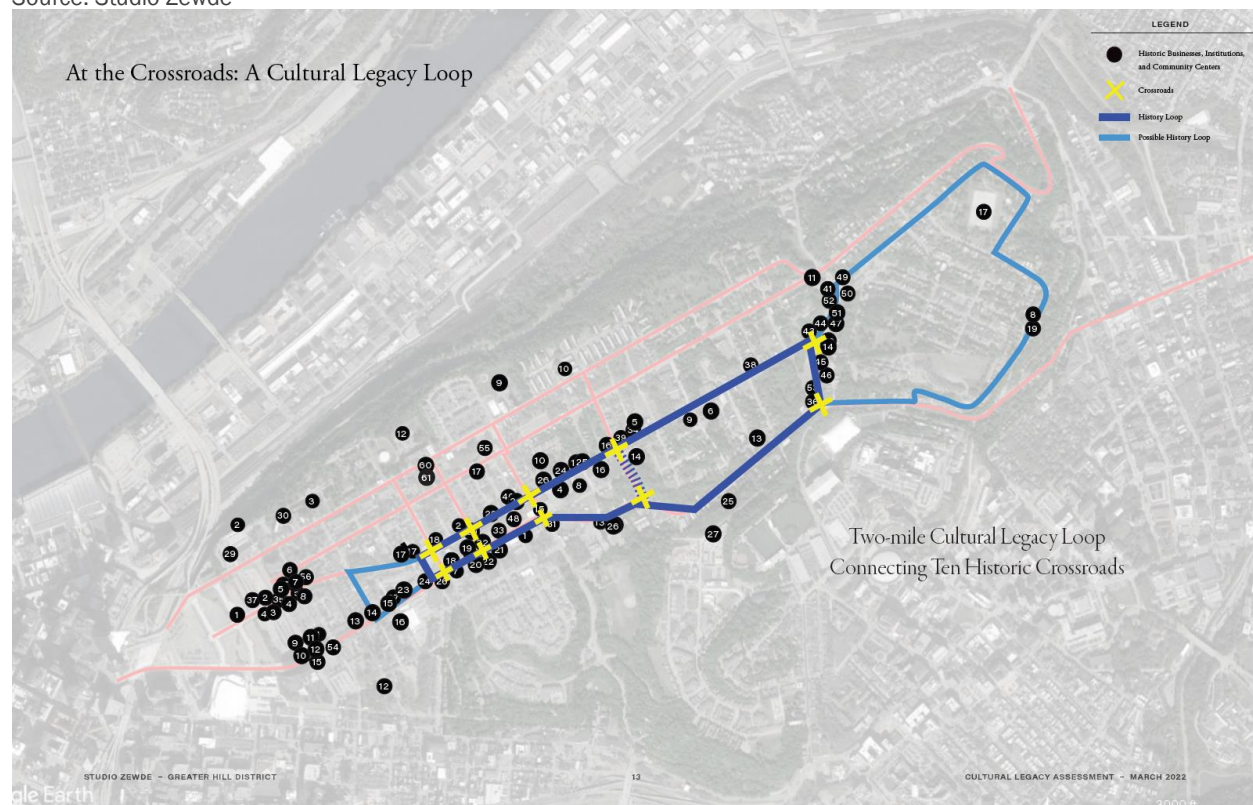


Exhibit 9. Cultural Legacy Crossroads

Source: Studio Zewde

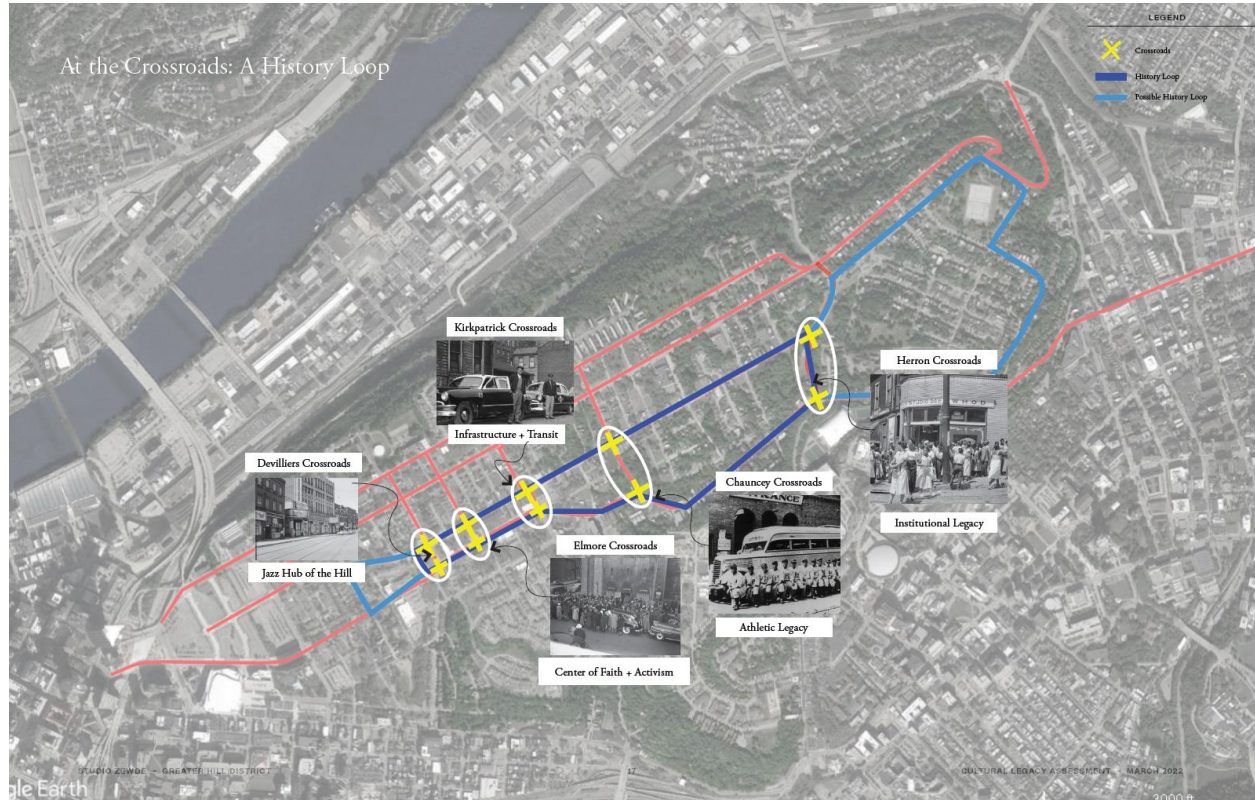


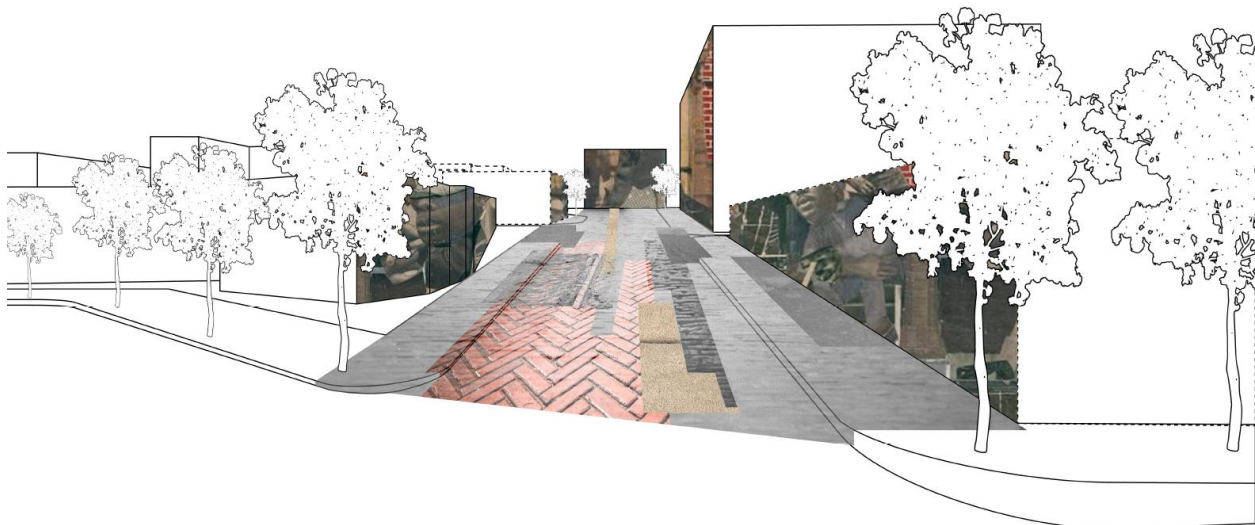
Exhibit 10. Cultural Legacy Loop and Crossroads Design Strategies

Source: Studio Zewde

Proposed Loop Section: Inscriptions, Trees, and Green Space



Proposed Crossroads Strategy: Collage Paving Pattern, Inscriptions, and Place Based Economic Development



1.4	Launch Living Legacy Events, Programs, and Media	
	Project Description and Implementation Steps This strategy is a coordinated media strategy and event series to celebrate the living legacy of the Hill District, including programs and other communications and public relations. This effort could help promote the Hill District as a destination to spend time in, for locals and out-of-town visitors alike. • Develop a strategic approach to media and events that is aligned with the past and current legacy of the Hill District. Potential themes to be explored include the Hill District’s legacies related to jazz, music, and the arts, civic activism, and athletics. This could include a combination of Hill District-specific events and hosting existing citywide events at venues within the Hill District.	Potential Lead + Partners Lead: RCOs and CBOs Partners: August Wilson Center
Phasing Considerations	TBD	
Rationale and Potential Impact	This strategy is aimed to link the Hill District’s cultural and historic legacy to economic development. Broader awareness through communications and events can help celebrate and clarify the Hill District’s unique identity. The potential for additional visitors can help support local businesses and institutions, as well as provide more opportunities for learning and education about the Hill District’s legacy.	
Funding Sources	Possible funding sources could include grants, non-profits, and foundations	
Tie in with 2011 GHDMP	This strategy builds on and updates the District Identity Weekly Publication program initiative from the 2011 GHDMP and would coordinate with the 2022 Cultural Legacy Loop and Legacy Plaza concepts that update the 2011 GHDMP “Past, Present & Future” Trail initiative.	

1.5	Launch Hill District Business Program in support of Local and Cultural Businesses	
Project Description		Potential Lead + Partners
	A Hill District Business Program would provide capital and programmatic support for legacy, local, and culturally relevant businesses and organizations. • Capital supports could include the provision of incubator spaces, lease assistance through a community land trust or similar model, and a storefront improvements program including technical assistance grants. • Programmatic supports could include a business district marketing program that highlights legacy, local, and culturally relevant businesses, as well as arts and cultural goods, food, and services made in the Hill District.	Lead: RCOs and CBOs Partners: Bridgeway Capital and Neighborhood Allies
Phasing Considerations	TBD	
Rationale and Potential Impact	This strategy is aimed to link the Hill District's cultural and historic legacy to economic development.	
Funding Sources	TBD	
Tie in with 2011 GHDMP	This strategy builds on the Hill District Business Incubator program initiative from the 2011 GHDMP and would complement many 2022 strategies in Section 3, Economic Empowerment.	

1.6	Implement Living Legacy Innovation Hub	
Project Description		Potential Lead + Partners
The Living Legacy Innovation Hub could be realized through a partnership between potential non-profit, institutional, public, and/or private sector organizations. This Hub would have a physical presence in the Hill District and would use community-based research, knowledge, and innovations to drive social impact and physical resilience in the Hill District and beyond. The realization of the Innovation Hub or lab would be largely shaped by partners and collaborators. It could be a small environmental justice air-quality research and monitoring station, a social resilience art and mental health center, or a larger life-sciences R+D lab. This innovation hub could be similar to the community hubs mentioned in Uptown and Oakland neighborhood plans.		Lead: TBD Partners: Energy Innovation Center, Neighborhood Resilience Project
Phasing Considerations	TBD	
Rationale and Potential Impact	This strategy is aimed to link the Hill District's cultural and historic legacy and unique community assets and expertise to economic development.	
Key Considerations	Align opportunities with the CARD plan	
Funding Sources	TBD	
Tie in with 2011 GHDMF	This strategy expands on the Hill District Business Incubator Innovation Competition program initiative and links to the Quality Education Initiative Urban Fellows program initiative from the 2011 GHDMF, creating a physical hub and home for ongoing community-based research and innovation.	

1.7

Create Hill District Gender/Racial Equity Pilot and Launch Hill District Legacy Education Initiative

Project Description	Potential Lead + Partners
This strategy is a pilot that takes action to mitigate the significant barriers and disparities that Hill District residents face due to Inequality Across Gender and Race that were documented in the 2019 citywide study. • Conduct a rapid health equity assessment through a community engagement process to identify the most pressing systemic and institutional barriers that Hill District residents are facing today, disaggregating marginalization by race and gender. Consider key institutions and systems that address education, wealth and employment, healthcare, and the criminal justice system. Coordinate with current efforts of the Community Engagement Center and the Neighborhood Resilience Project. • Develop a health equity or gender/racial equity action plan for the Hill District that can leverage and support current community initiatives like the Neighborhood Resilience Project and build on “Pittsburgh’s Inequality Across Gender and Race” recommendations that identify priority actions to overcome current and pervasive stressors. • Create and activate an organizational structure for institutions and stakeholders to participate in and work towards the goals of the Hill District Gender/Racial Equity pilot. • Coordinate with schools and other lifelong education providers to develop a curriculum and learning experience that shares the identity, values, history of Hill District, and supports stewardship of increased equity and inclusion throughout the community and institutions.	Lead: x Partners: Neighborhood Resilience Project, University of Pittsburgh Community Engagement Center, CMU
Phasing Considerations	The steps are described above. The rapid health equity assessment should be used to seek funding for the following steps. An organizational structure should be developed to provide the support for collaborators and partners to participate and leverage their efforts.
Rationale and Potential Impact	This strategy is aimed to link the Hill District’s cultural and historic legacy to economic development.
Community Feedback	This strategy is recommended because of Community Action Team feedback and community engagement received through EngagePGH that identified significant challenges and broad negative impacts for residents resulting from inequities and institutional barriers. There was recognition that these challenges are well documented on a city scale in the 2019 study and support for tackling them in a coordinated way for the Hill District.
Funding Sources	Possible funding sources could include national or local foundations such as the Pittsburgh Foundation, Richard King Mellon Foundation, Heinz Endowments, Highmark Foundation, and Robert Woods Johnson Foundation. Align opportunities with the CARD plan.

**Tie in with
2011 GHDMP**

This strategy acknowledges root causes and social determinants and suggests an alternate approach to achieve the identified 2011 GHDMP goals of improving neighborhood safety and reducing crime. It also builds on and presents the opportunity to incorporate the Quality Education Initiative Lifelong Education, Youth Safe Haven, and Youth Arts Education program initiatives from the 2011 GHDMP.

Exhibit 11. Hill District Community Resilience Framework

Existing Conditions: How are We Doing?

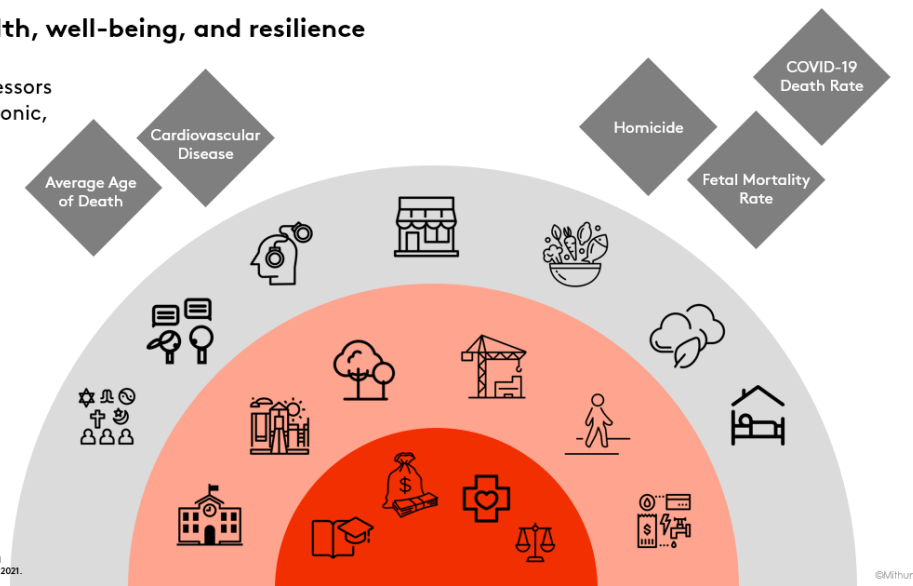
Outcomes are our health, well-being, and resilience

Root Causes whether Stressors or Change Agents can be chronic, or sudden...and happen at different levels.

Individual
cooperation and inclusion
in fundamental resources

Communal
connectedness
to infrastructure and
living environment

Structural
capacity within
policies and systems

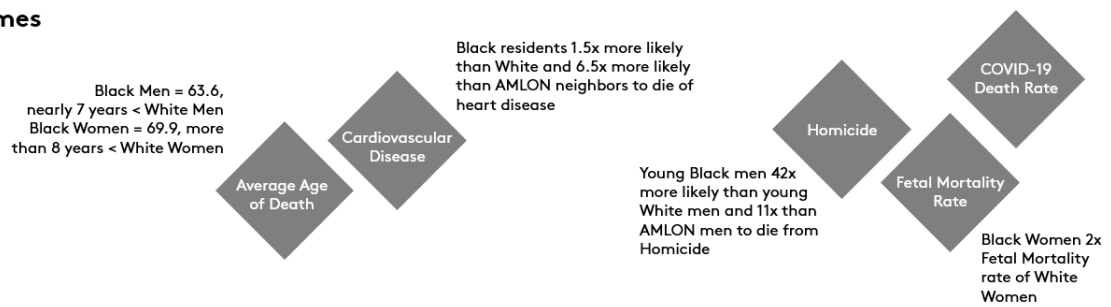


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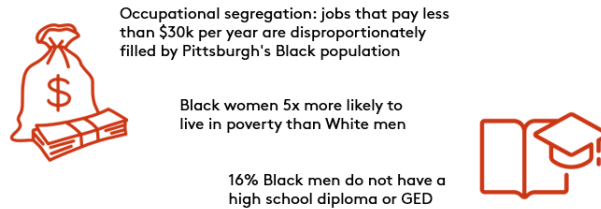
Exhibit 12. Selected Health, Wealth, and Education Outcomes for Black Pittsburghers

How are We Doing as a City?

Outcomes



Root Causes



Source: Pittsburgh's Inequality Across Gender and Race

©Mithun

Goal 2: Housing

Exhibit 4. Family-Friendly Housing

Strategy	Implementers	Relationship to 2011 Plan
Tactic: Support new development that meets Plan goals		
2.1 Initiate targeted zoning code changes to support mixed-income housing development	City	New
2.2 Explore expansion of affordable housing property tax abatement	City	New
2.3 Expedite the process of acquiring city-owned properties	Pittsburgh Land Bank, URA, PHDA	Continuing
Tactic: Reduce displacement risk for renters & homeowners		
2.4 Explore housing preference policy for Hill residents	City	Continuing
2.5 Sync with Bedford Choice housing initiative	Housing Authority	New
2.6 Support rehabilitation and preservation of existing affordable housing stock and vacant townhomes		Continuing
2.7 Provide investment, financial literacy, and tangled titles assistance for homeowners	Hill FCU, PHDA, and other nonprofits	Continuing
2.8 Consider applying Inclusionary Zoning to the Hill District	City/URA	Continuing
Tactic: Create opportunities for community ownership		
2.9 Reengage with Community Land Trusts	Hill CDC, City of Bridges Land Trust, URA, Pittsburgh Land Bank?	Continuing
2.10 Reduce regulatory barriers to co-ops and explore other innovative housing models	Department of City Planning	New
2.11 Expand programs that help residents purchase homes	Allegheny County, URA, Catapult PGH, Banks?	Continuing
2.12 Expand assistance for residents to maintain and improve older homes	Rebuilding Together Pittsburgh, URA	Continuing

2.1	Initiate targeted code changes to support mixed-income housing development	
Project Description		Potential Lead + Partners
	To allow for a broader range of housing types that can help meet the needs of current residents, the City will implement a range of targeted code changes. These recommended code changes would allow: • Reduction of residential parking requirements to 0.5 spaces per unit • Increased height allowances in C-zones to allow 3-to-4 story buildings • Middle housing types (such as six-plexes) in RM-M zones; explore other locations that might allow sixplexes (such as corners on major corridors) • Elimination of minimum lot sizes in the RM-M zone to effectively allow middle housing types • Accessory dwelling units (ADUs) next to residential uses for single dwelling developments, duplexes, and townhomes. • In addition, the City should explore an affordability set aside for middle housing types to create more attainable ownership housing.	Lead: Department of City Planning Partners: Local banks, CDFIs, community lenders
Phasing Considerations	Code changes that allow for increased density and reduce regulatory barriers for multifamily development that could generate 20 or more units that should be phased in to support the financial feasibility of applying the Inclusionary Housing Overlay District. The Inclusionary Housing Overlay District should be applied in advance of, or parallel to, these code changes in the Hill District.	
Rationale and Potential Impact	Changes to the zoning code can support the creation of new regulated affordable housing and reduce barriers to new development in the neighborhood more broadly. The code recommendations (parking reductions, 4-story allowances) to support medium and higher-density multifamily and mixed-use development (1) create more likelihood that dispersed parcels throughout the Hill District can see development without requiring as much site assembly of multiple parcels, and (2) advance goals related to urban design and urban form. The middle housing code recommendations would create allowances for housing types that reflect the historic character of the neighborhood, meet the needs of many households that require/desire less than a large detached or attached single-family unit, and require/desire more than an apartment in a multifamily building and can be supported on many of the smaller dispersed sites throughout the neighborhood. Middle housing types are also those that can most feasibly support new construction, affordability, and workforce homeownership opportunities.	
Community Feedback	• Community members, affordable housing developers, community organizations, and market-rate developers have expressed general support for the code changes recommended. The action team meetings have discussed how the parking reductions support both affordable housing and market-rate redevelopment.	

	• Community members have also clearly expressed the focus on anti-displacement and affordable housing goals of the plan and that code changes should happen in parallel with affordability requirements and further financial tools to support affordability. • Accessory dwelling units (ADUs) have come up during the comment period in two Development Action Team meetings as a strategy for further exploration.
Implementation Steps	• Apply the existing Inclusionary Housing Overlay Zone in the Hill District. • Integrate recommended code changes into the City-led Neighborhood Plan. • Evaluate code approaches to capture value from middle housing allowances to support affordable homeownership. Consider allowing middle housing development types when at least one unit in triplex, two units in sixplex, and 20% of units in townhomes are available at 80% AMI for homeownership. This could be achieved through modifications to the existing RM-M zones or through the creation of a new zoning designation that supports middle housing.
Key Considerations	• As the Department of City Planning integrates these actions into the Neighborhood Plan Update, risks exist regarding whether these surgical code changes should be applied to existing citywide base zones, incorporated as part of the creation of new zoning designations, or be applied via an Overlay District. • Continue conversations with local banks, CDFIs, and other community lenders around middle housing types as a newer development type in the Hill District.
Funding Sources	N/A
Tie in with 2011 GHDMP	Zoning changes were not proposed in the 2011 plan, but these recommendations align with the Housing Innovation Zone initiative, which sought to showcase new types of housing.

2.2	Explore expansion of affordable housing property tax abatement	
Project Description	Project Lead and Partners	
The City will work with overlapping taxing districts to explore the viability of expanding the existing commercial residential tax abatement.¹ This would provide a greater financial incentive to developers interested in building affordable housing in the Hill District. Although each property tax program has a different amount for homestead exemption, in 2022 the City's tax rate of 0.806% comprises about a third of the total property rate. The Pittsburgh School District property tax rate is 0.995%, making up the largest portion of property taxes. Allegheny County's property tax rate is 0.473% and Carnegie Library's property tax rate is 0.025%.	Lead: Department of Finance Partners: City of Pittsburgh, Pittsburgh Public Schools, Allegheny County, and Carnegie Library, URA	
Phasing	Discussions with overlapping taxing district partners and a study of the impacts will take time, making the strategy most feasible by at least 2023 or 2024.	
Rationale and Potential Impact	Tax abatements encourage developers to provide more affordable housing units by offering cost reductions or credits for annual property taxes. This works well to offset some of the operating cost impacts of an inclusionary housing program. Feasibility analysis ² for the Master Plan update found that the tax abatement program would be sufficient to offset the impact of an IZ program with the requirement of 10% of units at 50% AMI. By expanding the housing property tax abatement to include other overlapping districts, it will be more feasible to incentivize affordable developments with assessment reductions and/or greater tax abatements.	
Action Team Feedback	The Development Action team was in support of exploring an expanded tax abatement to help meet the City's affordability goals, in exchange for reduced ongoing property taxes.	
Implementation Steps	• City to initiate conversations with URA • Convene conversations with taxing district partners. The City could focus its conversations with the County and School District due to the library's rate being so small. • Study possible impacts of a new policy on each taxing jurisdiction Determine whether existing properties could be eligible for tax abatement if property owners agree to the inclusionary requirements.	
Key Considerations	Given that this could result in citywide policy, this is likely to require involvement from multiple partners across the City. The City will need to determine who else needs to be part of decision-making or needs to weigh in on final plans.	
Funding Sources	Each taxing district would need to forgo a portion of its revenue stemming from units impacted by the tax exemption.	
Tie in with 2011 GHDMP	This strategy was not proposed in the 2011 Plan but builds upon tax abatements that have already been introduced in Pittsburgh.	

¹ In 2020, Pittsburgh combined several real estate tax abatement programs that incented affordable housing in new developments. These are now available throughout the City (not concentrated in a particular neighborhood) as options to reduce costs in return for providing affordable units. <https://pittsburghpa.gov/finance/real-estate-forms>

² Greater Hill District Housing Development Feasibility Analysis Summary. March 8, 2022. ECONorthwest.

2.3

Expedite the process of acquiring city-owned properties

Project Description	Potential Lead and Partners
There are hundreds of acres of vacant properties in the Hill District, with several hundred vacant townhomes that could be rehabbed. Community organizations have already started to rehab some of those properties, but there remains much to be done. Building on past efforts in the Hill District like the Vacant Property Strategy, the City, the Pittsburgh Land Bank, and community partners will double down on efforts to expedite transfers of land from public ownership to community groups. A key challenge is assembling parcels owned by different City agencies to create new development sites. Once that land is assembled, those sites could be prime opportunities for affordable homeownership through a community land trust. The City's efforts should involve: • Clarifying the Pittsburgh Land Bank's role in the Hill District. The Bank does not currently control properties in the neighborhood but meets with stakeholders regularly and is working on processes to expedite land transfers. • Developing a neighborhood-specific strategy (potentially an update to the Vacant Property Strategy) that is targeted toward housing opportunities. • Designating a revolving fund using public dollars to acquire, hold, manage, sell and selectively develop vacant lots and buildings. This could also be used for clearing titles and liens. • Identifying properties stuck in property reserve and coordinating with partners to move those properties out of reserve. • Considering new governance structures (coordinating with land trusts?) to make the process easier for purchasing city-owned parcels for rehab. • Coordinating efforts with the proposed housing preference policy and Hill CDC's Hill District 100 effort to ensure that new development opportunities prioritize past and current Hill District residents.	Lead: Urban Redevelopment Authority Partners: City of Pittsburgh, Pittsburgh Land Bank, PHDA, Hill CDC, land trusts
Phasing	2023-24: Discussions with the URA and partners. 2024+: governance conversations may take time. Efforts in the Hill District need to get on the work plans for various government partners.
Rationale and Potential Impact	The City and the Urban Redevelopment Authority own the majority of vacant properties in the Hill District, but the process for the Pittsburgh Land Bank and PHDA to acquire properties is difficult. The City should prioritize creating a partnership that streamlines this process to maximize the number of vacant homes that can get rehabbed and matched with households through the preference policy (Strategy 2.4).
Action Team Feedback	The base of vacant land and buildings came up repeatedly in Community and Development Action Team conversations. There is a recognition of the need for

Implementation Steps	more coordination. In addition, increasing the share of properties that are community owned is a priority for the Hill District community and its CDCs.
	Schedule work sessions with land bank, City, and CDC to identify work plan and better outline barriers.
Key Considerations	• There may be capacity issues with nonprofit groups working in the Hill who may not be able to take on widescale development at this time. • Several stakeholders cited a lack of qualified contractors to do property rehabs en masse, but this should be explored more through conversations with public partners.
Funding Sources	• This Hill District-specific effort will take staff time on the part of the public sector and nonprofit sectors. • The City should consider funding sources for a revolving loan program for rehabs. • ECONorthwest's estimates indicate that townhome rehab in the Hill District is affordable for 4-person households at 80% AMI or higher without subsidy. The previous strategy of streamlining the purchase process with City agencies is likely to support this group, while front-loaded subsidies to support initial costs could be used for households at 50-80% AMI.
Tie in with 2011 GHDMP	Stabilizing housing was listed throughout the 2011 plan, including a Homeowner Support non-displacement strategy. This carries on that initiative by identifying ways to expedite this process now.

2.4

Explore housing preference policy for Hill residents

Project Description	Project Lead and Partners
The City will explore establishing a preference system for affordable housing and community economic development programs based on residents' and business owners' history of living or doing business in the Hill or on family ties to the Hill. This preference would be for city-funded and philanthropic-funded investments. The focus of the preference policy should be on deploying City resources or funding from philanthropic sources by giving priority to applicants who were displaced, are at risk of displacement, or descendants of households who were displaced due to City actions. Top priority would be given to households that owned property that was taken by City government through eminent domain and their descendants. Other applicants would be reviewed based on current or past residence, plus that of a parent, guardian, or grandparent. This would also support the Hill District 100 initiative, which has already collected data on households interested in relocating to the Hill.	Lead: City of Pittsburgh Partners: Hill CDC, Housing Authority
Phasing	Initial conversations in 2024, with a potential policy to be crafted in 2025-6.
Rationale and Potential Impact	A preference policy for current and former residents of the Hill will provide protection against displacement with rising housing costs. It will ensure that those with personal and familial ties to the neighborhood have the option to continue living in the area. This policy can be crafted in a way to support both households that have faced or do face displacement pressures, as well as businesses with a history of displacement, which will also support economic empowerment goals. This policy is one potential path forward to help right historic wrongs, particularly urban renewal efforts that displaced families and caused loss of generational wealth, both of which continue to have repercussions for many individuals and households. Although it likely cannot repair all of these impacts, a preference policy could begin to address these impacts on the community.
Community Feedback	Stakeholders in the Community Action Team were receptive to this idea because it focused public investments in housing on people with ties to the Hill District.
Implementation Steps	• Convene a conversation with URA and PHFA to discuss funding sources. • The GHDP should include a focus on policy objectives to advance conversation around project funding criteria, eligibility criteria, and a broader implementation strategy. • The City should evaluate the funding streams of public resources for affordable housing and affordable commercial space in the Hill District to understand the current scale of investment that is directly from city resources. This will allow the City and the community to understand the potential scale of a preference policy program and how to best prioritize city-funded contributions

	• Determine alignment with any existing or proposed anti-displacement actions. This proposed action can and should work in coordination/tandem with other current programs or recommended actions. This includes the CHOICE program. • Generated a displacement evaluation map based on Lower Hill, cross-town expressway, and HACP projects that all led to housing loss and displacement. Consider the descendants who would have access. • Determine project eligibility depending on funding source (e.g., new permanently affordable rental homes, single-family home repair, down payment assistance loans) • Determine how the City designates eligibility status for residents and business owners (e.g., background residing in the Hill District, past or potential displacement, and familial ties to the area). This should be developed in collaboration with Hill District residents and follow the strategy in the plan's Community chapter.
Key Considerations	• This action could advance multiple priorities of the overall objectives in the Plan update, but it is also likely to require new creative thinking and administrative commitment to support success on behalf of the City. • Program uptake may be challenging. Many who left the Hill District moved to other cities for jobs and opportunities and may not want to come back. Those who are still in the region also would need to have a case made for why coming back is better than where they've spent most of their lives. This could impact marketing and outreach components within the region. • The City will need to establish metrics to evaluate if the policy is meeting its stated goals over time. • Could take a fair amount of City staff capacity to implement such a policy. The City will need to understand the time involved to set up and administer the policy. • This strategy should be incorporated into broader equity strategy efforts in Pittsburgh and discussed at the City level. • The preference policy focuses on projects with local funding sources (URA, Housing Authority, and PHFA), so projects with mixed funding would not be able to use the preference policy.
Funding Sources	The City needs to focus on allocating City resources (general fund, bonding, and other value capture mechanisms to support public benefits) for implementing the preference policy and syncing these policy-related City actions for affordable housing.
Tie in with 2011 GHDMP	This takes the development principle to Address/Right Historical Wrongs from the 2011 plan a step further to include right-to-return policies in new development for individuals, families, organizations, and businesses displaced by urban renewal. 'Right to return' preferences were also specifically indicated as a goal within Building Upon the African American Cultural Legacy.

2.5 Sync with Bedford Choice housing initiative	
Project Description	Project Lead and Partners
The Housing Authority received federal grant funding from the US Department of Housing and Urban Development's Choice Neighborhoods program to replace current public housing and make investments in physical infrastructure and community services in the Hill District. This effort will occur over the next five years and focus on providing replacement housing for units in Bedford Dwellings (called Bedford Choice). Project leads for Bedford Choice will seek to align the implementation of their work with the goals and objectives of this master plan update. This will include meeting housing needs in the Hill, implementation of homeownership programs, business support, infrastructure upgrades, and implementing the cultural preservation strategies identified in this plan update.	Lead: Housing Authority (HACP) Partners: Trek Development, Mayor's Office
Phasing	2022-2027. To finance redevelopment of Bedford Dwelling Units, HACP and partners are working to apply for a Choice Neighborhood Implementation Grant over 2022 as well as 9% and 4% low-income housing tax credits. It is likely that implementation will take place a few years into this plan update.
Rationale and Potential Impact	This will be a powerful anti-displacement initiative in the Hill, which seeks double the existing Bedford Dwellings units.
Action Team Feedback	Community members are concerned that residents will be displaced as new development occurs in the Hill. In Stakeholder Committee meetings input of Bedford Dwellings tenants has been explicitly noted as an important factor for decision making not only at their current site but in areas where replacement housing will be located.
Implementation Steps	Coordinate efforts through the Mayor's Office could be the Chief Development Officers, who oversee DCP, HACP, URA, etc.
Key Considerations	As the team plans for potential housing sites, they should work with the Master Plan Update objectives for key corridors to balance future commercial, housing, and open space needs. Bedford Dwellings residents should have input in advance for initiatives in areas where replacement housing is being located. For example, the Reed-Roberts development's adjacency to Centre Heldman Plaza should be considered in making improvements to the site.
Funding Sources	In addition to HUD's Choice Neighborhoods funding, the City may apply for a RAISE grant from the United States Department of Transportation. This would provide additional funding for pedestrian infrastructure projects.
Tie in with 2011 GHDMF	The Bedford Choice initiative is a new undertaking since the 2011 plan, but this aligns with previous identification of Bedford Avenue as a key corridor to support homeowners and tenants in 2011's Urban Design Proposals.

2.6

Support rehabilitation and preservation of existing affordable housing stock and vacant townhomes

Project Description	Potential Lead and Partners
The base of market-rate rental housing in the Hill District presents an opportunity for proactive preservation of the existing market-rate building stock through agreements with property owners. <u>Market-rate rental homes:</u> - Identify existing low-cost market-rate buildings that could become regulated affordable buildings or ownership opportunities for low-income residents. This could occur through several pathways. - Explore the creation of a preservation fund that would fund rehab/weatherization/upgrades of existing buildings in exchange for maintaining affordability of those units for a period of at least 10 years. A Preservation Fund is a pool of money that can be flexibly used to address the needs of (1) regulated affordable housing properties at risk of conversion to market rate units, (2) repairs and upgrades to low-cost market rate properties to reduce the need for rent increases, or (3) people interested in acquiring a property that would be regulated affordable housing. Funds come from public sector partners, philanthropic partners, banks, and CDFIs. - Identify and preserve any expiring regulated affordable housing units in the area. <u>Vacant homes:</u> Some vacant townhomes in the area may be suitable for rehabilitation while in other cases, it may be more cost-effective to demolish long-vacant homes than to renovate them. If these properties are redeveloped, they should adhere to neighborhood design guidelines to ensure new construction harmonizes with existing buildings.	<u>Lead:</u> Urban Redevelopment Authority <u>Partners:</u> City of Pittsburgh, HACP, Hill CDC; Nonprofit organizations (ex. Rebuilding Together, Neighborhood Allies, Action Housing, Habitat for Humanity, Pittsburgh Community Reinvestment Group, Community Growth Fund)
Phasing	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation.
Rationale and Potential Impact	The Hill District is facing gentrification pressures due to its central location near several universities and downtown Pittsburgh. Key partnerships with property owners could help to stabilize vulnerable households in the District for years to come.
Community Feedback	Discussions in the community action team focused on the concentration of vulnerable households in the hill that could be at risk of displacement.
Implementation Steps	Discuss potential partnerships with existing URA and HACP programs Determine the potential to better capitalize those programs through Hill-specific funding sources
Key Considerations	Funding for a larger-scale initiative may not be available.

	• Who else needs to be part of decision-making, or needs to weigh in on final plans (URA, HACP, others)? • Would the City/URA/partners want to explore expansion of the Housing Opportunity Fund scope of work to include this specific type of initiative? • How much risk is the City willing to take on its participation in the program? • If the City did not have its own fund, who would manage the fund? Would the City be willing to fund or support an organization that invests in properties outside of the City boundaries? Are there legal conditions for the City participating in this type of program? Would the City be willing to be a loan guarantor to reduce the borrowing costs for affordable housing owners/developers? • How long would the fund operator be willing to lend to borrowers? What interest rates would the operator charge and what return on investment would the operator expect? • What affordability restrictions would the operator require in exchange for a given-sized loan? • How would the operator monitor compliance and qualify borrowers? What are the consequences of non-compliance? • Do the City's partners have the capacity to monitor compliance if the City did not have its own fund? • How much capital is necessary for the fund to achieve scale? How many properties and of what size would be in the fund?
Funding Sources	Pittsburgh Community Reinvestment Group
Tie in with 2011 GHDMP	This strategy connects the 2011 plan's initiative of Historic Preservation of existing assets in the neighborhood and goals of affordable homeownership by preserving housing stock and providing paths to residents owning homes.

2.7

Provide investment, financial literacy, and tangled title assistance for homeowners

		Project Lead and Partners
Many organizations work with Hill District residents to offer technical assistance to residents interested in buying a home. The focus of this program should be to coordinate efforts and identify where there might be unmet needs for classes on homeownership, maintenance, etc. cooperative ownership, homeownership, estate planning, business succession planning, and classes for young people. The URA could consider sponsoring a recurring "Homeownership Roadshow" to showcase opportunities and provide more proactive assistance to residents dealing with tangled property titles. Including assistance on will preparation would also work proactively to reduce the number of tangled title interruptions in the future.		Lead: Nonprofit Organization Partners: Urban Redevelopment Authority, City of Pittsburgh, Community Growth Fund, Hill Federal Credit Union, PHDA, Catapult, Allegheny County, URA, PHFA, Financial Empowerment Center, Hillman Foundation, Pittsburgh Pro Bono Center, NeighborWorks Western PA, Neighborhood Allies, Omicelo
Phasing	2023. Initial coordination can happen ASAP. The City could also pursue additional funding to support expanded efforts.	
Rationale and Potential Impact	Working directly with residents is key to helping ready households for homeownership through credit counseling, financial literacy, and estate planning. This type of programmatic support could be applied before residents go through the home buying process, while they are pursuing purchasing a home, or for new first-time homeowners.	
Stakeholder Feedback	We discussed the need for these programs with the Hill Federal Credit Union and the URA, who outlined existing activities and provided ideas on how to expand their work. The Hill Federal Credit Union indicated that one of the biggest needs is organizational capacity. While they already provide opportunities for Hill residents to build credit, participate in financial literacy classes, and access low-interest loans, they would benefit from loan officers with mortgage experience and marketing support.	
Implementation Steps	Convene partners working on financial literacy to identify specific additional actions. The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation.	
Key Considerations	Pre-homeownership programs will likely sync well with economic empowerment strategies, particularly those that help residents build credit and manage loans.	

Funding Sources	There is likely to be a need for additional funding to support expanded financial literacy programs. Key partners can help to determine whether the City or URA could play a role in helping to seek funding.
Tie in with 2011 GHDMP	The Workforce Development and Homeowner/Tenant Support goals addressed the need for building these skill capacities in the 2011 plan. Organizations like the Hill FCU, PHDA, and other nonprofits have made progress in this work, which we propose continuing and building capacity for.

2.8

Consider applying Inclusionary Zoning in the Hill District

Project Description	Project Lead and Partners
The analysis conducted as part of this project indicates that inclusionary zoning could have limited impact on market-rate development feasibility given existing conditions but also provide potential stability and mixed-income housing in the face of increasing market pressures. The feasibility analysis conducted to inform this strategy evaluated the implications of the program requirements of the existing Inclusionary Housing Overlay District (IZ-O) which includes a 10% set-aside at 50% AMI for rental units and 10% set-aside at 80% AMI for ownership units. Inclusionary zoning functions by requiring larger market-rate developments of 20+ units to set aside a certain standard amount of affordable housing with the goal of creating mixed-income buildings. It could begin with the template of what has been done elsewhere in Pittsburgh, then be tailored more specifically for the needs of the Hill District or adopt the existing Inclusionary Housing Overlay District that applies in other neighborhoods today.	City of Pittsburgh
Phasing	The City should consider implementing inclusionary zoning before, or concurrent with, other code changes detailed in Strategy 2.1. The additional density allowances in these code changes could result in an increase in development of more 20+ unit buildings which would be subject to affordable housing requirements of an IZ program. Alternatively, if citywide IZ is implemented, the Hill District could consider more ambitious targets for implementation. However, making a different version calibrated to the Hill, specifically, would be a longer process.
Rationale and Potential Impact	There have been recent expansions of the IZ-O at the neighborhood level across Pittsburgh. The feasibility and market analysis indicates mounting market pressures and generally supportive market conditions to advance an inclusionary policy in the Hill District that will support the stabilization of existing residents and the creation of new mixed-income developments.
Community Feedback	There is ongoing community conversation about the appropriateness and the requirements of an IZ program in the Hill District. The City should continue to engage with community stakeholders around the mechanisms available to apply the IZ-O in the Hill District and determine the implementation limitations of any additional program requirements.
Implementation Steps	During the City-led plan development and plan adoption process, City staff should continue to communicate with community stakeholders about the options for deploying an IZ program in the Hill. City staff should develop a work program and timeline for the adoption of an IZ program aligned with other code and implementation recommendations out of the GHDM update.
Key Considerations	Inclusionary housing is a way to hedge against future housing price increases and set policy that can be absorbed into the decision-making processes and market function of development across the district prior to additional market escalations or increases in property values.

	If not calibrated to local market conditions, IZ policies can be counterproductive to both affordable and market-rate housing production. The feasibility analysis conducted in tandem with this report indicates that now is opportune timing to adopt an IZ program in the Hill District for absorption into the market as pressures on the housing and real estate market continue to increase. Many community stakeholders would like to see a more thorough analysis of different policy parameters (e.g., a lower setaside and a lower depth of affordability)
Funding Sources	While this policy does not have direct implications for identifying funding, our analysis did indicate that advancing a broadened LERTA tax abatement across all taxing districts would advance affordable housing and stability goals in the Hill District. An inclusionary policy would be effective if developers could feasibly build new market-rate units with City-provided incentives for building in the Hill District that would offset the added cost of the affordable units in the development, such as property tax abatement or direct subsidy.
Tie in with 2011 GHDMP	Inclusionary Affordable Housing was listed in the Preserving Affordability non-displacement strategy in the 2011 plan. At that point, Pittsburgh had not yet implemented Inclusionary Zoning Overlays in other neighborhoods. Now there is greater local context to elaborate on this strategy and its applicability in the Hill District.

2.9

Re-engage with Community Land Trusts

Project Description	Project Lead and Partners
A Community Land Trust (CLT) would involve creating an entity that purchases and sets aside land for non-profit and/or community uses including affordable housing, instead of "highest and best" market use. The CLT would own parcels and lease them to homeowners, who share equity earned on their homes and have lower housing costs than traditional mortgages. Starting in 2014, community members throughout the Hill engaged in conversations about a potential Community Land Trust specific to the Hill District by the Hill CDC. There are also several CLTs currently operating in the area, including the City of Bridges (throughout Pittsburgh) and a neighborhood-specific CLT in Oakland (adjacent to the Hill).	Lead: City of Pittsburgh, Urban Redevelopment Authority Partners: Hill CDC, City of Bridges Land Trust, Oakland CLT (to discuss lessons learned)
Phasing	2023-2024. Most of the legal documents are already in place. This strategy could be a combination of working with existing land trusts and helping to launch the Hill CLT.
Rationale and Potential Impact	Creating a CLT that specifically serves the Hill District would work against displacement as housing costs rise is intended to remove barriers to homeownership and ensure that residents can affordably live in the neighborhood while gaining equity in their homes. The Hill CDC's work has already produced a draft template for residential ground leases, as well as a phased plan for acquisition and preservation that identifies specific properties throughout the Upper, Middle, and Lower Hill. Their draft plan created in 2018 recommended that the nonprofit acquire single-family homes and commercial properties through City Treasurer's sale, a private transaction with current owners, or negotiation with the URA/HACP. This strategy ties in with others listed in this plan which could be combined and used with land held in the CLT, including Innovative Housing, Bedford Choice, Purchasing City-Owned Properties, and Townhome Renovation.
Community Feedback	During the January 25, 2022 Steering Committee meeting, attendees emphasized that trust among residents is key to creating a successful local CLT. It was also suggested that lease terms for CLT properties should consider surpassing 99-year terms and plan far into the future of the Hill to build intergenerational economic stability.
Implementation Steps	• Confirm rationale for a new land trust (or investment criteria for existing land trusts)

	• Secure sponsorships. CLTs can gain funding from individuals, institutions, governments, nonprofits, and local businesses/banks. • Identify beneficiaries (income level and other factors, like the potential preference policy (Strategy X) • Delineate Service Area • Organize (community organizing, approaching institutions for assistance, • Develop/improve land (CLT-initiated projects, developer projects with CLT as partner, etc.)
Key Considerations	The Hill may alternatively consider working with existing CLTs (such as the City of Bridges) rather than creating a new entity, especially with current political support available. Explore both creating a new CLT and partnering with existing CLTs. Since funders may perceive a new CLT as an "either/or" funding proposition vs. "both/and," the City's messaging will need to overcome this false dichotomy.
Funding Sources	The Hill CDC's initial work identified subsidies from government and philanthropic sources as primary funding for the Hill CLT. Finding sources that will grant funds directly to the CLT rather than individual homebuyers may be a challenge but will be important for success. Permanent and direct funds to CLT-connected properties can be used to lower the cost of property acquisitions, rather than nonrenewable case-by-case subsidies. Other funding partners that have supported CLTs in the Pittsburgh region include the Hillman Foundation, Neighborhood Allies, Bridgeway Capital, and Pittsburgh Foundation.
Tie in with 2011 GHDMP	A Hill District Land Bank was listed as a potential program in the 2011 plan. Since then, Hill CDC has made progress on creating documents for a Community Land Trust. These recommendations are based on the current standing of that process.

2.10

Reduce regulatory barriers to co-ops and explore innovative housing

Project Description	Project Lead and Partners
The City can help to convene mutually supportive networks of neighbors that could form an association or cooperative where members pay a fixed fee (one-time or installments) and then have access to a reliable contractor who will work at a previously agreed upon price. Ideas that emerged through the development action team conversations included: • Provide technical support and guidelines for cooperative development models: Streamline the co-op process by providing a guidebook for coop development in the Pennsylvania model purchase and sale agreement. This could include a brownfield-type purchase and sale with cooperative structure with limited equity. • Create a partnership with Pitt. This could involve combining student housing that would cover part of the mortgage on for-sale housing. The student housing helps to subsidize the mortgage for the ownership housing. This was included in the Oakland Plan, so this program could be an expansion of that proposal.	Lead: City of Pittsburgh Partners: Pittsburgh Chamber of Cooperatives, Urban Redevelopment Authority, Hill CDC, local banks, and credit unions
Phasing	Depending on available funding and staff time, this strategy could begin ASAP.
Rationale and Potential Impact	Creating alternative structures to fee simple ownership is important to broaden the benefits of homeownership to households making less than 60% AMI. Cooperative housing models can often meet the goal of providing an opportunity to own a share of a housing unit along with stable housing costs.
Community Feedback	Innovative and community-owned housing is a priority for Hill residents who hope to stem the impacts of potential gentrification by creating? Establishing? ownership opportunities for more current and past Hill residents.
Implementation Steps	• Research funding options to support the development of a coop guidebook. • Review code for barriers to coop housing. • Identify financial and other regulatory barriers to coop housing.
Key Considerations	• New coop projects are not a common development type in Pennsylvania. • There are few developers who have experience (or even interest) in developing coop housing, even though there is a big desire. • Who else needs to be part of the decision-making, or needs to weigh in on final plans?
Funding Sources	Urban Redevelopment Authority programs
Tie in with 2011 GHDP	Homeowner Cooperative was originally proposed as a potential program under the Homeowner/Tenant Support goal in the 2011 plan. Here specific barriers to this are identified, and additional innovative housing added.

2.11

Expand programs that help residents purchase homes

Project Description		Project Lead and Partners
Assistance programs can help facilitate homeownership for residents by providing 0% interest loans and/or down payment assistance to eligible participants. This could also include supporting a pre-purchase program for aspiring homeowners with monthly homebuyer education workshops and one-on-one counseling.		URA, Catapult PGH, Hill FCU, NeighborWorks Western PA, Community Growth Fund
Phasing	Since there are already existing programs on which to build, these initiatives could likely begin to ramp up in the near future.	
Rationale and Potential Impact	Currently, the URA's Housing Opportunity Fund assists with down payments, but not all loans currently appeal to home buyers with low enough interest rates. Expanding availability could mean flexible options for paying interest. Counseling is currently available through Catapult PGH's DOOR program and the Hill Federal Credit Union. The Hill FCU has about 10 counselors that partner with the City's Financial Empowerment Center. However, greater staffing capacity is a priority need. Filling these gaps and increasing coordination between organizations can achieve more effective results for Hill residents.	
Community Feedback	Attendees of Steering Committee meetings have expressed that grants are preferable in general; loans feel more like a burden and are often contingent on credit scores and therefore not available to all. Those who have not had the opportunity to build a high credit score may be subject to more burdensome interest rates or denied participation.	
Implementation Steps	Discuss this priority with the Mayor to determine the ability to expand the program. The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation.	
Key Considerations	There are current paths for Hill residents to build credit, which could be used to increase eligibility for a wider range of home loans.	
Funding Sources	As listed above, the URA's Housing Opportunity Fund currently includes down payment assistance through low-interest loans, but more sources should be identified to diversify opportunities for residents to access initial funds for purchasing homes.	
Tie in with 2011 GHDMP	Purchasing and maintaining homes was covered in the 2011 plan through several strategies, including Homeowner Education Articles. This recommendation identifies remaining barriers and program-based methods of addressing them with resources available now.	

2.12

Expand assistance for residents to maintain and improve older homes

Project Description	Project Lead and Partners
Residents of the Hill who already own homes may benefit from assistance with maintenance and improvements to cover the costs of repairing and upgrading. In addition to helping existing residents remain in their homes, assistance can help homeowners make energy-efficient improvements such as weatherization.	Lead: The URA could lead this effort, pending additional discussions Partners: Allegheny County, Energy Innovation Center, PHFA, Rebuilding Together, Habitat for Humanity, Open Hand Ministries, Amani CDC, PCRG, Community Growth Fund
Phasing	Since there are already existing programs on which to build, these initiatives could likely begin in the near future.
Rationale and Potential Impact	Pittsburgh's older housing stock often requires critical work such as roof repair to avoid code violations and hazards. Allegheny County's Home Improvement Loan Program (AHILP) currently offers 0% interest loans up to \$10,000 for emergency repairs and 1% interest for correcting code violations up to \$23,000. To access the program borrowers are required to have an acceptable credit history, property taxes must be up to date, and work must be done by an approved professional contractor. Additionally, the program requires that participants are living in the home, making it difficult to use for renovating newly purchased homes that need significant renovation. Action Housing administers a program in partnership with the URA to provide up to \$30,000 in 0% interest 30-year deferred home assistance loans for households at or below 50% AMI, but it is not a consistently available resource and has similar participation restrictions to AHILP. Filling these gaps, increasing access to programs, and incentivizing energy-efficient improvements can achieve more effective results for Hill residents.
Community Feedback	Although less directly addressed during meetings with the community, conversations about home purchasing indicate that grants or low-barrier loans would be more impactful for residents. Given the interconnected challenges of building credit and managing debt, easier access programs will likely encourage greater participation.
Implementation Steps	• Assess the level of need for maintenance assistance from existing homeowners • Estimate demand for energy improvement/weatherization improvements • Identify sources for expanded funding, potentially drawing on federal state or federal climate resilience initiatives

	• Connect improvement work with green job training at Energy Innovation Center
Key Considerations	The success of energy improvement/weatherization programs will be contingent on participation from homeowners. Similarly, the impact of assistance for critical maintenance will depend on residents' awareness of programs. Advertising the availability of grants or 0% loans will be key to implementation.
Funding Sources	Funding sources could include a combination of local, county, and state resources, including expanded awareness of those listed above or newly available funding through the Bipartisan Infrastructure Bill.
Tie in with 2011 GHDMP	Construction/Renovation/Historic Preservation was a potential program listed as a tie-in with Hill Workforce Development in the 2011 plan. This strategy connects that goal with current programs and recommendations to pursue more renovation projects.

Goal 3: Economic Empowerment

Exhibit 5. Economic Empowerment Preliminary Strategies

Strategy	Implementers	Relationship to 2011 Plan
Tactic: Help residents start/grow small businesses		
3.1 Fund commercial space renovation and explore master leasing spaces	URA, Bridgeway Capital, Kiva Pittsburgh, Honeycomb Credit, Hill FCU	New
3.2 Support affordable space and “incubator” programming	URA, Catapult	Continuing
3.3 Establish a preference policy for Hill-based developers on publicly owned properties	City/URA	New
3.4 Develop small business skills tailored to the Hill District	SCORE Pittsburgh, the Pittsburgh Small Business Administration, Riverside Center for Innovation	Continuing
3.5 Provide supportive funding for activation events	URA	Continuing
3.6 Increase flexibility for ground-floor commercial uses and allowance of home-based businesses	City	Continuing
Tactic: Help residents gain skills		
3.7 Coordinate job training programs and placement opportunities	Pittsburgh Public Schools	Continuing
3.8 Leverage university resources to provide community support	Pitt/Duquesne/CMU	Continuing
Tactic: Create opportunities for community ownership		
3.9 Support commercial ownership opportunities through commercial condos and investment cooperatives		New

3.1

Fund commercial space renovation and explore master leasing spaces

Project Description	Project Lead and Partners
To activate storefronts, a new model may be needed that reduces upfront cost to the tenant and long-term risk to property owners. A master lease model can address these two constraints via the following process: • Secure funding for renovation of existing spaces to bring them up to code. • Work with an entity such as the URA to fund/oversee this generic renovation. • Establish a property manager that has the capacity and funding to function as a master lessee of multiple spaces (2-6). • Have the master lessee/property manager work with the Hill CDC or arts organizations to recruit tenants in need of move-in-ready spaces at affordable lease rates. 5) Establish a lease loss reserve fund to help the master lessee handle any tenant turnover.	Lead: Hill CDC Partners: Urban Redevelopment Authority, University of Pittsburgh, advancing Black Arts in Pittsburgh, Bridgeway Capital
Rationale and Potential Impact	Many older storefronts suffer from a downward spiral of cost constraints. It is more expensive to renovate than local lease rates will cover. Which causes spaces to sit longer, which causes more depreciation, which increases the cost of renovation, and so on. To break this cycle, a program that steps in and covers the renovation cost, along with the complexity, would be the most effective approach to targeted re-activation. To make these spaces accessible to new entrepreneurs, a master lease can mitigate the risk to property owners. The impact could be substantial. If upfront grant funding is secured to cover renovation, accessible lease rates could be established. This model may also include a community-based steering committee to ensure that tenant recruitment aligns with neighborhood goals.
Community Feedback	While feedback from the community has been receptive to the idea of a master lease model to expedite the process of commercial leasing for small businesses, finding the right operator would be key for community buy-in. So far, the greatest hesitancy has been around the uncertainty of who would run the program.
Implementation Steps	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation. Initial steps would require securing buy-in from vital project partners. A funding partner would be needed, along with an experienced property manager.
Key Considerations	An operator of the master lease needs to be capable of managing multiple tenants. Only certain CDCs have the ability to include a full-time asset manager on staff. Nonprofits in particular can be experts in community advocacy but may not have the necessary capacity for property management. An operator should ideally have a profit motive so that the spaces stay full and stay accountable to the tenants in the space, while also having an interest in strengthening the community. Opening seed funding and tenant improvement sources that are not dependent on the applicant's credit history or personal connections can complement this

	strategy by giving more entry points to entrepreneurs seeking to start or build their businesses.
Funding Considerations	Lower Hill LERTA (\$600K) could go a long way toward launching this program. The funding could be dedicated to upfront renovation and a loan-loss reserve fund.
Tie in with 2011 GHDMP	The 2011 Plan envisioned Centre Avenue specifically as a core of small businesses alongside cultural and institutional facilities. It also included specific incubators for non-profits, arts, and small businesses as potential programs. This strategy aims to support the same goal with a new model.

3.2

Support affordable space and “incubator” programming

Project Description	Project Lead and Partners
The Hill District has existing incubator and accelerator programs that could be expanded and supported to maximize their impact on local entrepreneurs. Catapult PGH’s storefront gallery gives their accelerator participants easy access to brick-and-mortar space, Hill CDC’s New Granada food hall will provide opportunity for food and beverage startups, while Nafasi on Centre integrates live-work-play spaces for artists. Providing physical spaces and technical support at low or no cost reduces the challenges of finding a space for residents to launch or grow their small businesses. Programmatic support such as access to bookkeepers, marketing, and advice for online platforms can be relevant to businesses throughout their life cycle but particularly targets newer start-ups. The next steps for businesses that go through these programs may include identifying an independent retail space, co-locating, or expanding a business online.	Catapult PGH, Hill CDC, Nafasi on Centre, URA of Pittsburgh, Neighborhood Allies, Bridgeway Capital, Food 21
Phasing	This strategy could align with the commercial space renovation and master leasing strategy (3.1) and/or commercial condo strategy (3.9) in anticipating the next steps for entrepreneurs after completing incubator programs. Ensuring that businesses will be able to stay in the Hill District is critical for maximizing benefits for the community.
Rationale and Potential Impact	Incubator spaces serve new or growing businesses by providing physical space, business guidance, and a supportive community. They serve the micro-entrepreneurs that may not have the resources, time, or risk tolerance to sign an individual lease. They also can provide ongoing support that some technical assistance providers do not have the capacity to provide. In addition, Business District managers may miss some of these micro-entrepreneurs as their focus is more on standalone brick-and-mortar businesses. It is also worth noting that the pandemic has accelerated the shift to e-commerce and its inevitable effect on the neighborhood's main streets. Adjusting to this new reality may actually support some business districts, as small businesses may be able to expand their customer base past their traditional clientele. So, while there may be less dependency on their physical store space, it may also function to help offset revenue streams to allow small businesses to afford leases. Shared spaces and business assistance programs that assist in capacity building for e-commerce can be utilized as a way to strengthen local business owners. Connecting similar or complementary businesses in cohorts through programming can foster more mutual support and lead to opportunities for co-location of businesses and services. These local professional connections can create a strong local economic ecosystem for the Hill.
Community Feedback	Conversations during Steering Committee meetings and individual interviews with community stakeholders have shown support for such entrepreneurial.

	programs but raised the question of how businesses will be sustained after they launch and remain in the Hill District.
Implementation Steps	Continue efforts to support existing accelerator programs. Include flex spaces that also function as incubator/accelerator programs in conversations around lease-ready commercial space in the Hill District. Evaluate what steps the City can take to support businesses moving into their next stages with the opportunity to stay in the Hill.
Key Considerations	To make sure that entrepreneurs can be successful after completing programs, it will be critical to understanding the balance between businesses that require brick-and-mortar spaces and those which are more location-flexible.
Funding Sources	URA Micro-Enterprise Loan Program, Bridgeway Capital, Kiva
Tie in with 2011 GHDMP	The 2011 plan proposed several types of incubator space, which has been moved forward by Catapult and carried on by the Hill CDC's work in the New Granada development. This strategy consolidates the different incubators recommended in 2011 and includes new considerations for business needs in 2022.

3.3

Establish preference policy for Hill-based developers on publicly owned properties

Project Description	Project Lead and Partners
The City should explore a potential preference policy that prioritizes development opportunities for local developers with ties to the Hill District, Black, Indigenous, and People of Color (BIPOC) developers, and community organizations. To align with the history and culture of the Hill District this policy should seek to specifically uplift Black developers with connections to the neighborhood. In addition to the Avenues of Hope Commercial Real Estate Program (ACRE) which prioritizes lowering barriers to development for local and minority developers and small businesses, other examples to explore include Seattle’s Africatown and the Legacy Cities Initiative in Upstate New York. Legacy Cities used a land banking approach with a preference for registered M/WBE developers and first-time homebuyers of color. Africatown used a community preference policy that was implemented through individual affordable housing developers who are able to submit their own preference plan to the City. Programmatic support can also be utilized to increase capacity for developers of color in the Hill District: Neighborhood Allies’ Centralized Real Estate Accelerator is a current program that helps developers of color raise private capital for projects. Philadelphia’s Minority Developer Program is an example of a real estate accelerator program that uses City-owned land through the Philadelphia Land Bank and City-backed funding to give opportunities for new developers. The program also includes marketing training, financial modeling, and training tailored to applying for publicly owned vacant properties.	Lead: City of Pittsburgh, Urban Redevelopment Authority Partners: URA, Neighborhood Allies, Enterprise Community Partners
Phasing	The City should consult with key stakeholders and the community to determine phasing during the next phase of plan implementation.
Rationale and Potential Impact	The development field has historically drawn mainly white developers. With such a policy, the City/URA have a chance to expand opportunities to historically marginalized populations. According to Enterprise Community Partners, only a small fraction (2%) of development companies are Black-led. In addition, only 1.5% of managed real estate assets are controlled by firms owned by BIPOC providers.
Action Team Feedback	Among the Development Action team, there was support for expanding technical assistance to local and black developers. This was not widely discussed in the Community Action Team, but that group emphasized the need for greater wealth-building opportunities for all Hill District residents and the need for community ownership of land.
Implementation Steps	• Focus both on funding support and partnerships with local lenders to increase access to capital for local and BIPOC developers on increasing capacity through training and support programs.

	• To build a bench of qualified developers, the City should fund technical assistance programs to expand the developer skillset to more residents. • Develop process and building scoring criteria, which could be similar to M/WBE preference used in other public projects
Key Considerations	• Need to determine legal implications of this approach. • Key public partners would need to buy into this approach if it was to become a policy for public land disposition moving forward. Relationships with local lenders and alignment with lender social impact investments are important. • Need to identify who else needs to be part of decision-making or needs to weigh in on final plans. • A key takeaway throughout the process was to avoid public resources benefiting a select few. The preference policy should also emphasize community benefits for the projects identified and have clear evaluation and selection criteria.
Funding Sources	The City will need to identify funding sources and potential partners for technical assistance.
Tie in with 2011 GHDMP	The 2011 plan included a community ownership strategy to give first right of refusal to Hill CBOs and FBOs but did not extend to Black developers generally; this strategy goes a step further to tie in with the cultural legacy of the Hill.

3.4

Develop small business skills tailored to the Hill District

Project Description	Project Lead and Partners
There are existing resources in Pittsburgh to develop small business skills, which could be tailored to the needs of the Hill District. These could include a coordinated combination of financial planning, legal/accounting support, employee management, succession planning, platforms for collaboration, and information sharing. Beyond increasing funding and collaboration for existing programs, support should include helping businesses with continuity in a post-COVID environment through merchandising, online presence, assessing needs for brick-and-mortar space, and options for co-location. Trends that were impacting small businesses prior to the COVID-19 pandemic have accelerated since March 2020 and small business support programs should be targeted for small business success as pandemic-related consumer shifts become more structural long-term trends. Portland's Comprehensive Economic Development Strategy (CEDS) is one example of a city that focused on skill development post-COVID with an emphasis on skills that are locally relevant and specifically include youth programs.	Lead: Hill CDC and URA Partners: SCORE, Pittsburgh SBA, Riverside Center for Innovation
Phasing	These strategies should begin soon to avoid further exacerbating impacts of the pandemic and assist with ongoing recovery.
Rationale and Potential Impact	Different resources may be necessary at various points in a business; helping entrepreneurs plan in their early stages, through transformative periods, and during next steps after an original business owner retires can ensure that intergenerational wealth continues to build for Hill residents. Creating a more centralized method of engaging with resources may allow more new or aspiring business owners to find the right program, funding, or other connection for their project.
Community Feedback	The Steering Committee was interested in exploring the kinds of skills that businesses need, helping small businesses leverage disruptions (consumer and product components), and what new programs are needed to support them.
Implementation Steps	• Convene representatives from partners providing small business support. • Explore what skills businesses need which are not currently being addressed by existing programs. • Identify opportunities for syncing programs or finding those that could lead sequentially into each other. • Develop pathways for businesses to grow at different points in their lifecycle.
Key Considerations	• This strategy will likely focus on relatively new businesses with assistance during the early phases and expand into specific types of entrepreneurs in need of support.

	• Continuity of legacy businesses should also be intentionally considered for their significance in building wealth in the community and neighborhood heritage. • Businesses of different sizes may require different types of support and pathways.
Funding Sources	Pittsburgh has robust philanthropic resources that businesses and business support providers could connect with for these efforts. Creating a central method of engaging with foundations would help streamline access to capital.
Tie in with 2011 GHDMP	This strategy builds on 2011 potential program for Small Business Support which included shared resources (marketing, bookkeeping, etc.), business development seminars, and emergency funds. This recommendation identifies where there are currently opportunities for growth and relevant needs in 2022.

3.5

Provide supportive funding for activation events

Project Description	Project Lead and Partners
Events in key corridors can be used to activate space and begin generating support for new redevelopment concepts. Expanding funding like the URA's Biz Buzz grant could allow for more community events that support the district and build recognition for local businesses through targeted location and timing. Pop-ups can be used as precursors to future programs or new projects in the Hill District.	Lead: City of Pittsburgh, Council District 6 Partners: Hill CDC, URA, ACH Clear Pathways, Arts in the Hill District, Nafasi, MOKA Gallery, Art & Civic Design, Public Works, Office of Public Art
Phasing	Pop-up events could begin in a relatively short timeframe, especially as interim ways to attract attention to key corridors, build recognition of Hill District arts and culture, and showcase up-and-coming businesses.
Rationale and Potential Impact	Using vacant and underutilized spaces can add to an intentional atmosphere in key nodes, such as fostering an art and cultural district through related events. Activation events have been successful in the past in the Hill District, including Roller Sk8 Connection's 2021 pop-up event in the Centre Heldman parking lot. The Hill District Arts Festival was planned by ACH Clear Pathways for summer 2021 as well but was postponed due to COVID concerns. Continuing momentum for events may be particularly effective on Centre Avenue in the area between Heldman and Kirkpatrick streets where this plan's supportive documents have identified potential for building up the business district with an intentional focus on arts and culture.
Community Feedback	Stakeholders pointed to Roller Sk8 Connection's pop-up rink as a successful recent event in Centre Heldman Plaza that may evolve into a more permanent rink elsewhere in the Hill. There was interest in more ways to utilize and leverage vacant lots.
Implementation Steps	• Involve community partners interested in hosting events to determine the scope of support. • Align the availability of activation event support and funding with other new initiatives in the Hill District. For example, if the master lease model were implemented to open several new storefronts on Centre, coordinate with a grand opening event (3.1). • Identify how pop-ups can be used as initial starting points for larger potential projects.
Key Considerations	Events should be complementary to other initiatives. Without enough momentum surrounding activation, they may not have the intended impact if attendance is low Operations for events will likely be steered by community partners, including determining themes (arts, culinary, musical, etc.)
Funding Sources	The URA's BizzBuzz grants dedicate money to events and activities in neighborhood business districts that could be used for activation initiatives in the Hill District.

**Tie in with 2011
GHDMP**

Events are mentioned in the 2011 plan in conjunction with other potential programs, including Neighborhood Cleanups and developing a Hill District Arts Plan. This strategy more fully lays out how activation events can fit into economic empowerment and support for vibrant business districts.

3.6

Increase flexibility for ground-floor commercial uses and allowance of home-based businesses

Project Description	Project Lead and Partners
To better accommodate businesses in the Hill District, the City will implement the following updates to its code: • Update commercial allowances in RM-M zones for more flexibility to allow limited amounts of ground-floor retail. The City should put limitations on retail allowances in the RM-M zone with a limit of 1,000 to 2,000 square feet to prioritize small businesses and limit use allowances to retail sales, service, and office uses to prioritize neighborhood-serving businesses. • If changes to the use allowances do not advance as part of the city-led plan update process, the City should amend the zoning map to legalize existing neighborhood-serving businesses that are currently non-conforming in the RM-M zone. Access to capital and the ability to make physical and safety improvements to businesses is greatly limited for businesses that are non-conforming. • Allow 3- to 4-story buildings in the C Zone that could include ground floor commercial (overlap with strategy 2.1) • Identify constraints to home-based businesses and allow home occupations that are accessory to the residential use category in Chapter 911.02. At least one nonresident employee should be permitted for home occupations with limitations on hours of operation.	Lead: City Planning Partners: Hill District Businesses (TBD)
Phasing	Near-term. Some of these changes will be advantageous for new mixed-use commercial and residential development in sync with recommendations in strategy 2.1.
Rationale and Potential Impact	The Hill District's code limits business activity in key areas, which limits the ability of existing businesses to expand or change their use. It also prevents home-based businesses and nonconforming businesses from operating in the District. This limits economic opportunity for these business owners, many of whom also live in the Hill District. These changes will also remove regulatory barriers to entrepreneurship, wealth generation, and create opportunities for more neighborhood-serving businesses in the Hill District community.
Community Feedback	The development action team indicated that parking availability and supply to support businesses along Center Avenue are critical to their future success and that zoning changes should come with additional conversations about parking management strategies including opportunities for shared parking. The development action team also discussed their support for bringing existing businesses into conformance and creating more low-barrier opportunities for businesses.
Implementation Steps	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation. The City should integrate recommended code changes into the Neighborhood Plan.

Key Considerations	As the Department of City Planning integrates these actions into the Neighborhood Plan Update, risks exist to how these surgical code changes are applied to existing citywide base zones, the creation of new zoning designations, or through an Overlay District.
Funding Sources	N/A
Tie in with 2011 GHDMP	The 2011 plan's development principles included Reflect Neighborhood Driven Civic Design. Although the specific strategy of flexibility for ground-floor commercial uses and home-based businesses was not included in the previous plan, it does note that ground-level retail and street activating uses are encouraged as supported by market demand.

3.7

Coordinate job training and placement opportunities

Project Description	Project Lead and Partners
There are a number of existing programs with the goal of providing job training and skills for Hill residents. Streamlining these programs, increasing participation, and facilitating career placement can ensure that workforce development is benefitting community members and allowing for access to growing industries in Pittsburgh. Coordination between training and job opportunities could involve extending and expanding programs in the Hill, including the CTE Health Careers Technology program to Milliones High School, the Lower Hill's First Source Resource Centre, the Energy Innovation Center, and university connections (detailed further in 3.8).	Energy Innovation Center (EIC), University of Pittsburgh, First Source Center, Pittsburgh Public Schools
Phasing	Near-term. There are already resources for workforce development and currently a high need for workers across industries.
Rationale and Potential Impact	Pittsburgh's post-industrial economy offers opportunity for residents to access secure jobs with hospitals, universities, and related institutions. These jobs are particularly concentrated in centrally located neighborhoods like the Hill District, which is adjacent to university campuses and large medical facilities. Increasing access to career training for Hill District residents can help individuals enter growing local fields with higher wages like medicine, life sciences, and technology. Existing citywide programs could be extended to reach more Hill District residents and increase job placement. University of Pittsburgh's Community Engagement Center offers a pipeline program that places high school students with internships in IT to facilitate job placement could be emulated in more programs. The First Source Center also works as a workforce development center nearby which offers career exploration, job training, financial literacy, and wealth-building resources that could centrally coordinate opportunities.
Community Feedback	During engagement events and conversations with community stakeholders, there was a strong interest in connections with STEM career paths to capitalize on the Hill District's proximity to life sciences and technology centers in adjacent neighborhoods.
Implementation Steps	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation.
Key Considerations	Although technology and healthcare are growing industries in Pittsburgh, pathways should also include opportunities in a variety of fields; food and the arts were both brought up during community meetings as areas of interest.
Funding Sources	Funding for this strategy would come from a variety of sources, including nonprofits, public entities, and philanthropic foundations.
Tie in with 2011 GHMP	Hill District Workforce Development was an initiative within the 2011 plan's Economic Empowerment and Commercial Development goal which this strategy continues with considerations for the job market in 2022. It covers potential programs from the 2011 plan, including nursing/health-related

	professions, job placement resources, youth opportunities, and “green collar” jobs.
3.8	Leverage university resources to provide community support
Project Description	Project Lead and Partners
Identifying more places where university departments could have a role in expanding opportunity for students and staff while also providing services to the community could include legal clinics, youth tutoring, childcare services, or guidance for homeownership. Connecting with a wider audience by expanding these existing programs to adults and identifying next steps after participation could support and expand their effectiveness.	University of Pittsburgh, Duquesne University, Carlow University
Phasing	This strategy should align with the University of Pittsburgh’s upcoming initiatives to ramp up involvement through their Community Engagement Center in the next few years.
Rationale and Potential Impact	The Hill District is surrounded by higher education institutions located in adjacent neighborhoods, including Duquesne, University of Pittsburgh, Carlow, and Carnegie Mellon. Building or expanding partnerships with these universities offers opportunity for mutual benefit between institutions and the neighborhood. University of Pittsburgh’s Community Engagement Center has recently located offices in the New Granada building, with an intention of expanding on its current offerings for Hill residents to include more high school students with a particular focus on it. Future projects may include pipelines to careers through internship programs with the university that lead to entry-level positions that lower barriers to STEM fields. Pre-pipeline programs may also extend to younger middle school students with introductory programs in energy innovation and technology. Beyond job training, university connections can offer opportunities for Hill-based businesses through local-preference supplier contracts as part of upcoming initiatives. Pitt has set hiring goals for CEC communities, including the Hill District, which could expand through partnerships with more universities in the area.
Community Feedback	Community members have shown hesitance around the idea of student housing or other physical buildings in the Hill unless done in a very intentional way to include benefits for existing residents.
Implementation Steps	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation.
Key Considerations	The City must balance the perceived encroachment of Oakland, university activity into the Hill, and offering opportunities to residents. Initiatives that work with the Hill District community may align with universities’ diversity, equity, and inclusion goals as some institutions develop more ambitious strategies for community connection.

Funding Sources	Since university funding will be key to this strategy, actions should be mutually beneficial for the Hill District community and these institutions by offering opportunities, such as the CEC's Pro-Bono Non-Profit Consulting which allows students to gain professional experience while supporting neighborhood nonprofits.
Tie in with 2011 GHDMP	Several goals in the 2011 plan mention coordination with universities: leveraging relationships with adjacent universities was called out in The Reinvestment Fund's analysis, while the University of Pittsburgh was mentioned for a potential Urban Fellows Program and connection with the Tenant Resource Center. This strategy is aimed at a more centralized approach to relationships with universities to pull together opportunities.

3.9

Support commercial ownership opportunities through commercial condos and investment cooperatives

Project Description		Project Lead and Partners
In certain situations, a collection of individuals can pool resources to collectively purchase real estate. A commercial condo is structured where individuals maintain ownership over certain areas (office/workspace, etc.) but have collective shared spaces (retail space, open space). A cooperative indicates an ownership share in the entire property.		Lead: Pittsburgh Chamber of Cooperatives Partners: TBD
Phasing	The first step in either a commercial condo building or cooperative would be identifying the demand for a certain type of use. If there appears to be a strong demand for a collective marketplace, workspace, etc. with shared ownership, a collection of interested individuals would need to be identified and educated on the potential for this model.	
Rationale and Potential Impact	In situations where there is significant interest by an aligned group of residents, but the price of property acquisition and development is infeasible for any individual, a collective may be formed to purchase and manage the property in a collective entity.	
Community Feedback	Interest has been shown in local ownership of Hill real estate. This type of model may be able to accomplish that goal.	
Implementation Steps	The City should consult with key stakeholders and the community to determine implementation steps during the next phase of plan implementation. Demand for a specific commercial need that lends itself to multiple tenants/owners would need to be identified.	
Key Considerations	Risks: Establishing and maintaining a cooperative or commercial condo requires significant dedication, discipline, and organization.	
Funding Sources	Crowdsourcing has been utilized in efforts to fund development of this type.	
Tie in with 2011 GHDMF	This is a new suggestion but builds on the intent of the Cooperative Marketplace strategy proposed in the 2011 plan to increase community ownership. While the previous plan suggested supporting the existing cooperative marketplace, this strategy envisions a step further by creating more commercial condo and investment cooperatives for residents of the Hill District.	

Goal 4: Urban Design

Urban design and a green, sustainable community are key elements within the 2011 GHDM. Exhibit 4 builds on these goals with specific strategies, many of which overlap with other areas of the plan addressing housing, wealth-building, mobility, zoning, and cultural legacy. These strategies are a summary of more detailed recommendations included in a memo which shows how several of these can be implemented along key corridors. For details and supporting graphics, please see the Corridors Memo.

Exhibit 13. Urban Design Preliminary Strategies

Strategy	Summary/Implementers	Relationship to 2011 Plan
Tactic: Redevelop vacant land as housing		
4.1 Prioritize and assemble contiguous publicly owned parcels for redevelopment Lead: City, URA	This strategy supports goals around increased housing opportunity, improved streetscape, and wealth building. Identifying contiguous parcels that are in common or public ownership can accelerate the process of providing new housing that reflects the traditional missing middle scale of the neighborhood.	Continuing
4.2 Update zoning to encourage “missing middle” housing and mixed-income, affordable housing Lead: City	Much of the zoning in the Hill District reflects standards that are at odds with the traditional development in the neighborhood. Updated standards that support a range of housing types, income levels, and lifestyles will facilitate the housing goals of the 2011 GHDM.	Continuing
Tactic: Create safer, more multi-modal corridors		
4.3 Invest in continuous sidewalks along key corridors, establishing easements where necessary Lead: City	Continuous sidewalks address 2011 GHDM goals around safety, sustainability, and economic development. The City should identify key corridors and sidewalk conditions along those corridors for priority improvements. This can also be part of the cultural legacy loop concept.	Continuing
4.4 Redesign key intersections to promote pedestrian safety and transit use Lead: City	Several intersections include odd geometries, level changes, and other features that expose pedestrians and cyclists to unnecessary safety risks. Small improvements to extend curbs, adjust crosswalks, and introduce gentler grade changes will create a safer pedestrian environment.	New
4.5 Identify a location along Herron Avenue for a mobility hub Lead: City/Port	Mobility hubs are places where facilities for several modes of transportation are collocated. As a major corridor that connects the Strip District, Hill District, and Oakland, a mobility hub along Herron Avenue should be studied as a potential location.	New

Tactic: Activate key corridors with ground-floor commercial, civic gathering spaces, and other public realm amenities		
4.6 Update zoning to support commercial uses in new development and add flexibility for existing buildings Lead: City	Home-based businesses and small commercial spaces are an important part of wealth-building strategies for the Hill District. Zoning changes are needed to permit these uses by right in more parts of the Hill District.	Continuing
4.7 Identify a site along Herron Avenue to invest in a civic gathering space, potentially paired with MLK Center improvements Lead: City/Hill CDC	Herron Avenue is a key connection between the Middle Hill, Upper Hill, and adjacent neighborhoods. An open space, potentially collocated with the MILK Center, can provide a place for these neighborhoods to gather and recreate.	New
Tactic: Invest in sustainability within new development and public improvements.		
4.8 Add street trees along key corridors to improve shade and green infrastructure Lead: City	Tree canopy, particularly along pedestrian routes, is an important component of 2011 GHDMMP goals around sustainability, walkability, and equity. Key corridors should be prioritized to maximize the benefits of initial investments. This strategy can be combined with the cultural legacy loop concept.	Continuing
4.9 Identify sites on publicly owned land for additional green infrastructure investments to address stormwater Lead: City/URA	Green infrastructure, including swales, increase tree canopy, and other permeable areas, are an important tool for addressing climate change, heat island effect, and stormwater. The City and URA can identify publicly owned lands that are good candidates for dedicated green infrastructure investments, as well as guidelines and other policy guidance that can encourage and require the inclusion of green infrastructure techniques in new development.	New
5.0 Encourage renewable energy by exploring community solar on public land Lead: City	Steep slopes and other site constraints make building difficult in several locations of the Hill District. However, renewable energy, including community solar, can be a viable alternative use for these lands. The City, working with partners in the energy, community development, and institutional sectors, should explore opportunities to create community solar arrays that can provide sustainable energy for residents in the Hill District.	New