



HOMewood

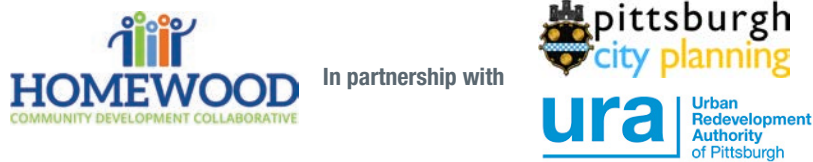
COMPREHENSIVE
COMMUNITY PLAN

Draft FINAL REPORT

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Client



Community Leadership

Homewood Community Development Collaborative
Race Street 2050, Inc.
Homewood-Brushton YMCA
YWCA
Homewood Children’s Village
Community Empowerment Association
Building United of SWPA
Homewood-Brushton Business Association
Homewood Community Ministries
Operation Better Block, Inc.

Community Partners

Urban Redevelopment Authority
State Representative Gainey’s Office
Department of City Planning
House of Manna
MAD DADS
Alma Illery
Community College of Allegheny County
Knotzland
Homewood Community Sports
Black Urban Gardeners and Farmers Co-op
Salvation Army
University of Pittsburgh Community Engagement Center
Bureau of Police Zone 5
Kilolo Lockett
Nine Mile Run Watershed Association
Negley Run Watershed
Allegheny Housing Rehabilitation Corporation
Port Authority
Bridgeway Capital

Political Leadership

Councilman Burgess’ Office
Office of the Mayor

Consultants



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EXECUTIVE SUMMARY

Homewood Community Development Collaborative, the Department of City Planning, and Urban Redevelopment Authority developed the Homewood Comprehensive Community Plan in order to:

- **Develop goals, recommendations, and implementation strategies to steer planning and development in Homewood for years to come.**
- **Tie together previous planning efforts and establish a common vision and direction for Homewood.**
- **Create a plan that serves as the basis for planning activities, neighborhood design, and future investment decisions.**
- **Engage residents and stakeholders to prioritize community's needs and desires.**

INTRODUCTION FROM THE HCDC

Since the start of the Comprehensive Planning process in Homewood in early 2017, the Homewood Community Development Collaborative (HCDC) has worked together to identify and assess the needs of the Homewood community with our partners in the planning process. One major driving concern is providing economic opportunities that will allow current residents to thrive, while attracting new residents to our neighborhood. We are committed to rebuild Homewood, as a community of the future, to represent what a diverse, mixed-income and vibrant community can look like for our residents and the region. As part of the planning for that vision, we supported the comprehensive planning process outlined in this document, and have started to coordinate the actions necessary for a renewed Homewood. Through community meetings, actions teams, and partner engagement, this comprehensive process will leverage the assets of the people and places in this community, allowing us to transform Homewood from its current state into a thriving community which provides its residents with opportunities for jobs, goods, services, housing and healthcare.

This process has been a community-driven and community-focused plan from its inception, led by the HCDC, which is a collaborative of local non-profits that work to provide resources to our neighborhood every day. Our focus that was reiterated through this process is our desire to respect current residents, protect them from displacement due to future growth, and to increase economic opportunities for the everyone, especially the seniors, youth and those living in poverty. HCDC's support of this plan and future projects and programs that are developed from it are predicated on community benefit that fit this criteria.

We would like to thank our partners including, the Office of Mayor Peduto, Councilman Ricky Burgess, State Representative Ed Gainey, the Department of City Planning, and the Urban Redevelopment Authority for the resources and talent to support us in completing this effort. We look forward to working with them and additional government, business, foundation and non-profit partners as we work next to implement the community vision outlined in this plan.



WHAT IS THE COMPREHENSIVE COMMUNITY PLAN?

Homewood's Comprehensive Community Plan is a neighborhood plan being facilitated by the City's Department of City Planning. This Plan will be (we'll change in the final version to has been) adopted by the City's Planning Commission as a part of the City's Comprehensive Plan to guide the future of the neighborhood for the next ten years, guiding future growth, protecting neighborhood character, creating opportunity, and enhancing the quality of life for all who live, work, and visit Homewood through the vision and input provided by the neighborhood and its residents through this process.

The Plan focused on nine key areas determined by the Homewood Collaborative:

Housing, Public Health & Safety, Culture & Recreation, Education, Workforce Development, Mobility, Business & Innovation, Sustainability, and Urban Design and Development.

The above nine key focus areas helped inform this plan's recommendation areas: community, development, mobility, and infrastructure. These areas were identified through the formation and meetings of the Action Team.

As many Homewood stakeholders have asked, "What makes this plan different?" Our answer is **feasibility**. The plan seeks to position community members to take this plan and guide Homewood's development with a holistic command of the market and by integrating social equity and other program and policy strategies with brick and mortar change on the ground.

VISION + MISSION

VISION STATEMENT, DEVELOPED BY THE CORE TEAM:

Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

MISSION STATEMENT, DEVELOPED BY A SUBCOMMITTEE AND APPROVED BY THE CORE TEAM:

The Mission of the Homewood Community Comprehensive Plan is to incorporate the Nguzo Saba (Seven Principles) to craft strategies to transform Homewood into a desirable place to live, work, worship, and visit.

Nguzo Saba Principles:

- Umoja (Unity)
- Kujichagulia (Self-Determination)
- Ujima (Collective Work and Responsibility)
- Ujamaa (Cooperative Economics)
- Nia (Purpose)
- Kuumba (Creativity)
- Imani (Faith)



PROJECT LEADERSHIP

The Homewood Comprehensive Community Plan’s Core Team and Steering Committee includes a committed group of leaders tasked with working closely with the project consultant during the planning process, as well as ensuring successful implementation after the project is completed.

CORE TEAM

Walter Lewis

President and CEO
Homewood Children’s Village

T. Rashad Byrdsong

President and CEO
Community Empowerment Association

Elwin Green

President
Race Street 2050, Inc.

Monique McIntosh

Chief Administrative Officer
YWCA

Rev. Sam Ware

Executive Director
Building United of SWPA

Jerome Jackson

Executive Director
Operation Better Block, Inc.

Marita Bradley

Chief of Staff
Office of Councilman Burgess

Majestic Lane

Deputy Chief of Neighborhood Empowerment
Office of the Mayor

Emily Mitchell

Project Manager
Urban Redevelopment Authority (URA)

Melvin Hubbard El

District Office Chief of Staff
State Representative Gainey’s Office

Ray Gastil

Director
Department of City Planning

Andrew Dash

Assistant Director
Department of City Planning

Demi Kolke

Senior Planner, Strategic Planning
Department of City Planning

Free Blackwell

CEO and Executive Director of House of Manna
Homewood Renaissance Association

Fred Brown

Former President and CEO
Homewood Children’s Village

Julie Williams

Former Executive Director
Homewood-Brushton YMCA

Christian Hughes

Treasurer
Homewood-Brushton Business Association

Reverand Samuel Ware

Executive Director
Building United of SWPA

Frances Jordan

Homewood Community Ministries

STEERING COMMITTEE

Monte Robinson

Former Site Director (Lincoln PreK-5)
Homewood Children’s Village

Jose Diaz

Director, Hope For All & Y Achievers
Homewood-Brushton YMCA

Bugumba Lowry

Volunteer and Resident
MAD DADS, Harambee

David Hopkins

Former Director
Alma Illery

Vladimir St. Surin

Assistant Dean of Students
Community College of Allegheny County

Nisha Blackwell

Founder and CEO
Knotzland

Mubarik Ismaeli

President
Homewood Community Sports

Raqueeb Bay

Co-Founder
Black Urban Gardeners & Farmers Co-op

Olguens Fils-Aime

Corps Commanding Officer
Salvation Army

Daren Ellerbee

Director
University of Pittsburgh Community Engagement Center

Mike Hiller

Former Director of Policy and Outreach
Nine Mile Run Watershed Association

Andrea Elock

Community Planning Coordinator
Port Authority

Dwayne Rankin

Chief Lending Officer
Bridgeway Capital

Cmdr. Jason Lando

Commander
Bureau of Police Zone 5

Kilolo Luckett

Art Historian/Cultural Producer/Writer

David Hopkins

Primary Care Health Services Inc.

John Stephen

Negley Run Task Force

Diamonte Walker

MWBA Program Officer URA



ACTION TEAMS

From the beginning of the Homewood Community Comprehensive Plan Process, nine focus areas were identified as essential considerations in creating a holistic plan. After an initial round of engagement, development of nine Action Teams was proposed as a method for encouraging more in depth involvement from our community of experts around th nine areas outlined below:

-  **Urban Design & Development**
-  **Housing**
-  **Sustainability**
-  **Culture & Recreation**
-  **Mobility**
-  **Public Health and Safety**
-  **Education**
-  **Workforce Development**
-  **Business & Innovation**

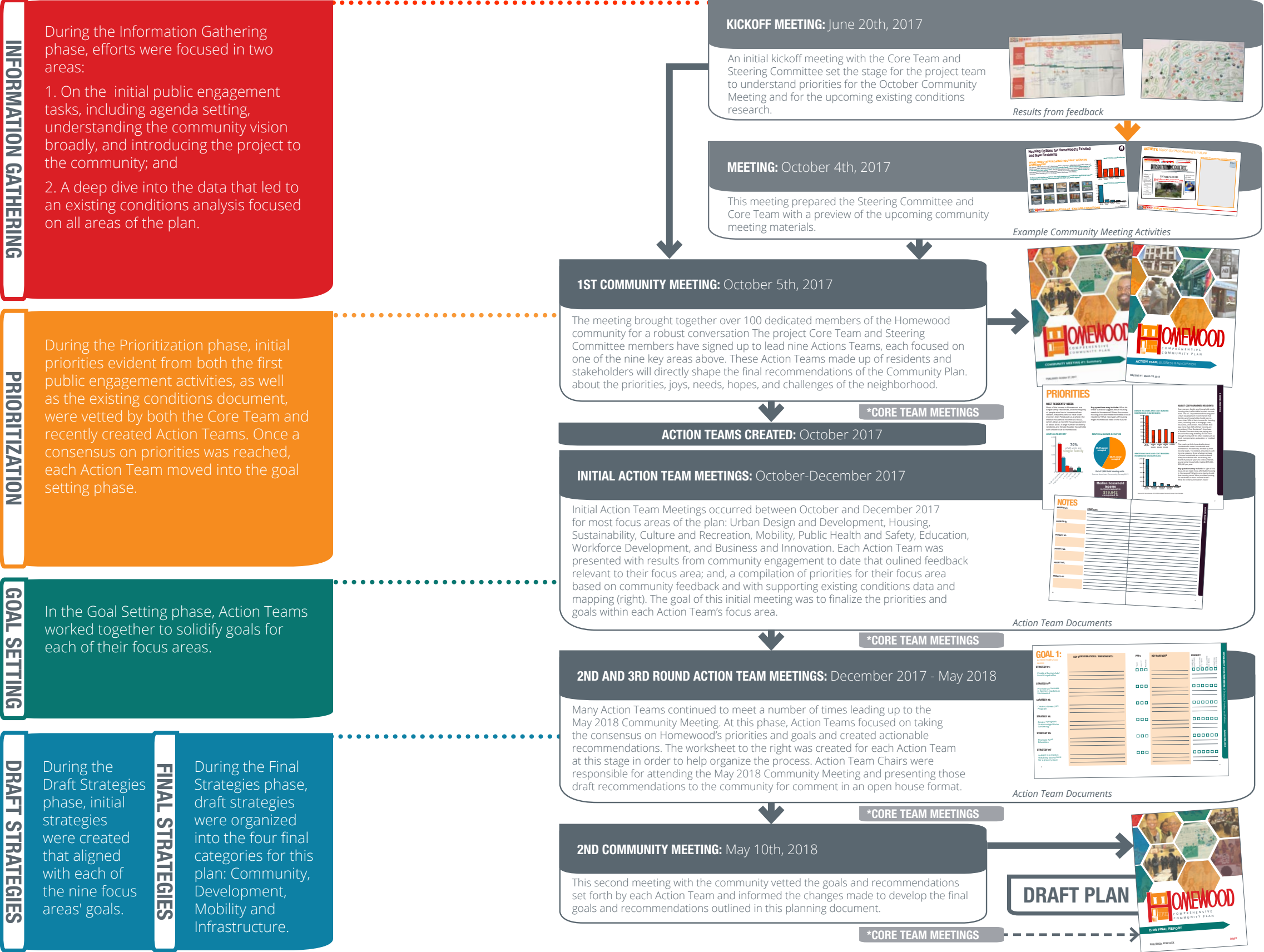
Each team was led by at least one chair and different teams determined their meeting structure. In the following two pages, the process by which various input from the community, Core Team, Steering Committee, and Action Teams is outlined in detail.

PROJECT PROCESS

The Homewood Comprehensive Community Plan was created with the input of regular engagement with the community, key stakeholders, and local organizations. The process was iterative and included regular coordination with the Homewood Community Development Collaborative (HCDC), the City of Pittsburgh, and the Urban Redevelopment Authority. Generally, there were four major steps in the planning process (outlined in more detail to the right):

- Information Gathering
- Prioritization
- Goal Setting
- Draft and Final Strategies

The graphic to the right explains each step in detail, including the development of Action Teams focused on the nine areas of the plan, first developed to assist in vetting how priorities were being chosen. These Action Teams remained a key component of efforts through the development of goals and strategies. Participation was encouraged from both Core Team and Steering Committee members, as well as members of the community.



COMMUNITY

Community goals primarily focus on the connections among the Urban Design and Development, Sustainability, Culture and Recreation, Public Health and Safety, Education, and Workforce Development. Goals within this theme offer strategies aimed at addressing more holistic considerations for the quality of life of Homewood's residents from food access and quality education, to career readiness and preservation of Homewood's heritage and culture.

DEVELOPMENT

Within the Development theme, goals primarily address Urban Design and Development, Public Health and Safety, Housing, and Business and Innovation. Many of the goals and strategies in this theme are related to the future growth and development of Homewood and aim to ensure steps are being taken in the near-term to ensure long-term development outcomes that bolster existing residents and businesses, and encapsulate their vision for the design of future development.

MOBILITY

Mobility goals cut across Sustainability, Mobility, Public Health and Safety, Education, and Workforce Development focus areas. From ensuring the future of Homewood is accessible for all regardless of ability, to ensuring we have access to high quality transit, and finally, advocating for safe routes to school for our youth, Mobility goals are an integral part of the holistic vision of this plan.

INFRASTRUCTURE

Infrastructure forms the foundation of a livable community. Goals within this theme are primarily focused on Urban Design and Development, Sustainability, and Culture and Recreation. These goals will have long term impacts on the environment in and around Homewood, the way Homewood manages stormwater, and how open spaces can contribute not only to environmental and stormwater goals, but also provide accessible, high quality parks.

KEY THEMES

As a part of the final development of the strategies outlined in the recommendations section of this document, goals and strategies were reformatted to align around four key themes rather than around the nine initial focus areas outlined in the beginning of the planning process. These themes provide a better sense of the overlap of the issues and strategies in Homewood. For instance, a strategy for vacant land came up in a majority of the Action Team discussions and many of the focus areas included strategies for vacant land in the Draft Strategies phase. This reorganization allows for more holistic implementation of strategies that promote positive outcomes throughout all nine initial focus areas. Key themes are outlined in the graphic above.

GOALS

Among the four key themes, there are 22 goals with anywhere from three to nine strategies each outlined page right. In the recommendations section, each goal is paired with a number of implementable strategies. Each strategy outlines the type of strategy (program, policy, or project), the timeline for implementation, how the strategy connects to previous plans, and which Action Teams are directly related to ensuring implementation.

COMMUNITY

GOAL 1: Improve fresh and healthy food access

- Strategy 1.1: Form food access working group to facilitate creation of a buying club or food cooperative in Homewood that sells affordable, healthy food options
- Strategy 1.2: Promote an increase in farmers markets and farm stands in Homewood
- Strategy 1.3: Convene stakeholders to better understand how poverty, inequities, and food costs lead to food insecurity and how current initiatives are combating this and could be replicated in Homewood
- Strategy 1.4: Expand and solidify garden skillshare program to encourage home gardening and foster community knowledge
- Strategy 1.5: Encourage corner stores and small scale food retailers to become healthy food retailers that promote healthy food options
- Strategy 1.6: Coordinate access to healthy breakfast and lunch options for residents, seniors, and students, especially outside regular school hours

GOAL 2: Improve education quality for all Homewood students

- Strategy 2.1: Improve overall quality of curriculum, access, and teaching force for early learning programs and K-12 schools
- Strategy 2.2: Seek out technical assistance to increase quality of early childhood programs
- Strategy 2.3: Develop and implement ongoing research and evaluation methodology for homewood school performance in partnership with universities. Link policies to research agenda
- Strategy 2.4: Ensure smaller class/group size with lower adult to student ratios and with opportunities for one-on-one student engagement
- Strategy 2.5: Seek the involvement of students, families, and community in the learning and education decision making process
- Strategy 2.6: Ensure a safe and secure learning environment for all Homewood students
- Strategy 2.7: Create opportunities for parents and family members to be more involved in improving school and quality by encouraging parents to contribute to health activities, services, and programs at school

GOAL 3: Create more and better out-of-school time options

- Strategy 3.1: Coordinate and align OST resources to ensure quality and necessary resources are available to all students. Align OST programming to school day curriculum and increase evening and weekend opportunities
- Strategy 3.2: Fund supplemental library options such as building a mobile library that travels throughout Homewood that community organizations or residents could rent books or textbooks from, or building little free libraries throughout the neighborhood to promote reading at a young age
- Strategy 3.3: Create an after school healthy cooking club for parents and students to learn about healthy eating, and partner with local restaurants to host cooking demonstration
- Strategy 3.4: Secure qualified, credentialed, and well-trained staff to increase the number of OST providers committed to continuous quality improvement
- Strategy 3.5: Create opportunities for youth to participate in OST program design and decision making

GOAL 4: Organize community support teams that focus on public health and safety

- Strategy 4.1: Work with local drug abuse organizations to identify harm reduction strategies
- Strategy 4.2: Identify how young adult residents prioritize public safety and to remove barriers to reporting violent incidents
- Strategy 4.3: Bridge connection with jail, probation, and community so that returning citizens can be connected to existing program and jobs prior to their return and immediately afterward
- Strategy 4.4: Host community dialogues and events that center community experiences and improve relations with police
- Strategy 4.5: Increase Alma Illery's presence and capacity in Homewood
- Strategy 4.6: Work with Main street partners and businesses to increase safety through lighting, creative design, and other initiatives
- Strategy 4.7: Foster healthy living by providing physical activity programming before and after school

GOAL 5: Increase career readiness and placement

- Strategy 5.1: Develop a framework and hub so that community partners can better connect residents to local employers and business opportunities
- Strategy 5.2: Coordinate and communicate internship and training opportunities to community and students to increase access and placement
- Strategy 5.3: Connect with regional corporations and partners to better understand 21st Century job field projections and tailor workforce programs accordingly
- Strategy 5.4: Create outreach programs to support vulnerable populations and pursue subsidies, such as senior community service employment program, to employ seniors
- Strategy 5.5: Change the scope of job fairs and certificate programs to become career + continuing education fairs for living wage career paths
- Strategy 5.6: Create documents checklist and empower entities to ensure Homewood residents have documentation needed to access employment

GOAL 6: Promote and preserve Homewood's African-American heritage and culture

- Strategy 6.1: Promote Homewood's past through interpretive storytelling, neighborhood branding, murals and public art and the reuse of vacant parcels
- Strategy 6.2: Support existing community organizations and upgrade their facilities
- Strategy 6.3: Increase cultural education to include music, art, and black history
- Strategy 6.4: Utilize press relationships and positive media coverage to showcase Homewood's past and present
- Strategy 6.5: Develop a destination museum of African-American history and culture that tells the story of Homewood and the broader history of African American Pittsburgh
- Strategy 6.6: Partner with owners, historical organizations, and funders to secure, then potentially repair and reopen National Negro Opera Company building

DEVELOPMENT

GOAL 7: Focus on neighborhood level small business technical assistance

- Strategy 7.1: Partner with city and developers to rebuild Homewood's commercial district through mixed use, mixed income opportunities along Homewood Avenue
- Strategy 7.2: Provide education to residents regarding commercial property leasing and ownership, including creative ownership mechanisms such as co-op, rent-to-own, etc.
- Strategy 7.3: Partner with financial institutions and business development technical assistance providers to provide guidance on securing financing for commercial property purchase
- Strategy 7.4: Create incubator that offers below-market rents for resident-owned businesses, minority-owned businesses, and cultural spaces
- Strategy 7.5: Provide architectural/ design services for rehabs or new build commercial space for Homewood businesses
- Strategy 7.6: Provide pro bono or discounted assistance for Homewood business owners including legal services, business plan assistance, and mentoring
- Strategy 7.7: Formalize HBBA's role in policy decisions related to commercial and business development in Homewood
- Strategy 7.8: Fund full-time staff member (such as Homewood Main Street manager or HBBA director) to act as liaison among business owners, residents, developers, and city government

GOAL 8: Bring Homewood's regulatory framework into alignment with previous planning and shape Homewood's future growth

- Strategy 8.1: Develop a neighborhood build-out strategy that includes long-term targets and initial focus areas, with a substantial population growth goal by 2040
- Strategy 8.2: Update the city's zoning code to support the community's goals, pursue zoning overlays to promote affordable development and access to rental income for residents
- Strategy 8.3: Assess feasibility of a neighborhood market or small scale grocery store

GOAL 9: Manage vacant properties comprehensively

- Strategy 9.1: Review push-to-green parcels with community in order to establish long-term greening uses where appropriate
- Strategy 9.2: Apply for grant funding to secure implementation and maintenance materials
- Strategy 9.3: Where appropriate, transfer vacant lots to adjacent property owners through a mow-to-own or sideyard program
- Strategy 9.4: Partner with permits, licensing, and inspection to prioritize properties for demolition and ensure community involvement and notice
- Strategy 9.5: Initiate 311 blitz to report buildings as vacant, request boarding up where needed, and attempt to contact owners

GOAL 10: Encourage community led and driven development

- Strategy 10.1: Target development and redevelopment south of Frankstown Avenue in Homewood south and near neighborhood gateways to improve development conditions and create "tipping-points" for redevelopment
- Strategy 10.2: The city should work with the collaborative to determine a pipeline of future development sites and request for proposals (RFPs)
- Strategy 10.3: Encourage neighborhood initiated development of land through tools such as Pittsburgh property reserve and the land bank
- Strategy 10.4: Register the Homewood Community Development Collaborative as a registered community organization
- Strategy 10.5: Set standards for community benefits that include hiring Homewood residents and utilizing Homewood-based businesses

GOAL 11: Renovate existing vacant housing to provide Homewood residents with pathways to homeownership

- Strategy 11.1: Focus on rehabilitating the following types of vacant housing stock: 1) dividing large homes into ownership and rental units to provide owners with rental income; 2) duplexes that can provide owners with rental income, and 3) single family homes
- Strategy 11.2: Provide homeownership education for homewood residents who are working toward buying a home or who already have a home and need additional assistance
- Strategy 11.3: Get banks' buy-in to provide closing cost/down payment assistance and appropriate loan products, and coordinate with programs that provide additional assistance with bank fees and down payments

GOAL 12: Use innovative and targeted housing development to meet the needs of specific household demographics in Homewood

- Strategy 12.1: Maintain and develop quality senior housing options with a range of affordability and ownership options including creative solutions such as communal living and service provision
- Strategy 12.2: Provide a broader diversity of housing types, including more high-quality market-rate and affordable rental housing units, and options for smaller households. target a final neighborhood composition of one-third affordable housing (<60% AMI), one-third workforce housing (60-80% AMI), and one-third market-rate housing (over 80% AMI)
- Strategy 12.3: Support single-parent headed households through developments that include supportive services and communal resources for single-parent families

GOAL 13: Implement green building and energy efficiency programs and standards to reduce cost burdens for existing and future residents

- Strategy 13.1: Ensure that all new development projects, as well as substantial rehabilitations of vacant properties, include energy efficiency standards that help keep the property's utility bills affordable
- Strategy 13.2: Help existing homeowners and landlords make their units energy- and water-efficient to reduce cost burdens on existing Homewood residents

GOAL 14: Prevent displacement through affordable housing development, proactive policy, and stabilization of existing residents

- Strategy 14.1: Grow and fund homeowner stabilization programs for existing homeowners, including home repairs, tangled title services and property tax assistance
- Strategy 14.2: Create channels for existing organizations who aid with emergency financial need to share best practices and resources

GOAL 15: Create Homewood-specific design standards for new development

- Strategy 15.1: Ensure contextually appropriate, sustainable and equitable development

MOBILITY

GOAL 16: Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members

- Strategy 16.1: Conduct a pedestrian audit to a short term goal of prioritizing problem areas and a long term goal of providing safe and stable sidewalks in all of Homewood
- Strategy 16.2: Target sidewalk improvements to high traffic areas, transit locations, schools, and other community assets
- Strategy 16.3: Update pedestrian standards, including lighting, benches, and trashcans and ensure new development supports pedestrian activity
- Strategy 16.4: Improve access to grant programs for sidewalk repairs
- Strategy 16.5: Implement a neighborhood wayfinding system in coordination with community branding
- Strategy 16.6: Identify, advocate for and aggressively pursue federal, state, and regional funding sources to improve access to transit and parks

GOAL 17: Ensure Homewood residents have access to high quality transit that increases economic opportunity and supports everyday needs

- Strategy 17.1: Update existing bus shelters and provide additional shelters within the neighborhood
- Strategy 17.2: Advocate for and improve access to information about transit organization priorities and plans
- Strategy 17.3: Calm traffic on major streets and stripe crossings at intersections with bus shelters
- Strategy 17.4: Create sustainable partnerships that allow for pre-loaded or discounted connectcards or ensure other methods of transit are provided in workforce pipeline programs

GOAL 18: Create Safe Routes to School

- Strategy 18.1: Encourage parents, community members, elders, police and fire to volunteer as crossing guards
- Strategy 18.2: Create signage along school routes with empowering messages and improve lighting along route
- Strategy 18.3: install 15 mph signs and other appropriate signs in school safe zones
- Strategy 18.4: Work with zone 5 to request officers to patrol school routes during morning and afternoon times
- Strategy 18.5: Create a play street program in Homewood to provide free opportunities for community exercise
- Strategy 18.6: Install "no idling" signage throughout the neighborhood; enforce "no idling" areas

INFRASTRUCTURE

GOAL 19: Improve access to and quality of open spaces

- Strategy 19.1: Redevelop Homewood field to improve the football field and swimming pool, to incorporate a new gathering space, and improve the connection Westinghouse Park
- Strategy 19.2: Create a new, centrally located park north of Frankstown Avenue
- Strategy 19.3: Relax restrictive policies on the use of Westinghouse Park to improve equitable community access

GOAL 20: Improve local air quality

- Strategy 20.1: Work with ongoing efforts to develop tree planting strategy for Homewood
- Strategy 20.2: Streamline and target specific areas for ongoing air quality monitoring

GOAL 21: Encourage the expansion of Stormwater Management

- Strategy 21.1: Align planning and redevelopment efforts toward establishing a network of green stormwater infrastructure practices that safely allow runoff to convey toward a restored silver lake
- Strategy 21.2: Advocate for expansion and alignment of city policy to support green infrastructure in Homewood
- Strategy 21.3: Collaborate with PWSA, 9MRWA, Negley Run task force to assess block-by-block approach for microshed small-scale green infrastructure projects

PROCESS AND ENGAGEMENT

Community empowerment and building the capacity of the community was a key goal of the planning process. The engagement that took place sought to ensure that the Homewood Collaborative members were in the driver's seat for the planning process.





COMMUNITY PARTICIPATION

The Public Engagement Plan for the community plan centered on ensuring that the core team, steering committee and community played as active a role as possible in the development of the plan's recommendations, with the consultant team playing the role of technical support and coordinator for the planning process. As such, the community should be considered the main author of this plan.

PUBLIC MEETING #1

The Homewood Comprehensive Community Plan hosted its first community meeting at the Homewood YMCA on Thursday, October 5th from 5:00pm to 8:00pm.

The event was well attended with over 100 people who worked, lived, and went to school in the neighborhood. The goals of the first meeting were:

1. Seek to understand neighborhood priorities, assets, needs, and
2. Gather input to create directions for planning process

COMMUNITY VISIONING STATIONS

Mapping Your Homewood

Attendees were welcomed to "Map their Homewood" with stickers that represented where they or their children went to school, where they worked, where they lived, where they worshiped, areas they loved, and areas they thought needed improvements. Stickers were scattered all over the map however the largest congregation of all sticker types can be found around the intersection of Homewood Avenue and Bennett Street.

Opportunities at Every Stage of Life

This activity's goal was to better understand the challenges and opportunities experienced by Homewood residents of all ages. There were four boards with images of four stages of life: Children, Young Adults, Adults, Seniors. Each board asked one question about local opportunities and one about what is missing.

While the answers covered a wide range of topics, there were common themes across age groups. Overall, there was a desire to enhance the capacity of existing organizations and programs. A variety of local organizations were listed as opportunities; and, challenges often brought up issues that some local organizations work within. More specifically, the local economy and education were brought up in every age group. There was also a consensus that challenges and opportunities are connected across age groups.

Vision for Homewood's Future

The activity engaged participants to envision how they would like to see Homewood portrayed in local media. The mockup's front page headline read:

"HOMEWOOD: What's the headline you want to read about Homewood 10 years from now?"

Headlines from the activity varied in details and were consistent in themes. Commercial development, particularly community-oriented businesses, was the most common headline theme. Many headlines also expressed that community development should be led by the community to avoid displacement of current residents. Education, culture, safety, and greenspace were also common headline themes.

Mt. Homewood

This activity's goal was to highlight influential Homewood residents past and present and to gain insight about which figures resonated most with current residents. Participants were asked to highlight four people whom they felt were most influential. The following four received the top votes:

	# of times chosen
Albert 'Kippy' French	24
Cornelius Dorsey Sr.	14
John Edgar Wideman	12
Mary Lou Williams	11

To see a complete list of figures, please reference the appendix ¹

Housing Options for Homewood's Existing and New Residents

The goal of this activity was to begin a conversation about affordability and housing challenges in order to gain an understanding of priorities. Participants agreed that:

Existing residents need high-quality, affordable, safe housing; and,

New residents should be served with mixed-income options, and housing strategies should be linked to increasing retail and basic services in the neighborhood.



Poster from the Vision for Homewood's Future Activity



Public Health, Safety, & Mobility in Homewood

This activity's goal was to gain a spatial understanding of travel patterns and the reasons people avoid places. "Neighborhood Destinations" pins were in a variety of locations. There were some areas of consensus throughout most of the southern half and west of The YMCA. Most pins were put on green spaces, cultural institutions, and businesses. The "Places You Avoid" pins were highly concentrated in a few streets and intersections. The vast majority were around the intersection of Frankstown & Homewood Avenues. There were also pins along Brushton Ave, south of Frankstown, and a couple around the Homewood Station. Many reasons for avoiding locations were related to crime and past violence.

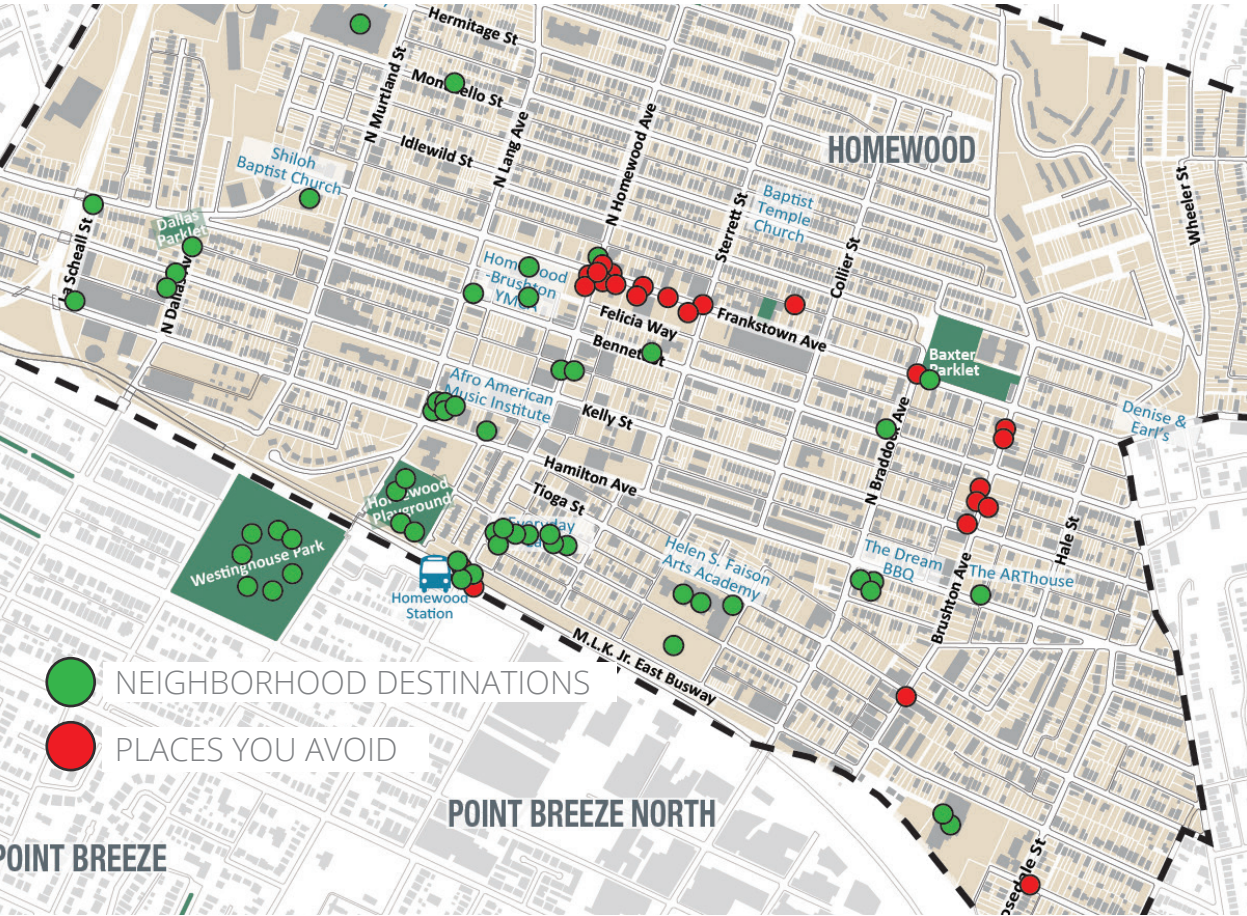
On a mobility map, the majority of stickers were drivers. There were also walking stickers around Homewood Field, Homewood Station, Everyday Cafe, and between Lang and Homewood Avenues and Bennett St.

Community Priorities

The Priorities Activity was set up for attendees to participate in as they left the meeting. Attendees were each given 100 points to vote on which topics they thought deserved the most attention by placing their points into small boxes for each focus area. The point breakdown for the focus groups are as follows:

Priorities	Points
Housing	611
Education	506
Business + Innovation	417
Public Health + Safety	409
Urban Design + Development	367
Workforce Development	314
Culture + Recreation	309
Sustainability	253
Mobility	141

Map of responses to "places you avoid" and "neighborhood destinations"



PUBLIC MEETING #2

Homewood Comprehensive Community Plan hosted its second community meeting at the Homewood YMCA on Thursday, May 10, 2018 from 6:30pm to 8:30pm.

The event was well attended with over 120 people who worked, lived, and went to school in the neighborhood. The meeting was intended to:

- Check in with residents and community stakeholders to review and discuss goals, recommendations, and implementation strategies developed by the Action Teams.
- Identify what is missing from the goals and strategies.
- Re-engage with residents and consider how the plan can effectively plug into existing community infrastructure.

Pulling It All Together Mapping Activity

Attendees were welcomed to help design the future of Homewood by identifying missing information centered around the 9 Action Teams relating to an overall development strategy for the neighborhood.

Focus of Conversation:

1. Homewood Field and surrounding area
2. Homewood Commercial Core
3. Homewood residential areas

Housing Activity: How do we ensure housing development will benefit our community?

The Housing Activity was organized by the Housing Action Team Chair Rev. Ware. Participants who visited this table worked on defining gentrification and the potential positive and negative consequences of development and investment in Homewood.

Summarized Comments from "What is Missing" Activity:

Public Health and Safety

- Public health should be linked to biking and walkability
- Enforce speed limit
- Introduce schools/kids to police and encourage police careers

Education

- Increase access to learning outdoors
- Focus on teaching life skills
- Promote mental health services in early learning development
- More school crossing guards needed
- Increase weekend programming and programming on trades to work in

Sustainability

- Create demolition process enforcement for Homewood
- Need storm-water projects in Homewood

Culture and Recreation

- Progressive dinner to highlight Homewood's Culinary Assets
- Invest in sidewalks, streets, and playgrounds to encourage outdoor recreation
- Gathering space/studio for community classes: dance, movement, line dancing

Workforce Development

- Bring older investors/mentors to teach youth
- Northside Job Fair for youth that includes internships and career planning
- Evening meetings for WFAT

Mobility

- Healthy ride curriculum in schools
- Crossing streets are difficult
- Difficult riding wheelchair on sidewalks
- Need enclosed bus shelters

EXISTING CONDITIONS

A deep dive into what is happening on the ground in Homewood right now - from historic buildings, existing businesses, and new development to youth programs and green infrastructure.



FRAMING EXISTING CONDITIONS

The following section focuses on the nine topic areas for the Homewood Comprehensive Community Plan identified by the Homewood Community Development Collaborative. Each item within this existing conditions section corresponds to a core community concern identified during community engagement efforts and focused stakeholder meetings.

These were also outlined and presented to the nine Action Team groups. At each Action Team's first meeting, a document and worksheet was presented with the same structure seen in each of the sections below. Those documents and worksheets served as a starting point to both understand major community concerns and priorities and to begin proposing recommendations for the final Homewood Comprehensive Community Plan.

COMMUNITY DEMOGRAPHICS

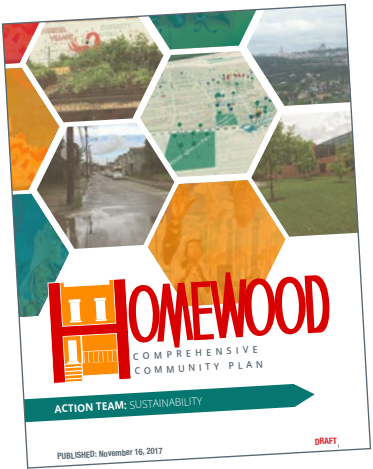
In the early twentieth century, Homewood was a diverse community of Irish, Italian, German and upper-middle class African-Americans. In the 1950's the displacement of numerous African-Americans from the Hill District, closer to downtown, caused an influx of new residents to the community and accelerated "white flight," taking the community from 22% Black in 1950 to 66% black in 1960. During this period, African-American owned business also thrived on Frankstown Avenue and the community developed as one of the most important Black communities in Western Pennsylvania. The overall population of the community has declined significantly from a high of more than 34,000 to around 6,500 people today due to various factors of disinvestment.

INCOME

Population loss has also lead to a significant decrease in the wealth and resources available in the neighborhood as residents of higher incomes have largely left the community. The median household income of Homewood residents is less than half of the City of Pittsburgh's median, and more than 29% of residents report less than \$10,000 a year in income.

RACE

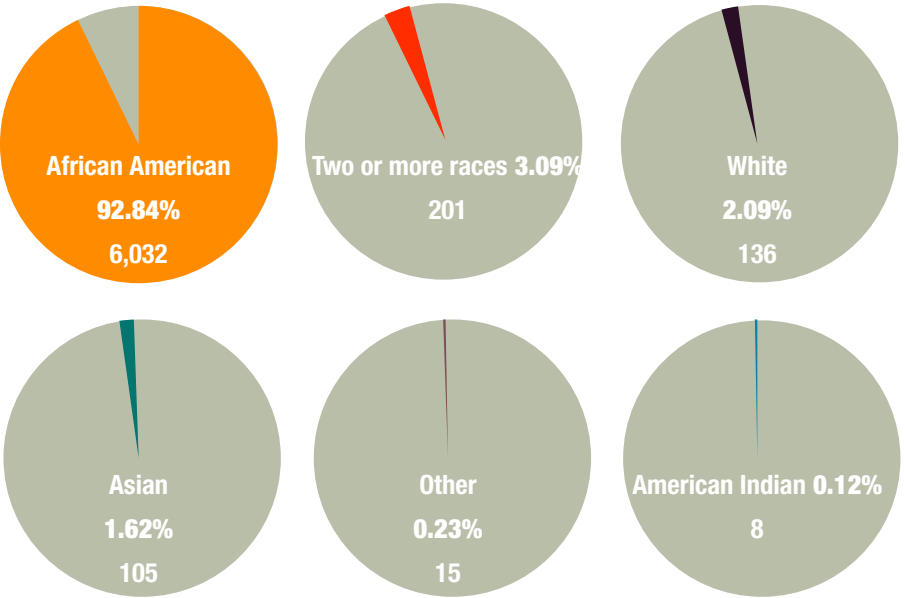
Today, the community is more than 90% African-American, compared to 24% in the City of Pittsburgh. Bi- or multi-racial people make up the next largest demographic group, followed by small percentages of White and Asian residents.



-  **Urban Design & Development** . . . page 27
-  **Housing** page 34
-  **Sustainability** page 46
-  **Culture & Recreation** page 54
-  **Mobility** page 66
-  **Public Health and Safety** page 72
-  **Education** page 79
-  **Workforce Development** page 88
-  **Business & Innovation** page 92

RACE IN HOMEWOOD

Source: 2011-2015 American Community Survey 5-Year Estimates



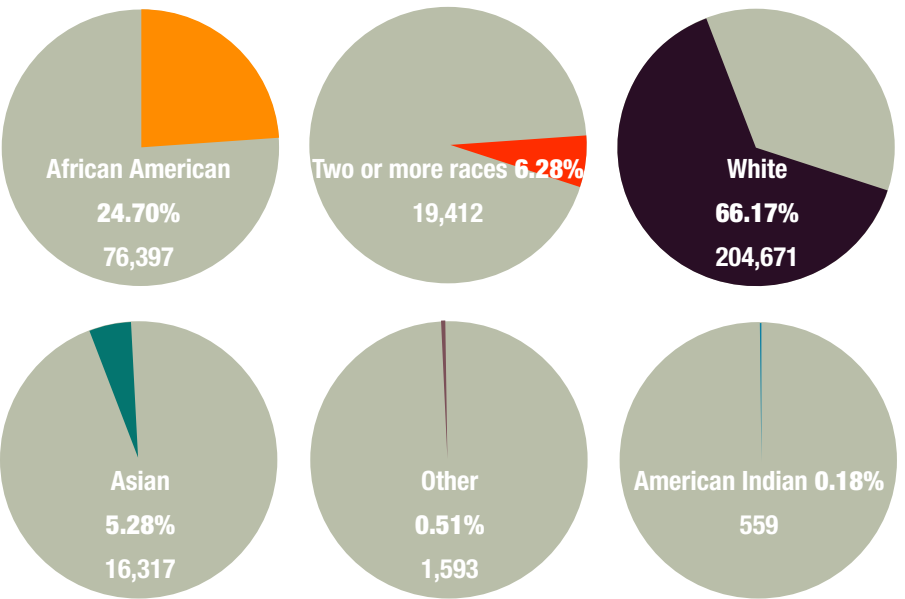
92.84%
of Homewood
residents
are African
American,
compared to

24.70%
of residents
of the City of
Pittsburgh

Source: 2011-2015 American
Community Survey 5-Year Estimates

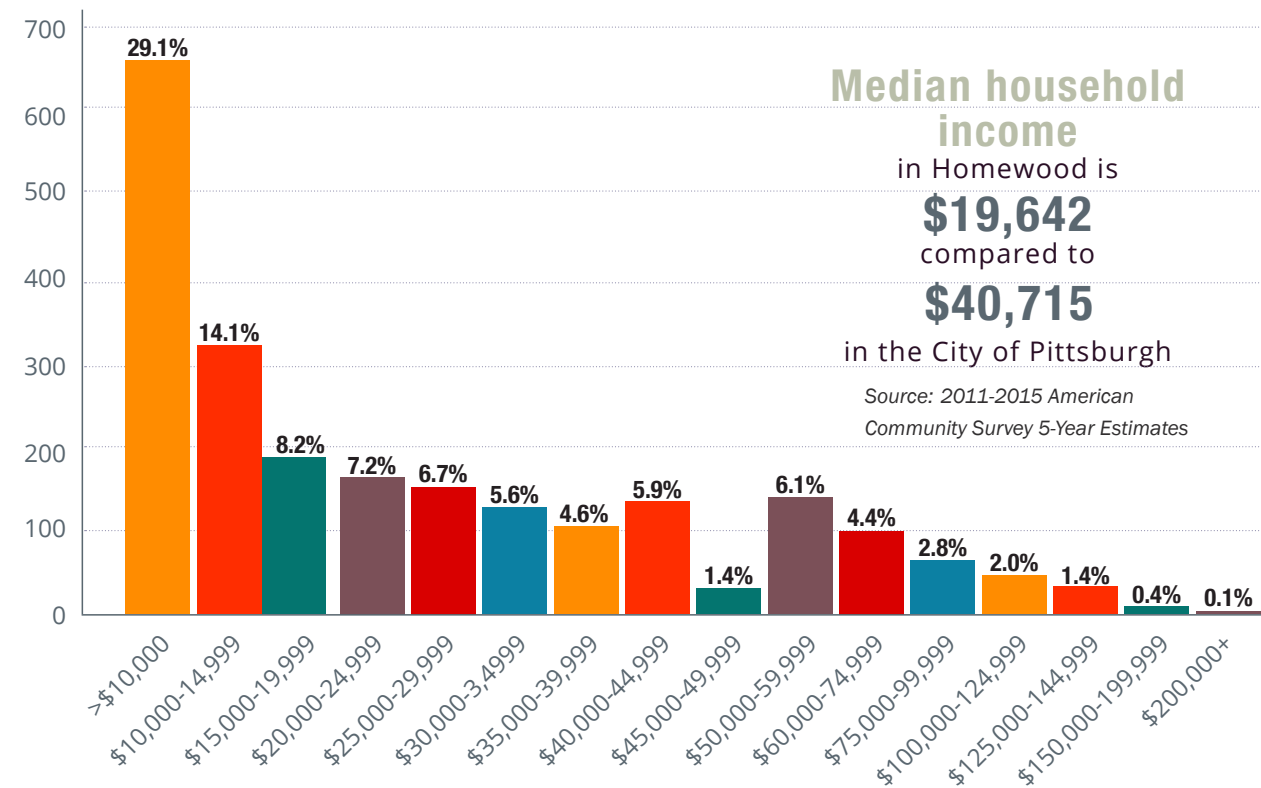
RACE IN PITTSBURGH

Source: 2011-2015 American Community Survey 5-Year Estimates



INCOME (% OF HOMEWOOD RESIDENTS)

Source: 2011-2015 American Community Survey 5-Year Estimates



ARCHITECTURAL STYLES

Homewood is home to many different architectural styles that inform the urban design character of the neighborhood.

COMMUNITY GROWTH STRATEGY

Throughout the early stages of the planning process, the project team found a number of common themes related to Urban Design and Development listed below:

1. Development can't just focus on one area (housing, safety, education, etc.). The social determinants of equity need to be addressed together.
2. Perception that everyone in Homewood lives in poverty, but that is not the reality. Those who are above the poverty line don't qualify for senior housing, but many still can't afford to leave their homes.
3. The needs of women in the community are unique. A majority of families in Homewood are headed by women, so development needs to be considered through the lens of gender. There should also be a bigger focus on women contractors.
4. All new community planning efforts stir up concerns about gentrification and higher taxes. Look at other national models, including Philadelphia, focused on preserving indigenous communities.
5. News only covers safety/crime issues in Homewood, residents don't know what rumored developments are actually going to happen
6. The neighborhood has a huge portion of the City's vacant lots, but there's few resources for taking care of them on this whole side of the city, leading to further disinvestment in the neighborhood
7. Blight was decreased but when abandoned home demolition occurs, vacant land results (looks bad)
8. Homewood could be very walkable but need better sidewalks, crosswalks; there are few public trash cans

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the existing conditions chapter outlined by top priorities.

ZONING

The recent Cluster Planning process has created a community-driven plan for a complete community in Homewood. While supported by an intense community process and in-depth analysis, the Plan does not match existing zoning in Homewood, meaning that attempts to develop as suggested in the Plan would require a variance or not be permitted. Many stakeholders feel the Cluster Plan is the path forward, and zoning changes need to be made to reflect this work.

The code changes should also reflect market conditions and the potential for increased development pressure. The process should identify key historic resources and culturally-important places, and create standards that ensure protection.

CLUSTER PLAN



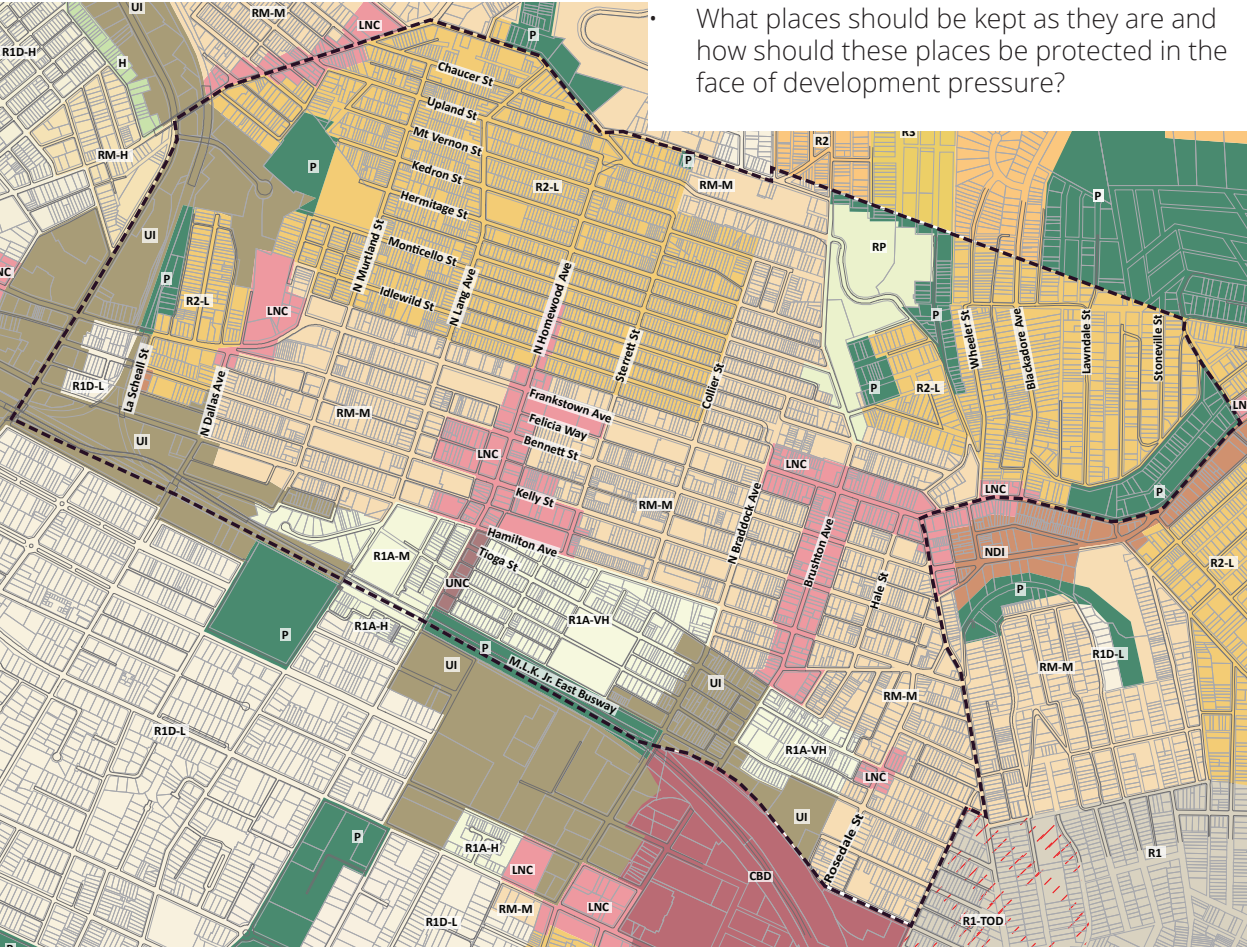
Source: OBB Cluster Plan

- Cluster Boundary
- Trails, bikelanes, busway
- Ecological, open space, stormwater
- Network of parks and gardens
- Streetscape improvements
- LNC Extensions
- Hillside Preservation
- Residential zoning changes
- Rehabilitation of vacant homes
- Infill at existing density
- Infill at lower density
- Diversity of housing types

Key questions that influenced recommendations:

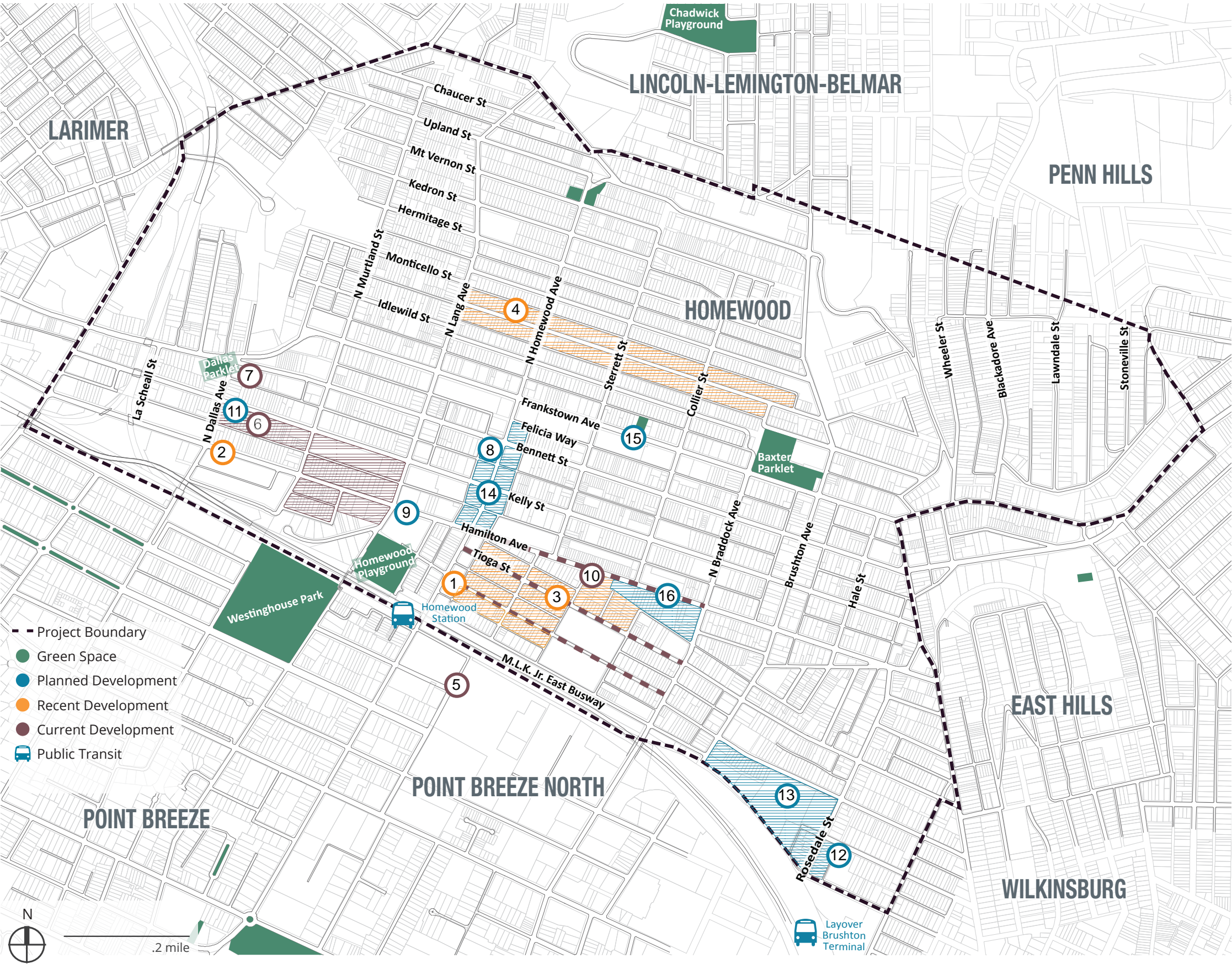
- What are the biggest differences between the Cluster Plan recommendations and current zoning districts in relation to urban form (build design, sitting and mass)?
- What are the biggest differences between the Cluster Plan recommendations and current zoning districts in relation to land use?
- Where are the most pressing changes needed to align with the Cluster Plan?
- What areas are less problematic?
- Are there places where zoning changes would result in a legal issue, such as a downzoning and a major change?
- Do current landscaping and buffering standards reflect the Cluster Plan recommendation?
- What is the process for making zoning changes with the City?
- What barriers does the community face in accepting the Cluster Plan as a land use plan and how can these differences be addressed?
- What places should be kept as they are and how should these places be protected in the face of development pressure?

CURRENT ZONING



Source: OBB Cluster Plan

- Project Boundary
- H, Hillside
- P, Park
- R1, Residential
- R1D, Residential Single-Unit Detached
- R1A, Residential Single-Unit Attached
- R1-TOD Residential
- R2, Residential Two-Unit
- R3, Residential Three-Unit
- RM, Residential Multi-Unit
- LNC, Limited Neighborhood Commercial
- NDI, Neighborhood Industrial
- UNC, Urban Neighborhood Commercial
- UI, Urban Industrial
- CBD, Central Business District

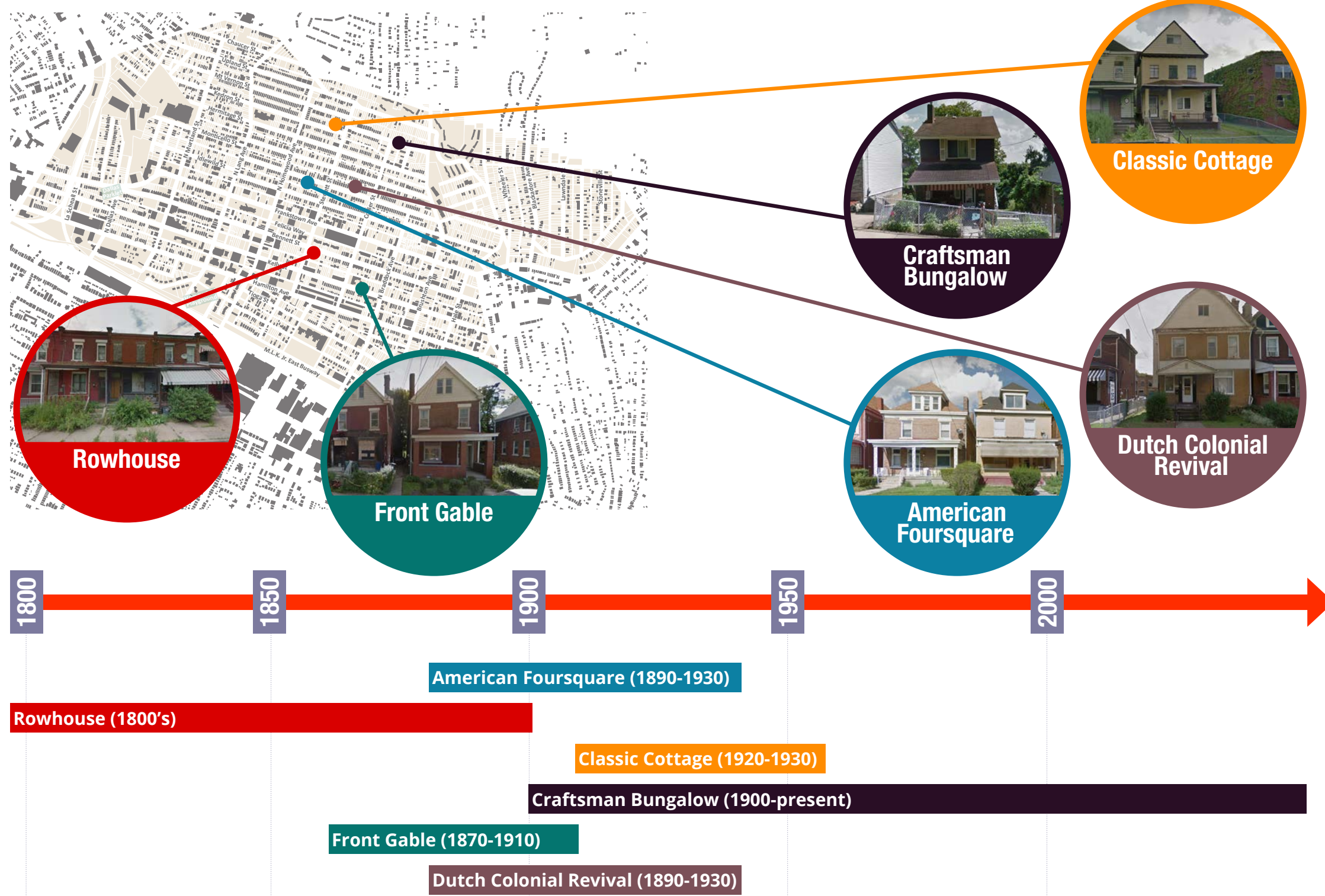


ONGOING DEVELOPMENT

The map to the left shows recent, current and future development in Homewood, which has tended to cluster primarily south of Frankstown, with the exception of the Race Street area.

ID	Address
1	Homewood Station: 7202 Susquehanna Street
2	Humane Animal Rescue: 6926 Hamilton Avenue
3	Susquehanna Homes
4	Race Street Rehabs
5	Lexington Technology Park: 400 N Lexington Street
6	Kelly Hamilton: 6900 & 7000 blocks of Kelly Street
7	Habitat for Humanity: 6900 Bennett Street
8	N Homewood Ave business district investment
9	Homewood School/Field: 7100 Hamilton Ave
10	TAP Pedestrian Improvements
11	Hamilton Townhouses: 6900 Kelly Street
12	Madiera bungalows: 400 Rosedale Street
13	7800 Susquehanna Street expansion
14	James T Givner Building: 627 N Homewood Avenue
15	Coliseum: 7310 Frankstown Avenue
16	Homewood Rowhouses Rehabs: 7300-7500 Hamilton Avenue
17-34	Homewood Esperanza Rehabs- Scattered Sites

ARCHITECTURAL STYLES



VARIETY IN DESIGN STANDARDS

Homewood contains many historic buildings with distinct architectural styles and has building forms that support walkability and a strong public realm. To ensure new development furthers the community's goals, and supports existing structures, design guidelines can help new development "fit" within existing patterns.

Key questions that influenced recommendations:

- How can the community ensure quality development?
- How can new development support historic resources?
- What styles should new buildings have?
- How should windows and doors relate to the street?
- How tall should new development be?
- Where should new development be placed on the lot?
- Where should ornamentation on new buildings occur?
- What building types would support the community now and in the future?

HOUSING PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Housing listed below. Points 2 and 3 were also priorities of the Urban Design and Development Action Team:

1. Housing development needs to focus on a mix of homeownership and rentals, not just rental housing.
2. There is a perception that everyone in Homewood lives in poverty, but that is not the reality. Those who are above the poverty line don't qualify for some types of subsidized housing, but many still can't afford to maintain or rent their homes.
3. The needs of women in the community are unique. A majority of families in Homewood are headed by women, so development needs to be considered through the lens of gender. There should also be a bigger focus on women contractors.
4. Senior living is not kept up to standard:
5. Many buildings use antiquated heating sources, have deferred maintenance or are otherwise not up to current housing standards.

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the existing conditions chapter outlined by top priorities.



CHANGES TO HOUSING

Both photos above show changes to Homewood's housing stock - either through the addition of new-builds to the neighborhood (top) or through the renovation and rehabilitation of historic buildings (bottom)

UNDERSTANDING THE PLAYERS

There are many different types of organizations who can be involved in building new housing, and many factors that influence what kind of housing will be built and who can afford to live in different parts of the city. This applies to every type of housing - rental or homeownership; single-family or multi-family; subsidized housing that is supported by the government to help make it affordable) or market-rate housing. Each type of development needs many people to come together to make it happen, including banks, non-profit and for-profit developers, planners, funders, housing authorities, and others.

The graphics on the following pages illustrate some of the key players who might be involved in future housing strategies for Homewood and some questions that these players often ask when they are thinking about developing new housing in any location.

Key questions that influenced recommendations:

- What questions do you have about housing in Homewood today and in the future?
- Did you have concerns or thoughts about past housing developments and how they could have been better?
- What types of housing do you think Homewood needs?



MEET RESIDENTS' NEEDS

Most of the homes in Homewood are single-family residences, and the majority of people who live in Homewood are renters. Residents tend to have lower incomes than Pittsburgh as a whole; the median household income is \$19,642, which allows a monthly housing payment of about \$500. A large number of elderly residents and female-headed households with children live in Homewood.

Key questions that influenced recommendations:

- What do these statistics suggest about housing needs in Homewood?
- Does the current housing available meet the needs of local residents?
- What new types of housing might Homewood need in the future?

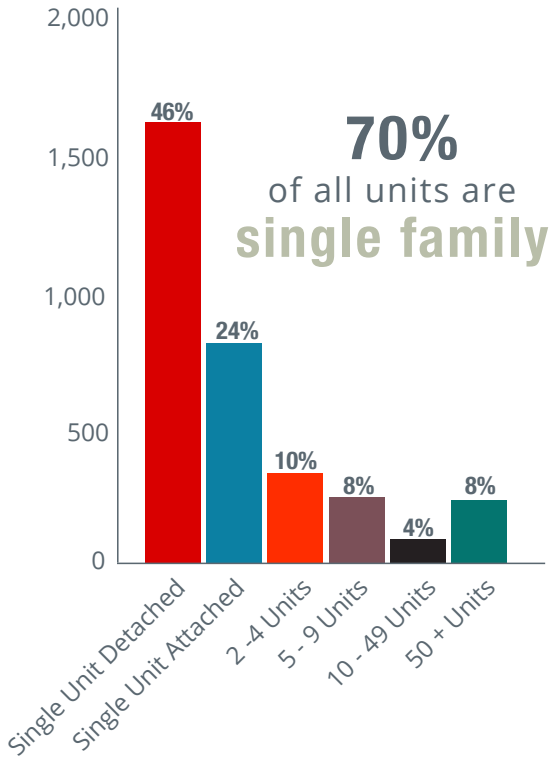
Median household income

in Homewood is **\$19,642** compared to **\$40,715** in the City of Pittsburgh

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

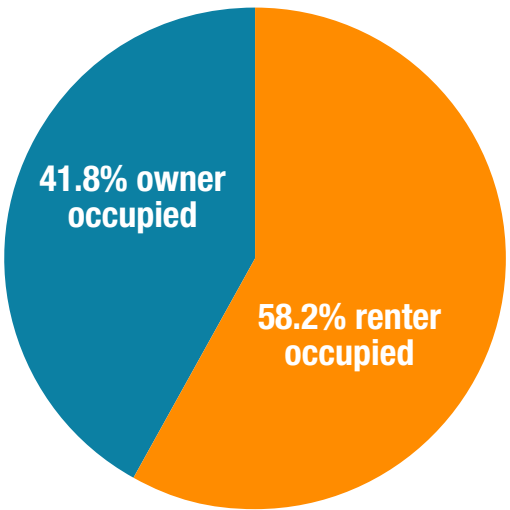
UNITS IN PROPERTY

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



RENTER & OWNER OCCUPIED

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



Out of 2,684 total housing units

ASSIST COST-BURDENED RESIDENTS

Every person, family, and household needs housing that is affordable for their income level. The U.S. Department of Housing and Urban Development recommends that families and households should pay no more than 30% of their income for housing costs, including rent or mortgage costs, insurance, and utilities. Households that pay more than 30% of their income are considered "Cost Burdened": they have a "burden" because they are paying too much for housing and they do not have enough money left for other needs such as food, transportation, education, or medical expenses.

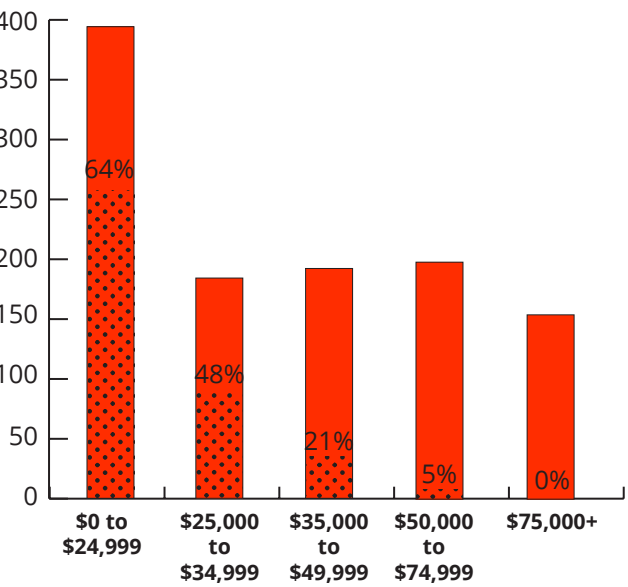
The graphs at left show details about Homewood's renter households and homeowner households, divided by their income levels. The dotted amounts in each income category show what percentage of those households are cost-burdened. Many households who are making less than \$35,000 per year are cost-burdened, as are some households making \$35,000 - \$50,000 per year.

Key questions that influenced recommendations:

- In light of this issue, do we need more affordable housing in Homewood?
- What income levels should that housing serve?
- Who provides housing for residents at those income levels?
- What do renters and owners need?

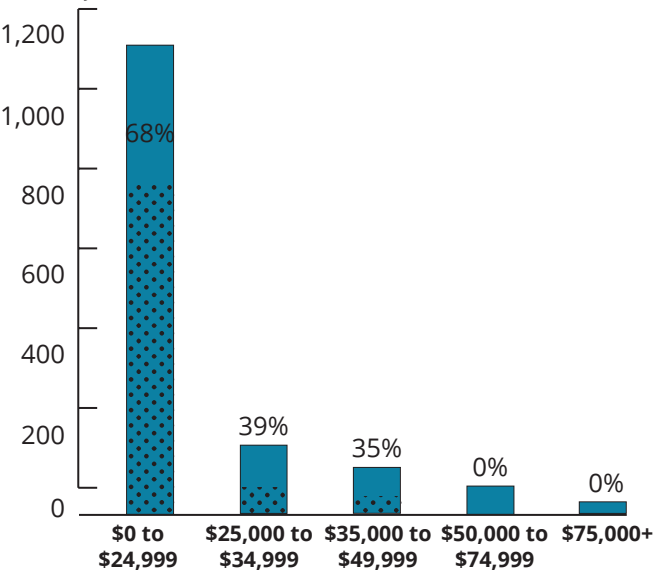
OWNER INCOMES AND COST BURDEN: HOMEWOOD (HOUSEHOLDS)

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



RENTER INCOMES AND COST BURDEN: HOMEWOOD (HOUSEHOLDS)

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates



PREVENT DISPLACEMENT

Residents of Homewood see rising housing prices in nearby neighborhoods and are concerned that Homewood might also become unaffordable to current residents in the future. One important priority is to prevent current residents from being displaced or forced out of their homes if housing values in Homewood rise.

An important question is who is currently at risk of displacement, and who is less at risk. Those who are behind on water bills or have delinquent property taxes could have their properties taken through action by collection agencies. Many Homewood residents who lose their homes get notices of action and walk away. Other income-restricted affordable housing will also not immediately change in price, though eventually most of these income restrictions do expire. Owners who have paid off their mortgages and have low monthly costs are less at-risk, though they can be displaced by rising property taxes.

Across the country, people who are particularly vulnerable to displacement when property values rise include:

- Seniors or residents on fixed incomes
- Owners who have not been able to keep up with repairs and might be inclined to take too low a pay-out for their home's value from "Cash for Homes" buyers
- Low-income renters who are not in income-restricted affordable housing

Key questions that influenced recommendations:

- What types of new housing development or programs to help existing residents could help prevent displacement?
- What types of changes would indicate that property values are rising?
- Are there ways we can improve the neighborhood without risking displacement?

INCOME-RESTRICTED HOUSING IN HOMEWOOD

There are **201** Project-Based Voucher units in Homewood.

194 are occupied (Homewood North Buildings and Sliver Lake Commons).

Source: U.S. Department of Housing and Urban Development, HUD Open Data, Public Housing Buildings, updated June 2016

286 Homewood households utilize Section 8 Vouchers

Source: U.S. Department of Housing and Urban Development, HUD Open Data, Housing Choice Vouchers by Tract, last updated September 2017

There are **120** Low-Income Housing Tax Credit units in Homewood.

104 are one-bedroom units (as of June 2017).

Source: U.S. Department of Housing and Urban Development, HUD Open Data, Low-Income Housing Tax Credit Properties, last updated June 6, 2017

UNDERSTAND THE HOUSING MARKET

One of the issues that Homewood faces in developing new housing is the fact that it costs more to build a totally new home than that home will sell for on the market. This is called a *financial gap*, and many communities across the country have it. It is usually caused by a combination of:

- High construction costs;
- Lower incomes for residents, meaning they cannot afford to pay as much to purchase a home; and
- Low "comparable values" or comps. Banks look at recent sales prices of similar homes in an area to get these comps, which determine how much they are willing to loan for the mortgage of a particular house. If other homes have sold for low values, then the bank will value a new home at a relatively low price even if it was expensive to build.

The diagram below shows why it would be difficult to build many units of totally new single-family housing on vacant land in

Homewood right now: developers would need to find about \$180,000 in extra funds for each property in order to make up the difference between construction cost and sales price. Rehabilitating existing properties is often cheaper, but it depends on the size and condition of that property. Some reasons why construction costs are high in Homewood and Pittsburgh are also shown below.

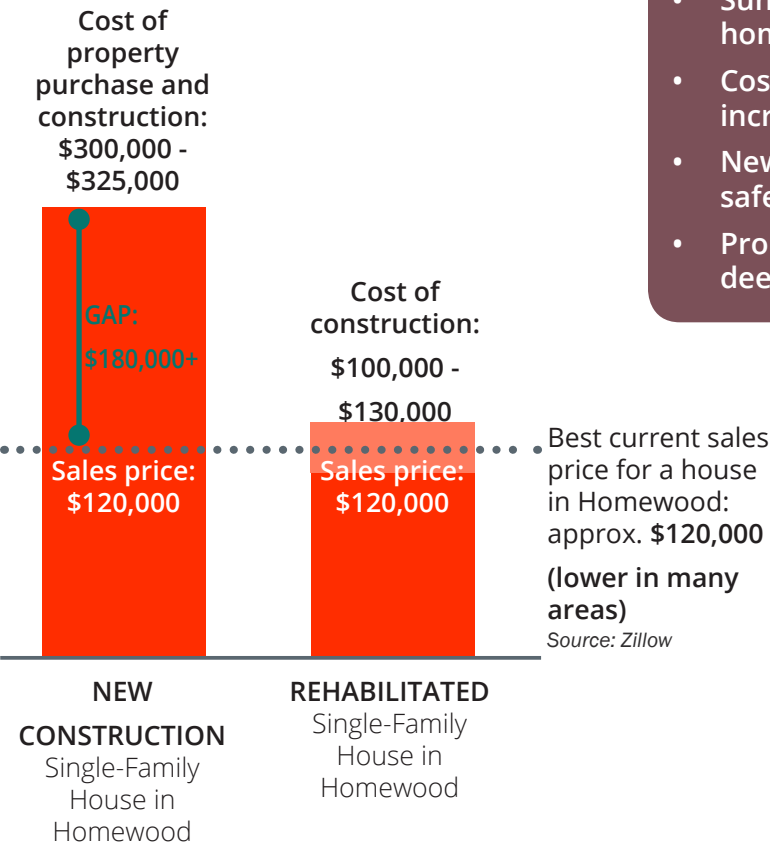
Key questions that influenced recommendations:

- What resources can fill the financial gap for rehab or new construction?
- Do we want sales prices to go up to close the gap?
- Would multi-family or rental housing be more financially doable to build?

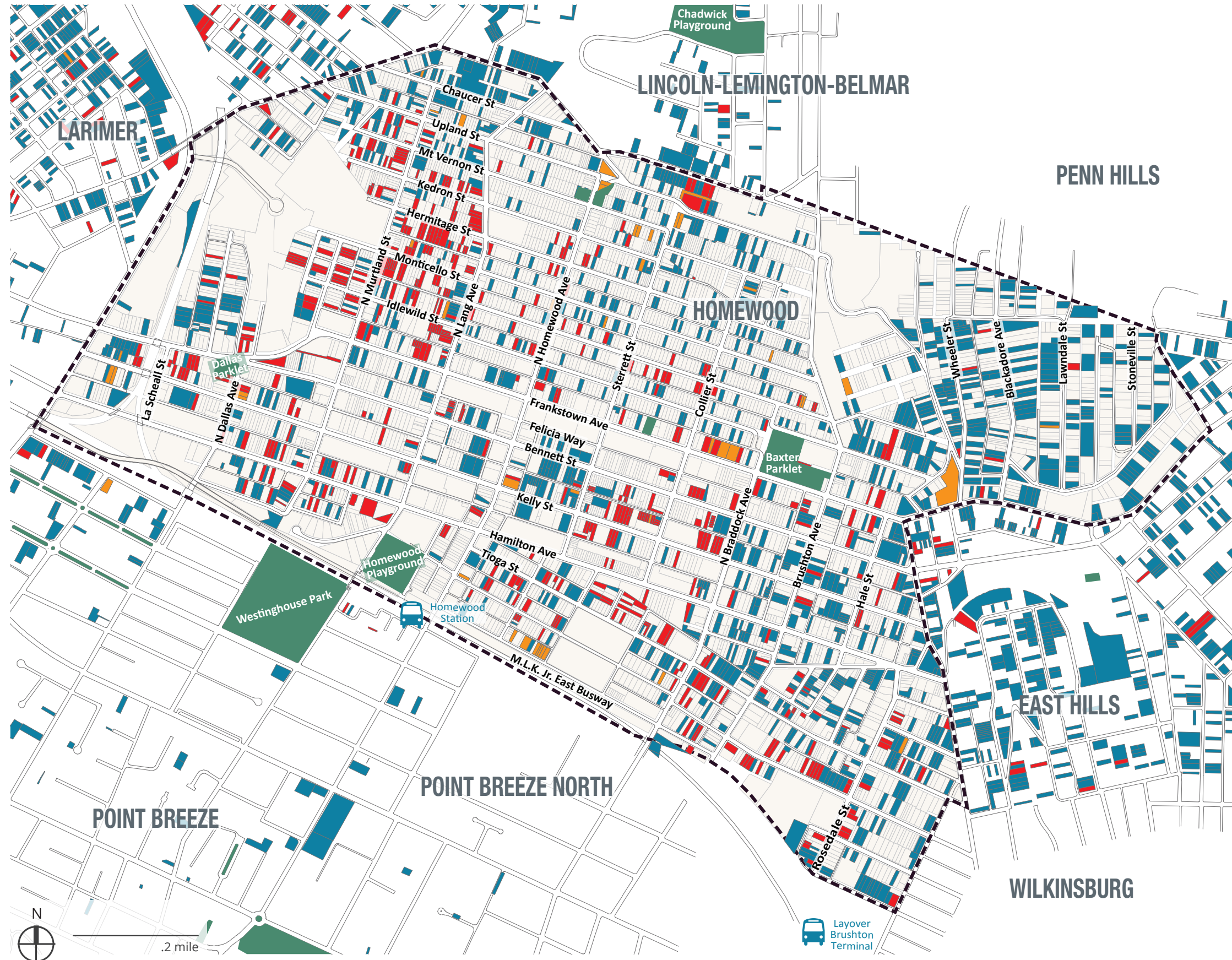
Why Are New Homes So Costly?

- Environmental issues like underground streams and lead contamination
- Sunken foundations from previous homes
- Costs of labor and materials have increased
- New building codes maintain safety but cost more to follow
- Problems with purchasing due to deeds/titles/liens

COSTS AND SALES PRICES FOR NEW CONSTRUCTION AND REHAB IN HOMEWOOD



VACANT LAND Source: City of Pittsburgh GIS



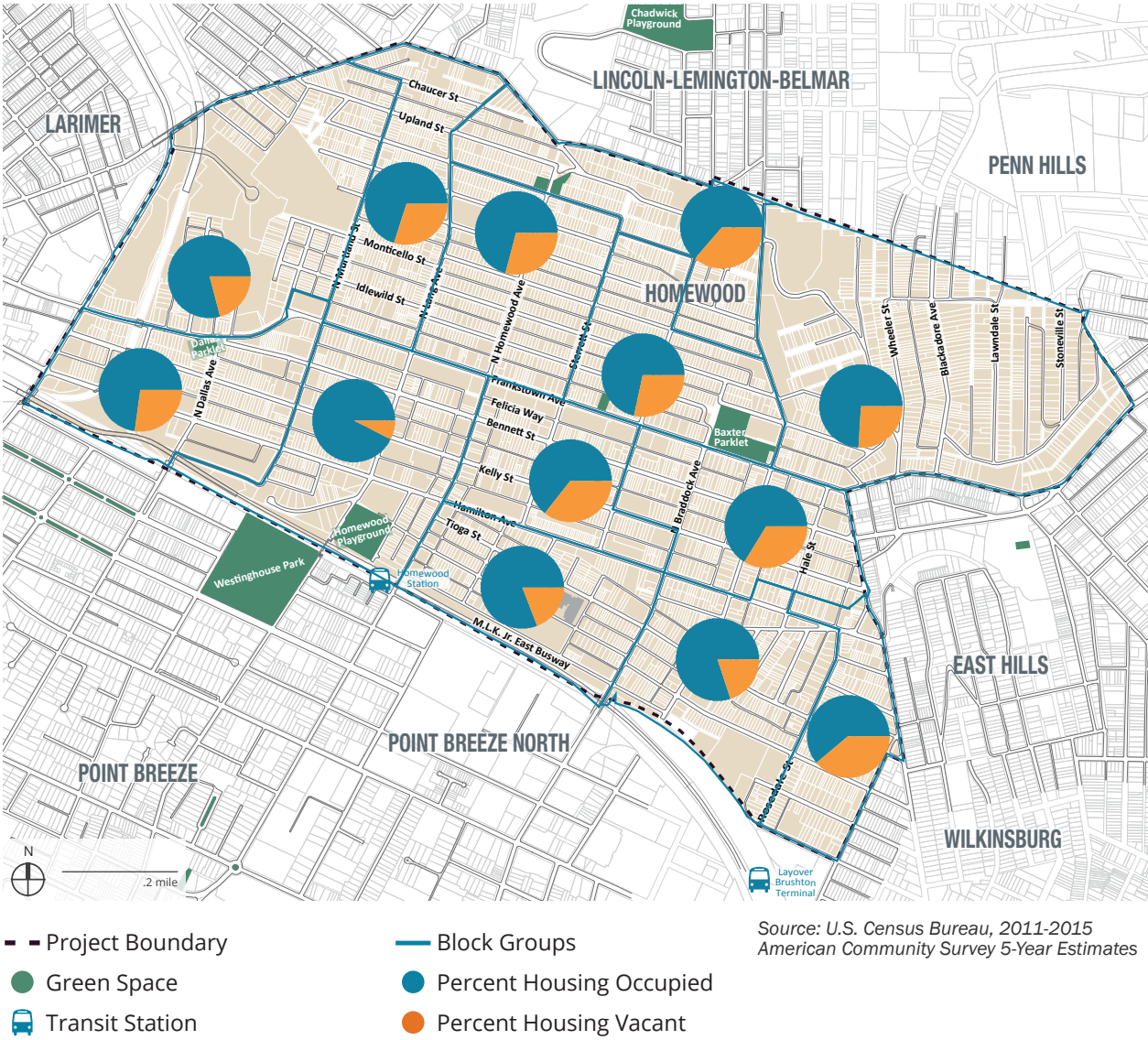
ADDRESS VACANCY

Rebuilding vacant homes and re-using lots to revitalize the neighborhood has been mentioned as a goal in many previous planning efforts, and community organizations and residents have already begun to act on both these strategies. However, the large number of remaining vacant properties within Homewood continue to affect the neighborhood's character and the community's well-being. As the map shows, the City owns a significant portion of vacant properties. Additionally, many privately owned properties have tangled titles and/or deceased owners. These ownership models create expensive hurdles to acquiring a vacant property.

Key questions that influenced recommendations:

- How do we address vacant properties when building new homes is so expensive?
- How can we create joint strategies for vacant properties that work together to increase quality of life?
- What processes are in place to acquire City owned vacant properties?
- What are the most important factors in deciding what to do with a vacant structures?
- Since vacancy is widespread, how do we decide where to start rebuilding with the resources we have?

HOUSING OCCUPANCY BY CENSUS BLOCK GROUP



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FUND HOUSING DEVELOPMENT AND REHABILITATION

We know that because of high construction costs, lower income levels, and low comps, many types of housing in Homewood will need extra funding or *subsidy* to be built. There are many types of subsidies that come from different levels of government. All programs are targeted to serve a certain income level that is usually below the median income for an area. Many programs also have specific types of housing that are preferred or required. For example, Low-Income Housing Tax Credits are the largest source of subsidy for affordable housing in the country. LIHTC only funds rental housing development, and usually LIHTC criteria favor multi-family developments or single-family developments with many different homes included.

New Markets Tax Credits, meanwhile, focus on creating commercial activity but can also be used for housing. All projects using NMTC as a funding source must have at least 20% commercial uses in the property. The Community Development Block Grant program and HOME Investments Partnership program

are both federal sources that are granted to local governments, like the City of Pittsburgh, and can be used flexibly for multiple purposes, including homeownership, rental, and even repairs to owner-occupied houses. However, due to federal funding cuts, the amount of funding available has decreased in recent years.

Local governments can also do things like issue bonds or create housing trust funds to create subsidies for new housing. Pittsburgh has created a Housing Opportunity Fund to provide subsidies and funded it initially with \$10 million citywide.

Key questions that influenced recommendations:

- What are the available sources of subsidy, and what do they fund?
- How does the availability of funding affect opportunities to accomplish goals set in the Cluster Plan, and to meet the needs of Homewood’s residents?

SOURCE	TENURE TYPE	BENEFIT	FEATURES
Housing Opportunity Fund	Rental, ownership, owner-occupied rehab, counseling	Many different types of projects can benefit	Community land trust ownership favored
Low Income Housing Tax Credit (LIHTC)	Rental	Multi-family units, scattered site single-family	15-30 years of affordability before expiration; prefers larger projects
New Market Tax Credits	Rental	Mixed-Use multi-family	20% must be commercial; prefers larger projects
HOME and CDBG Block Grants	Rental, ownership, owner-occupied rehab	Flexible	Based on City’s Consolidated Plan. Federal resources being cut.
Project Based Voucher (PBV)	Rental	Multi-family or single-family	
Housing Choice Voucher (HCV/Section 8)	Rental	Provides rent assistance to individuals	Long waiting lists that are rarely open; landlords do not have to accept
Philanthropy	Rental, ownership	Meets gaps and needs that other sources don’t	Prefers projects that already have other sources

CLUSTER PLAN HOUSING RECOMMENDATIONS



SUSTAINABILITY PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Sustainability listed below:

1. The neighborhood has a huge portion of the City's vacant lots.
2. Air pollution mitigation is extremely important for both environmental health and the health of our children.
 - Tree planting can improve air quality
 - Asthma rates for school children are impacted by poor air quality and our elementary school's proximity to the bus line could be part of the problem
 - 50% of kids at hospital with asthma are from Homewood
3. Community based organizations have prioritized this need and created programs based on ensuring a more sustainable neighborhood.
4. Lead contamination in soil is a concern especially how it relates to how dust travels during construction.
5. More green space is an important sustainability priority.
6. Green infrastructure and Rainwater/ stormwater capture are important sustainable design features for the future of Homewood.
7. Living machines/gray water reuse are sustainability options the community should explore further.

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the existing conditions chapter outlined by top priorities.

AIR QUALITY

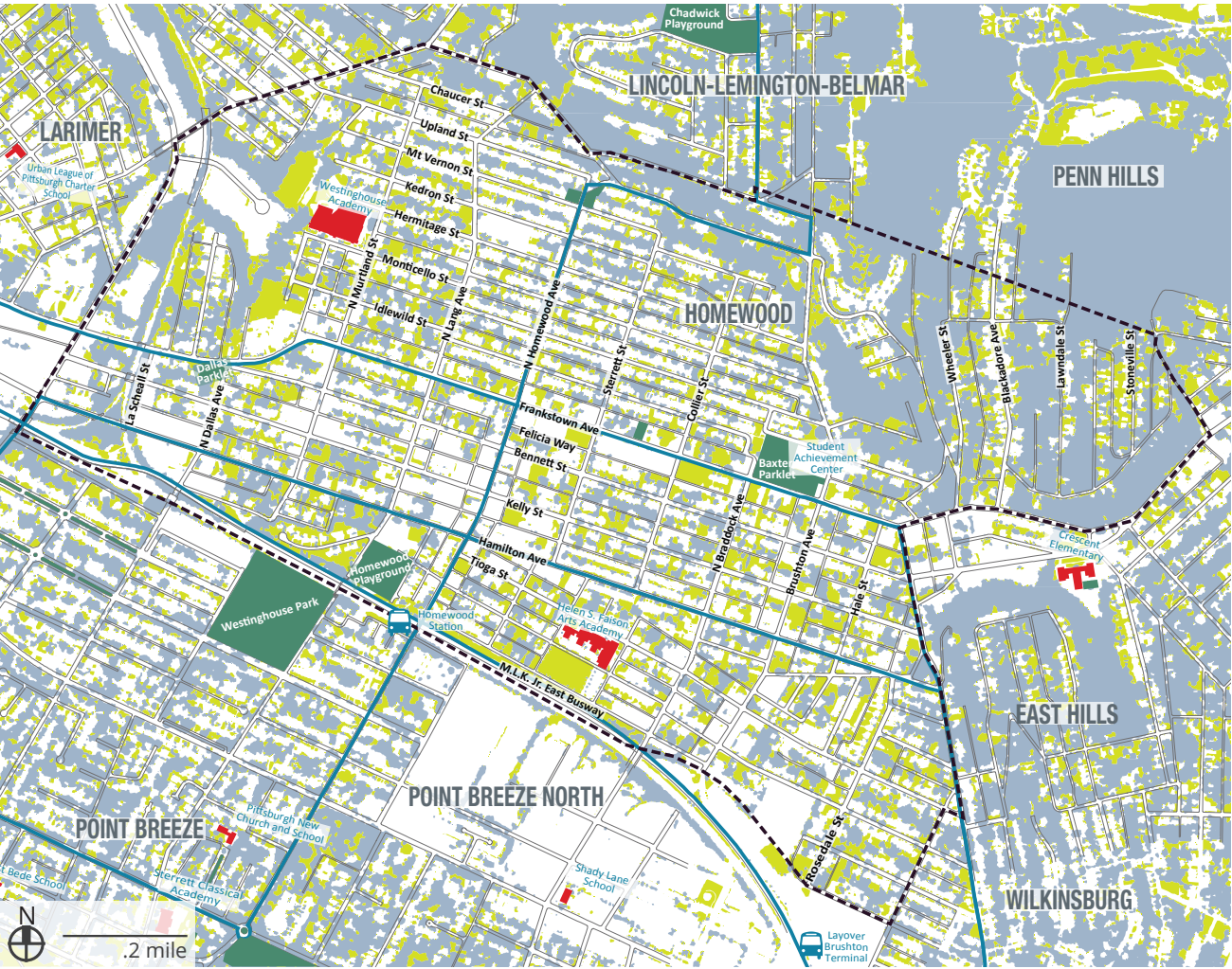
In a number of stakeholder conversations and during the first community meeting for the Homewood Comprehensive Community Plan, air quality was raised as one of the top concerns. The traffic on both Frankstown and Homewood Ave, in addition to the busway, all seem to be concerns for residents and stakeholders in regard to their contribution to poor air quality.

Operation Better Block has engaged in a community health study focused on cases of asthma in Homewood. Many stakeholders and community members feel residents, especially youth, are being impacted at a high rate by poor air quality.

Key questions that influenced recommendations:

- What are the biggest sources of air pollution in and around Homewood?
- Are there significant correlations between resident health and air pollution concentrations?
- Does the impact of air pollution have impacts on youth absenteeism in school?
- What key changes need to occur to minimize the output of air pollution in and around Homewood?
- What interventions can occur to mitigate air pollution, i.e. clean the air?

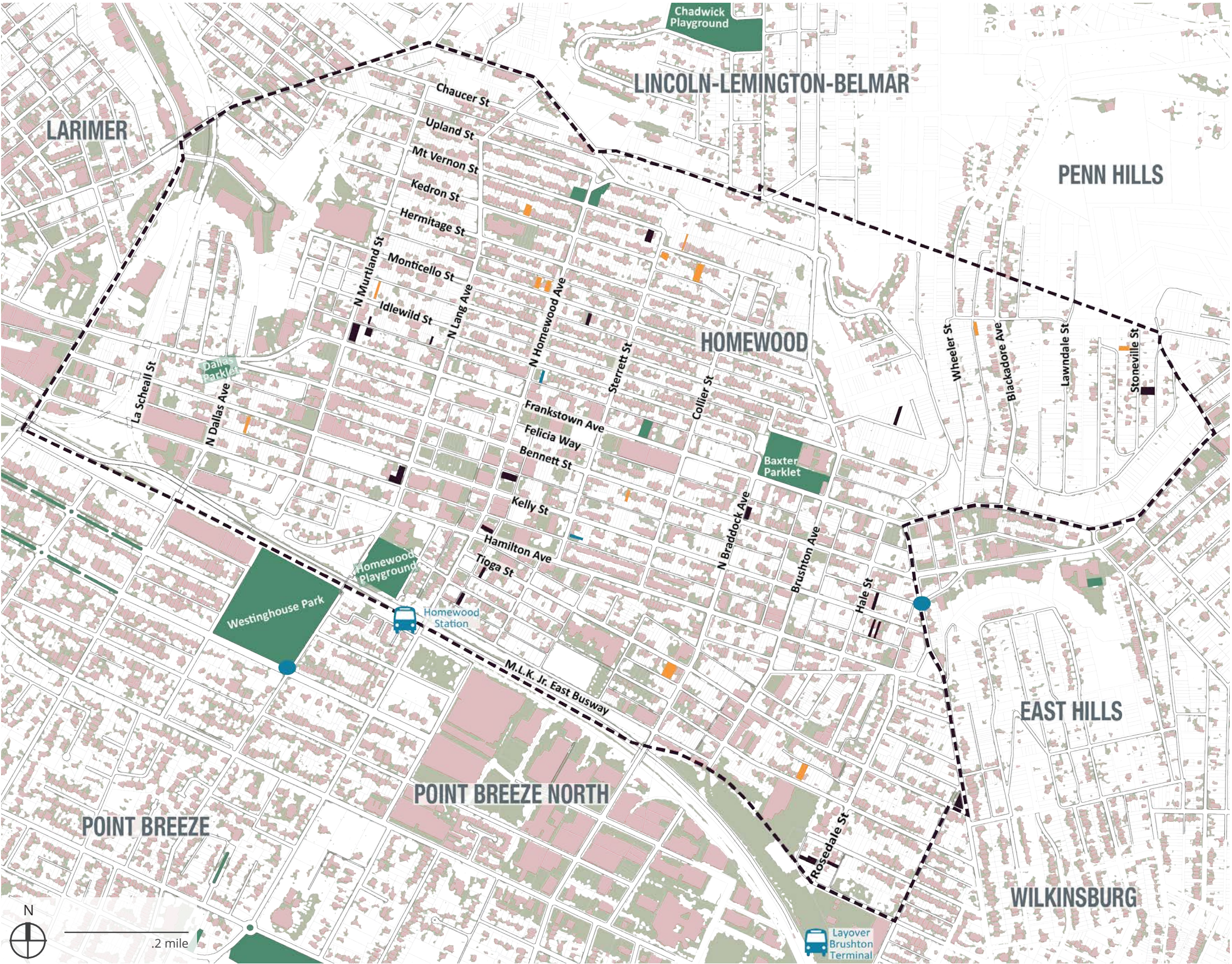
TREE CANOPY AND OPEN SPACE



Source: City of Pittsburgh GIS

- Project Boundary
- Green Space
- Tree Canopy (Evergreen Forest)
- Tree Canopy (Deciduous Forest)
- 🚌 Public Transit
- 🏫 Schools
- 🚌 Bus Routes

IMPERVIOUS COVER



STORMWATER

Homewood has a vast amount of impervious cover, which means much of the water that falls on Homewood is not able to filter through the ground naturally. Homewood is part of the A42/Negley Run sewershed and contributes significantly to the overall quantity of water that makes its way into the sewershed.

PWSA has identified A42 as a priority area for green infrastructure improvements and it is their hope to find opportunities in Homewood for major green stormwater interventions that also provide other key community benefits including streetscape improvements for both pedestrians and transit and improved aesthetics, among others.

Key questions that influenced recommendations:

- What are the best sites for green stormwater infrastructure?
- What types of green stormwater infrastructure are most appropriate for Homewood?
- What other benefits beyond stormwater should be built into the design of these interventions?
- What are the biggest barriers to green infrastructure implementation?
- Is community perception of green infrastructure a concern in regard to implementation?

- Project Boundary
- Green Space
- Developed (Medium, High Intensity)
- Barren (Rock, Sand, Clay)
- 🚗 Public Transit
- Food Garden
- Flower Garden
- Green Infrastructure

Source: City of Pittsburgh GIS



1882

By 1872, maps show that George Finley had diverted the streams around Silver Lake to prevent regular flooding, and was using the lake to produce carp for resale. Later maps show evidence of some early sewers, probably installed by Finley.



1910

The City was busy building new sewers throughout the first decade of the 20th century, including much of the Negley Run valley as well as Larimer and Homewood. As early as 1887, Judge Thomas Mellon and other "Negley Runites" were active in trying to prevent planning of the sewer within the run proper. "This run in cases of heavy rains is turned into a raging torrent, which an 8½ foot sewer cannot carry off. If the run is improved at all it should be an open sewer."



1950s - TODAY

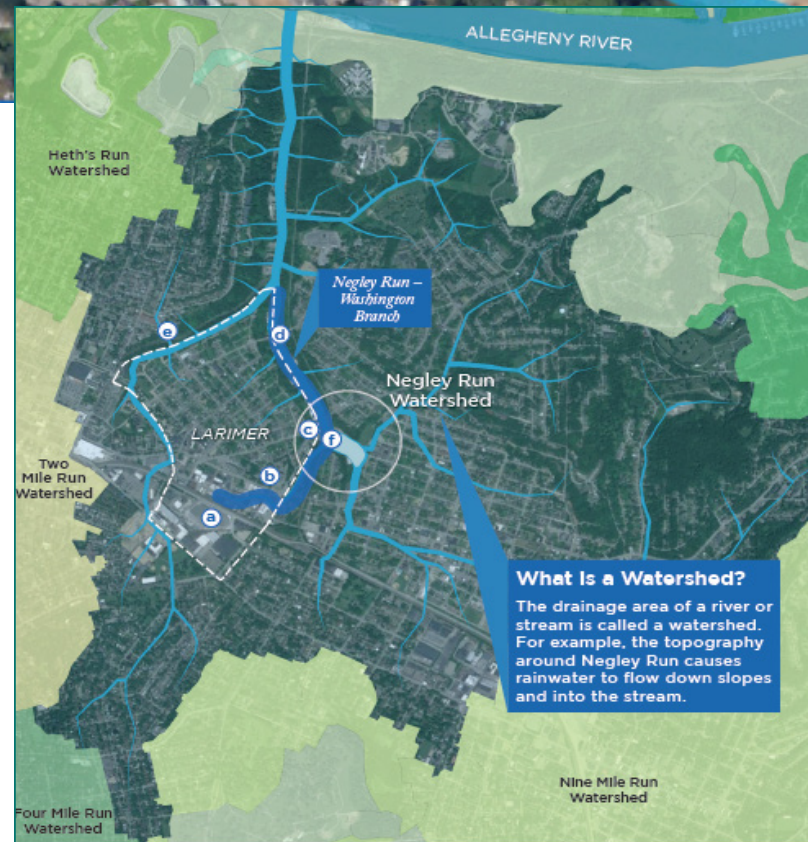
In 1949 the Silver Lake Drive-In opened for business. The lake had been filled in the 1930s to hide the pollution and accumulated rubbish that neglect had created. The Drive-In closed in 1968 and was replaced by light industry intended to create new jobs for African-American residents of Homewood.

CURRENT WATERSHED EFFORTS

Throughout the Pittsburgh region organizations are working to improve existing watersheds and call to light the history of ecological landmarks such as Negley Run. Living Waters of Larimer is a community development project of The Kingsley Association, Larimer Green Team, and Larimer Consensus Group. The project demonstrates how green infrastructure can be integrated into our urban spaces, cultural life, and economic infrastructure in an artful way.

Negley Run was historically connected to Squirrel Hill and to the Allegheny River. "Negley Run Was Here" is a notable effort that traces Negley Run and Silver Lake in the form of a walking tour and invites our community to understand how it shaped our urban space and community.

HISTORY OF SILVER LAKE'S DEVELOPMENT*



* Images and Maps shown are products of the "Negley Run Was Here" pamphlet. The pamphlet and walking tour help locate where Silver Lake would be located today and highlight locations and businesses that tie into the history of Silver Lake's development.

LIVING WATERS OF LARIMER MAP OF WATERSHEDS*

WEATHERIZATION AND ENERGY EFFICIENCY

Most buildings and homes within Homewood were built before 1960 when building standards mandated a lower level of energy efficiency. Many buildings (57%) were built prior to 1939. Many homes have issue with basement flooding and busway underpasses flooding during heavy rain.

Key questions for consideration:

- Are mandatory or incentivized green building and landscape practices appropriate for Homewood?
- Should home repair, major building renovation, and new developments be subject to certain energy efficiency standards?
- What would sustainable building and landscape standards for Homewood look like?

- Is there a desire by the community to engage with sustainable certification programs like LEED and Sustainable SITES?
- Who are the key partners in furthering weatherization and energy efficiency goals?
- How can energy efficiency and weatherization decrease housing maintenance costs and improve affordability and quality of life for residents, improve affordability and quality of life for residents?

HOUSING AGE

Source: U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates

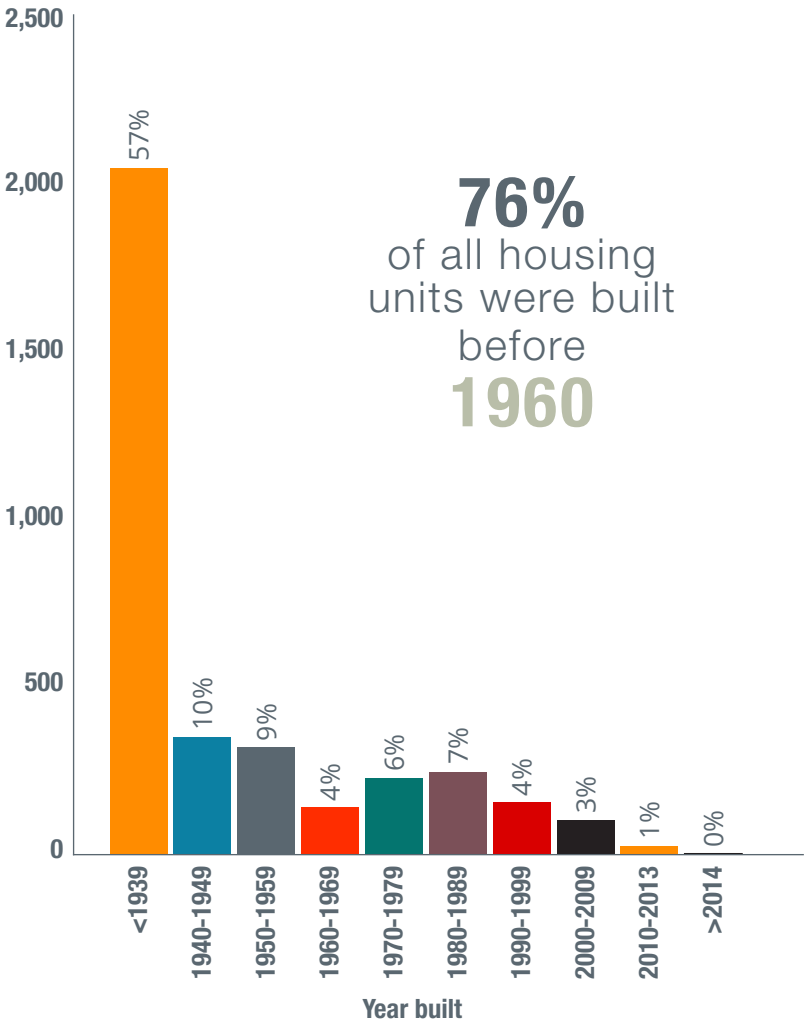


Image Source: Google Maps

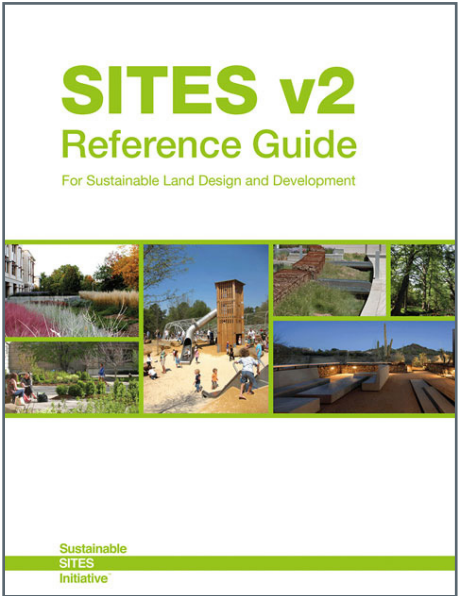
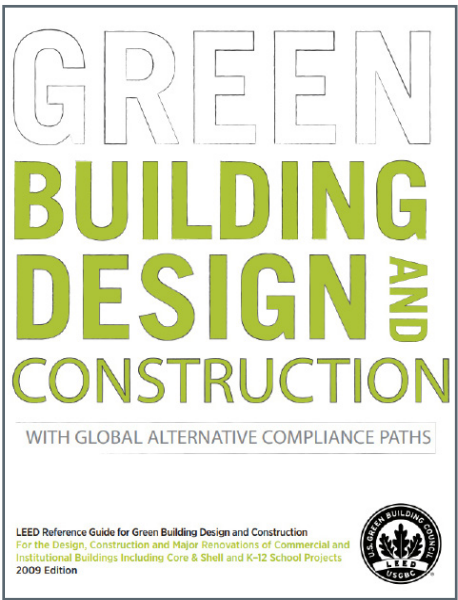
POTENTIAL SUSTAINABLE DESIGN RESOURCES

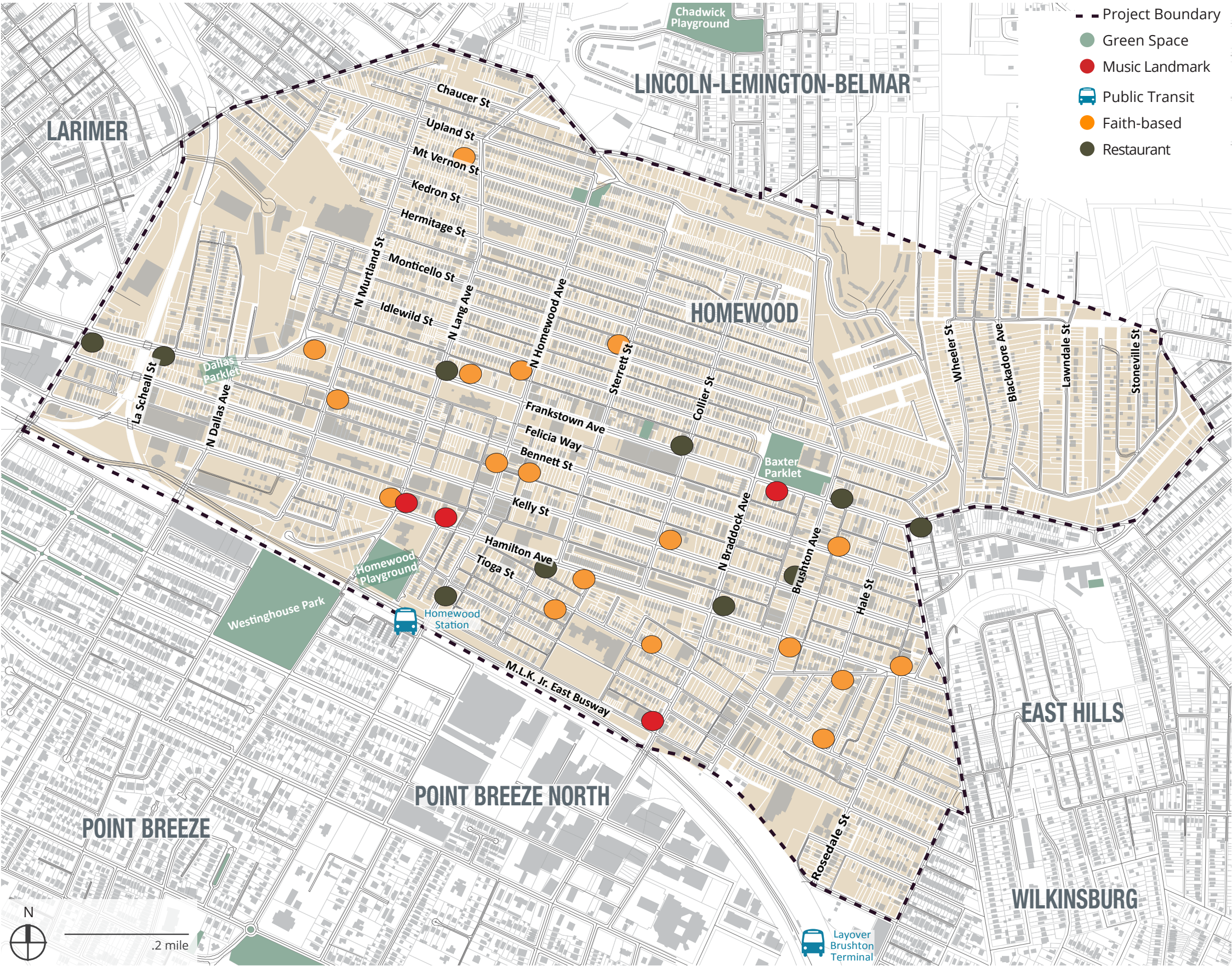
LEED, or Leadership in Energy and Environmental Design, is a U.S. Green Building Council metric that measures the sustainability of a building's design, construction, operations and maintenance in terms of energy, water and resource use; waste and emissions reduction; indoor environmental quality; and innovative approaches to the development process.

Pittsburgh has the only LEED Platinum convention center in the world. The first LEED Gold sports venue in the nation. The largest LEED Silver museum in the country.

The most comprehensive system for developing sustainable landscapes, the SITES v2 Rating System, has been released by the **Sustainable Sites Initiative (SITES)** program for use by landscape architects, designers, engineers, architects, developers, policymakers and others who work in land design and development.

The SITES v2 Rating System and an accompanying Reference Guide provide a set of best practices, performance benchmarks and tools for creating and evaluating sustainable landscapes. Successful projects are recognized with certification.





CULTURE AND RECREATION PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Culture and Recreation listed below:

- 1. Homewood needs more affordable and available space for cultural and recreational activities
- 2. The Homewood football stadium is a key cultural and recreational resource for the community
- 3. The way the neighborhood is branded related to its culture is important to the future of Homewood
- 4. Murals provide key insight into part of the cultural identity of Homewood
- 5. Park space is important to Homewood residents but is currently limited
- 6. The Wheelmill is a local recreational business operated by folks from outside of Homewood but is a good example of building good will with the Homewood community
- 7. Vacant land is an opportunity for the addition of park space and gathering spaces

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the existing conditions chapter outlined by top priorities.

CULTURAL INSTITUTIONS

Cultural institutions are often a source of pride for a neighborhood. Homewood has a wealth of cultural institutions including culinary, musical, faith-based, historical, and many more. Looking toward Homewood’s future, there are opportunities to establish significant cultural institutions that show the national and citywide contributions of people who lived, worked, and played in Homewood.

Key questions that influenced recommendations:

- How do institutions contribute to local culture?
- What type of cultural institutions would fit in Homewood?
- Who is currently preserving and promoting local culture; and, are they working together?
- What partners would need to work together to bring a new cultural institution to Homewood?
- What should be done to better highlight the existing institutions and historic resources in Homewood?



CARNEGIE LIBRARY

Originally established in 1910, this historic Library underwent an award-winning renovation to revitalize its space in 2005. Today, this three-story neighborhood location is completely restored to its original grandeur and offers a fully-equipped 300-person auditorium.

https://www.carnegielibrary.org/clp_location/homewood/

PUBLIC SPACE

Culture in the public space can provide a cohesive identity for a neighborhood. Homewood has a vibrant array of murals and publicly accessible art. Most of them are in the southern half of the neighborhood. Homewood also has a few historic landmarks recognized by the Pittsburgh History and Landmarks Foundation. The landmarks are the following: Baxter-Brushton School (1909), Carnegie Library of Pittsburgh, Homewood Branch (1910), Brilliant Cutoff Viaduct of the Pennsylvania Railroad (1902), The Church of the Holy Cross (1905-1906), Holy Rosary Roman Catholic Church (1928), Meado'cots (1912), and Westinghouse High School (1917).

Key questions that influenced recommendations:

- Which historical locations, moments, or people should be memorialized in Homewood?
- What purpose does public art currently serve?
- What additional purpose can public art serve?
- Other than plaques or statues, what are ways to highlight Homewood's culture and identity in the public realm?

CULTURE - NOW

Promoting and uplifting Homewood's culture includes recognizing contributions happening right now and looking into the future. Currently, Homewood is home to fashion designers, musicians, producers, sculptors, poets, painters and more. Additionally, some Pittsburgh creatives are experiencing burdensome rent increases in other parts of the city. Vacant or underutilized commercial space along multiple corridors could serve as affordable space for a locally relevant mix of contemporary and experimental art, performance, and installation. Homewood is in a unique position to be a creative hub for generations to come.

Key questions that influenced recommendations:

- Who are local creatives working and/or living in Homewood?
- Why do they live and/or work in Homewood?
- What assets does Homewood have to offer creatives looking for multi-use spaces?
- What would these non-Homewood residents need to fit into the fabric of the neighborhood?
- What multi-use space is available for local creatives (considering proximity to transit, potential for foot traffic, ability to have evening hours, etc.)?

The recent Homewood-based exhibition, **The People Are the Light** curated by Alisha B. Wormsley, was a series of public art installations and workshops running from September 16 - October 15, 2017 in various locations. The exhibition was a program of the Carnegie Museum of Art and centered on healing and cleansing and invited participants to reflect on Homewood's past, present, and future. With 12 artist-collaborators, **The People Are the Light** uplifted a citywide dialogue about Homewood and will result in photographs and a film premiering at Carnegie Museum of Art this December.

The exhibit brought significant positive attention to Homewood. Audience members, from Homewood and other parts of the city, spent time at formerly vacant lots, walked around the

neighborhood to visit multiple installations, and patronized local businesses. This type of activity is significant for investment in Homewood. **The People Are the Light** bridged Culture - Institution, Public Space, and Now.

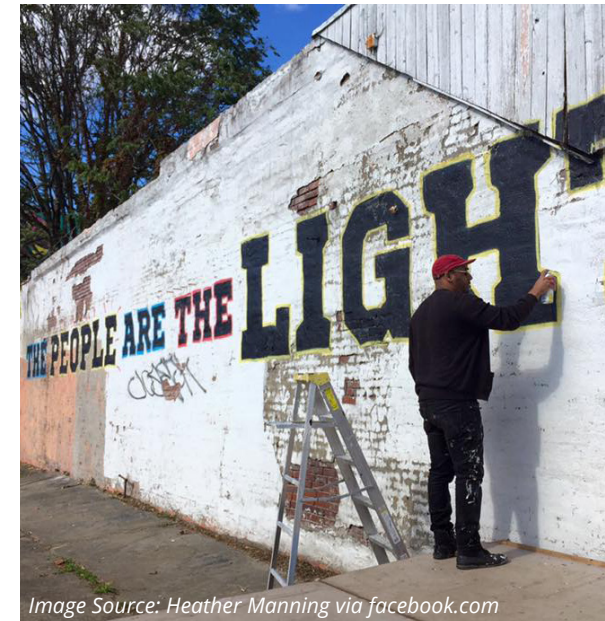
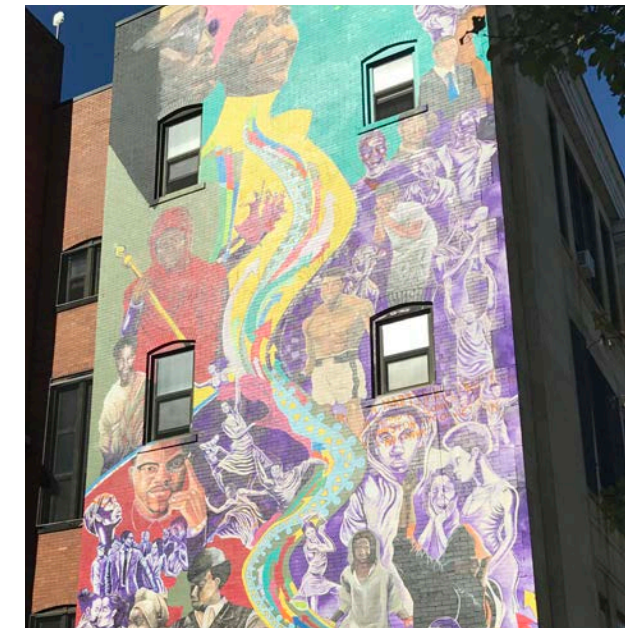
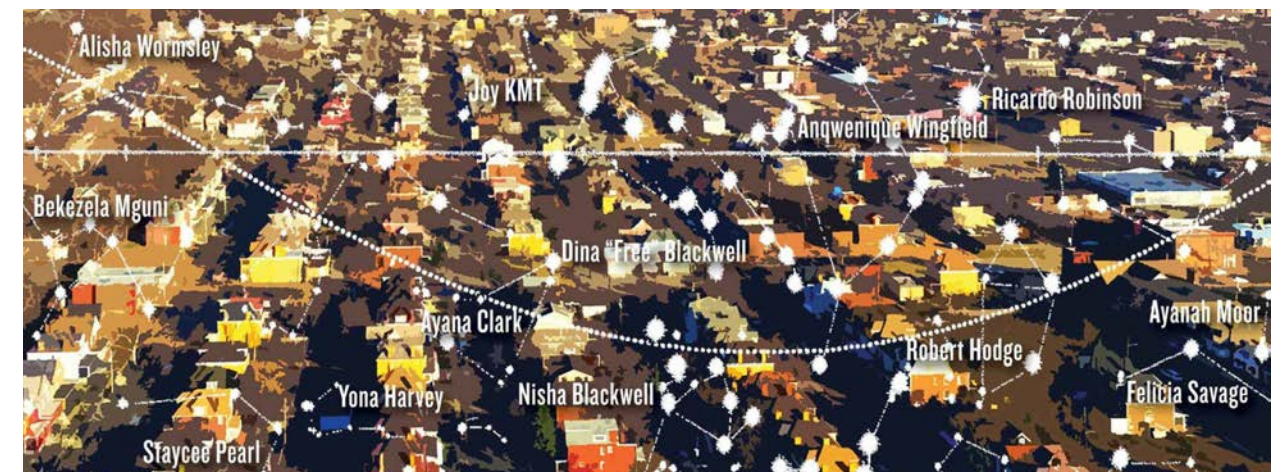


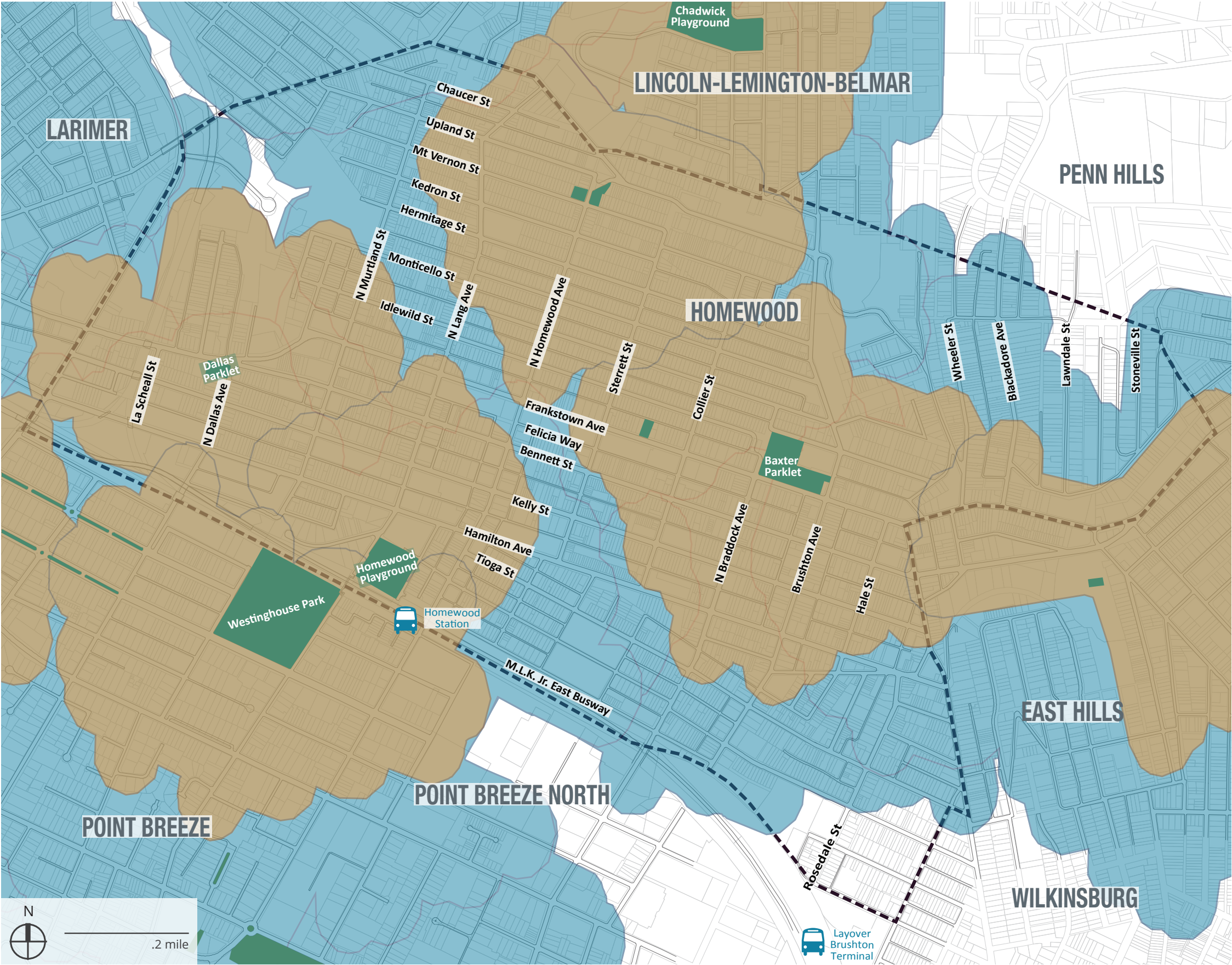
Image Source: Heather Manning via facebook.com



MURALS + ARTISTS.

Homewood has no shortage of local artists and craftsmen as evidenced by the People Are the Light exhibition (below); Murals are shown here and are throughout the walls of Homewood's buildings (left and top)





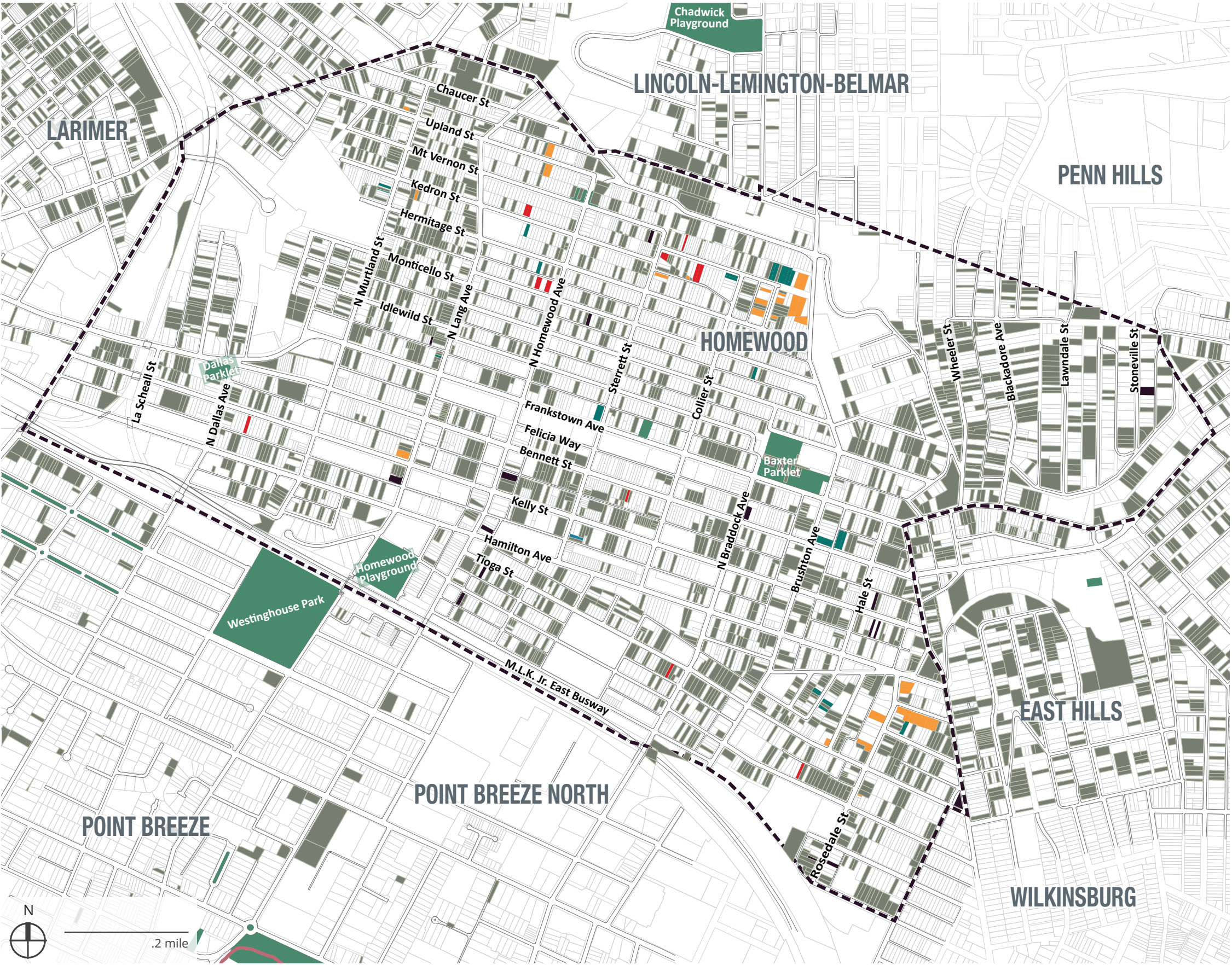
PARKS ACCESS AND QUALITY

Parks and recreation play a vital role in ensuring the health of the community and aid in improving the economic and environmental well being of a neighborhood. While Homewood has a number of park spaces not all of these parks are accessible to all community members and not all of the parks have adequate recreational equipment. By improving the quality of recreational space in Homewood and encouraging our neighbors to spend more time in green space we have the potential to reduce stress levels, lower blood pressure and improve physical health. Homewood can further improve the mental and physical well being of its residents by shortening the walking distance to green space. This map shows us a 5 minute and 10 minute walk radius from existing park space in Homewood, it is clear there is opportunity to improve access to park space.

Key questions that influenced recommendations:

- What are the existing programs in Homewood related to recreation?
- Are people physically active?
- Are these recreational spaces safe?
- What are alternative options for recreational spaces such as Wheelmill?
- Are these recreational spaces clean?
- What is the quality of parks and open space in Homewood?
- What area are most in need of new parks?
- What are the key connections between parks and neighborhood centers?
- Should parks serve many functions beyond just public amenity? If so, what functions?
- What amenities do current parks provide?
- What amenities do current parks NOT provide that the community needs?

- Project Boundary
- Green Space
- Park (5 min walk radius)
- Park (10 min walk radius)
- Public Transit



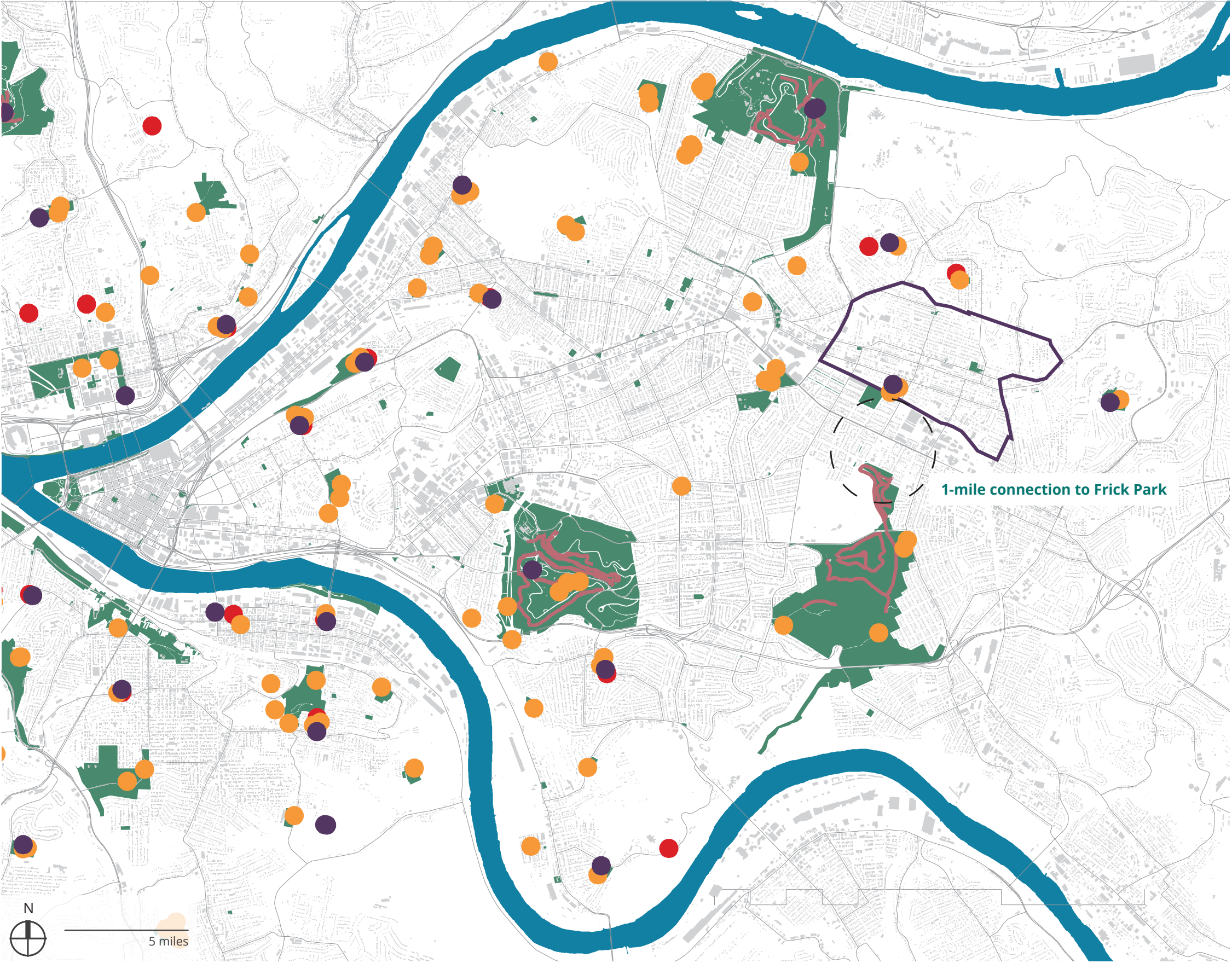
VACANT LAND

Homewood is home to a vast amount of vacant land that is currently underutilized. Though a number of vacant parcels have been reclaimed as a variety of community resources including community gathering spaces and community gardens, there still remains great potential in vacant land within Homewood to improve the ecological well being of the neighborhood and provide space for relaxing and recreation.

Key questions that influenced recommendations:

- How should we prioritize competing needs in Homewood to find the highest and best use for each vacant parcel?
- What types of interventions could be implemented on vacant parcels to improve recreation goals?
- Who are the key partners in moving forward for vacant land re-use?
- How can we link vacant land to showcase existing culture and art?
- How can we involve youth in re-imagining underutilized land?
- How can we build on the success of the Wheelmill to encourage alternative uses for vacant space?
- Which vacant parcels should be prioritized first for culture and recreation use?

- Project Boundary
- Green Space
- Vacant Land
- Parklet
- Playspace
- Food Garden
- Flower Garden
- Rain Garden
- Public Transit



REGIONAL CONNECTIONS

A regional park network would be a great asset to Pittsburgh with the potential to improve the health and wellness of local residents, provide opportunity for employment and educational exploration and would better connect neighborhoods with each other. Creating a sustainable regional park network would also greatly improve the ecological well-being of Pittsburgh with greater potential to address flooding, and air quality. Open Space PGH is a great guide to consider what next steps should be taken to improve vacant, green, and recreational spaces throughout the area. Open Space PGH recommendations are summarized below:

- Baxter Park- Invest & Expand. Adjacent blocks have scattered public ownership. Redesign site, removing parking and fencing, and adding recreation amenities.
- Dallas Park- Relocate. The park's current size and use are restricted, so expansion on another site is needed in order to serve as a neighborhood park.
- Homewood Park- Invest & Expand. Adjacent sites have been identified that are suitable to hose the full range of neighborhood park amenities. This new site will have increased curb appeal and investment in recreation facilities.
- Westinghouse Park- Invest. Highlight the rick cultural history of the site.

Key questions that influenced recommendations:

- How can we link existing recreational spaces to create a larger network of publicly accessible park space?
- What are existing trail networks (formal and informal)?
- How can we expand on informal trail networks to create safe passageways throughout the neighborhood?
- What is the potential for greenways?
- What are the existing gaps in the recreation network?

- Project Boundary
- Park Trail
- Green Space
- Pool
- Ballfields
- Recreation Center

HOMEWOOD PARK/ STARGELL FIELD

Homewood Community Sports has already embarked on planning, design, and costing for the refurbishment of Homewood Park. The Stargell Field is an important community space and core cultural resource for families and children.

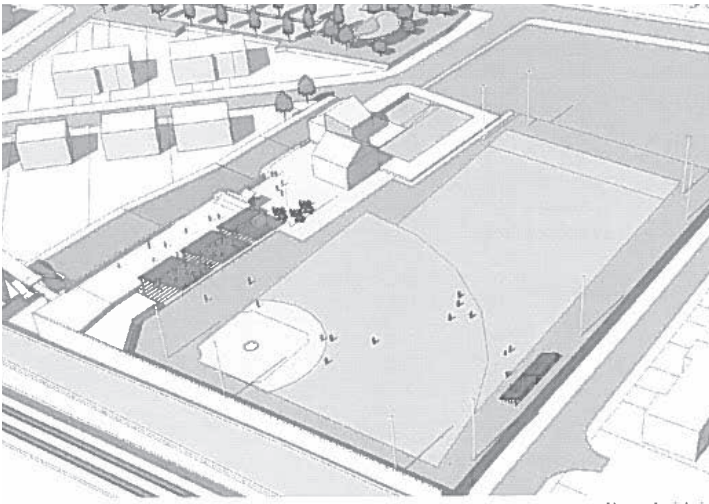
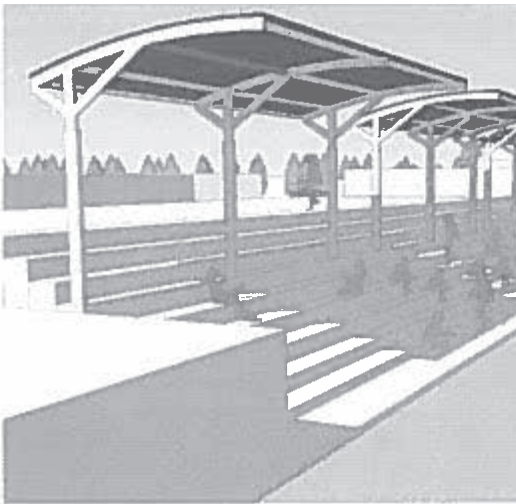
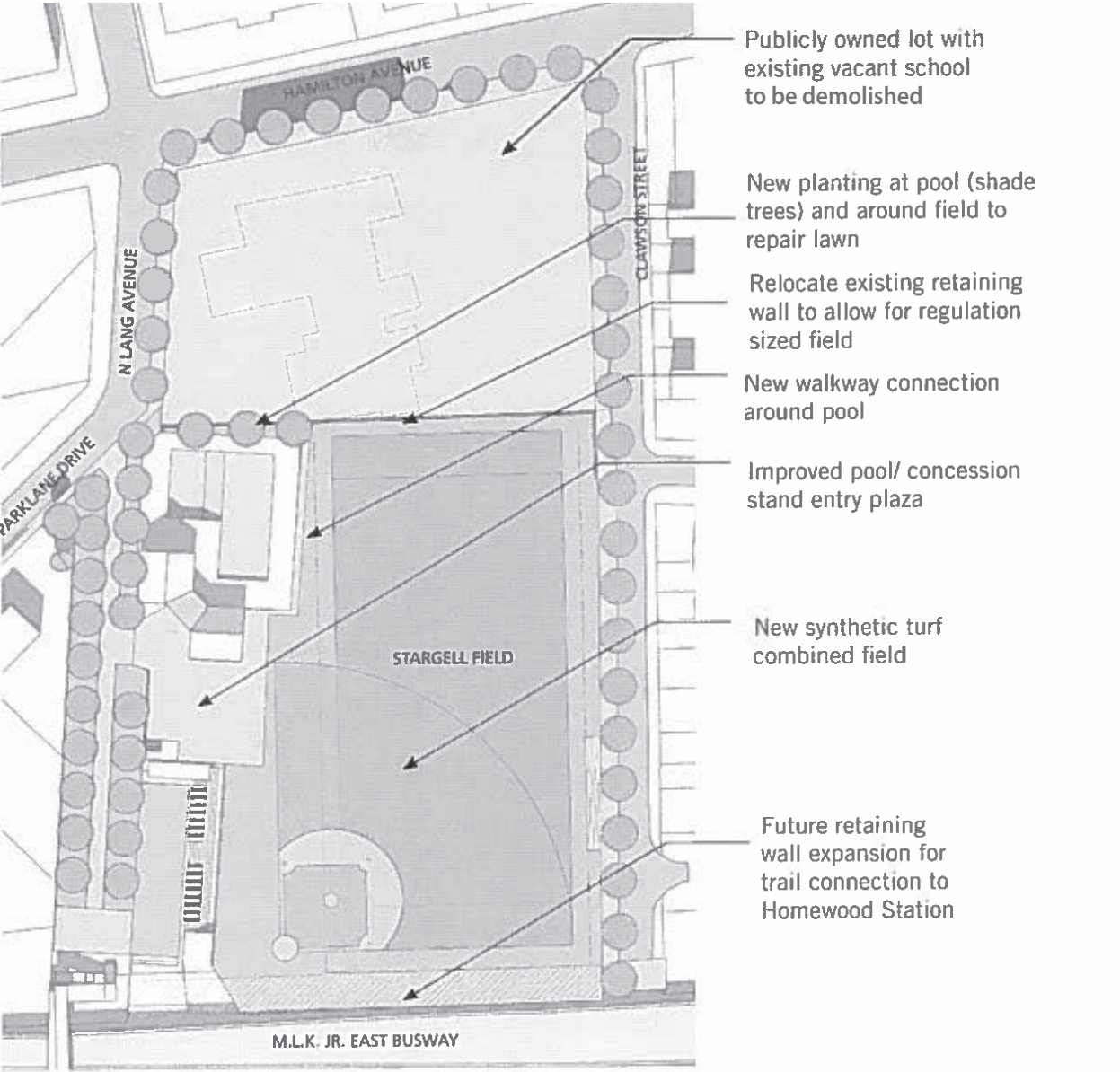
Key questions that influenced recommendations:

- What should Stargell Field look like in 10-20 years?
- What facilities need to be improved at the field?
- What is important about the future design of the field?
- What types of programming should be considered for the field?
- How can it support safety and health?



STARGELL FIELD

Stargell Field is one of the community's most well-used assets and a place where many in the neighborhood connect with eachother (left and top); Homewood Community Sports concepts for the refurbishment of Stargell Field (right)



MOBILITY PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Mobility listed below:

1. Buses may be too expensive for many Homewood residents
2. Homewood could be very walkable but need better sidewalks, crosswalks, and a better pedestrian environment - there are no public trash cans!
3. Vehicular speeds are sometimes too fast, causing issues between pedestrians and cars in Homewood
4. Community members want to put in speed bumps on Finance Street near the elementary school
5. Redesigning the road in front of Faison Elementary is a priority
6. Homewood needs safe routes to school and pedestrian lighting

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the existing conditions chapter outlined by top priorities.

WALKABILITY - CONNECTIONS

Homewood stakeholders indicated that increasing walkability was a priority. Walkability can be improved through improving connections; connectivity is how well places within an area are accessible to each other by sidewalks and walking paths. Barriers to connectivity include missing sidewalks, topography, impassible roads, and unsafe conditions. Wayfinding in the neighborhood is limited, pedestrians would have a hard time navigating to parks and businesses.

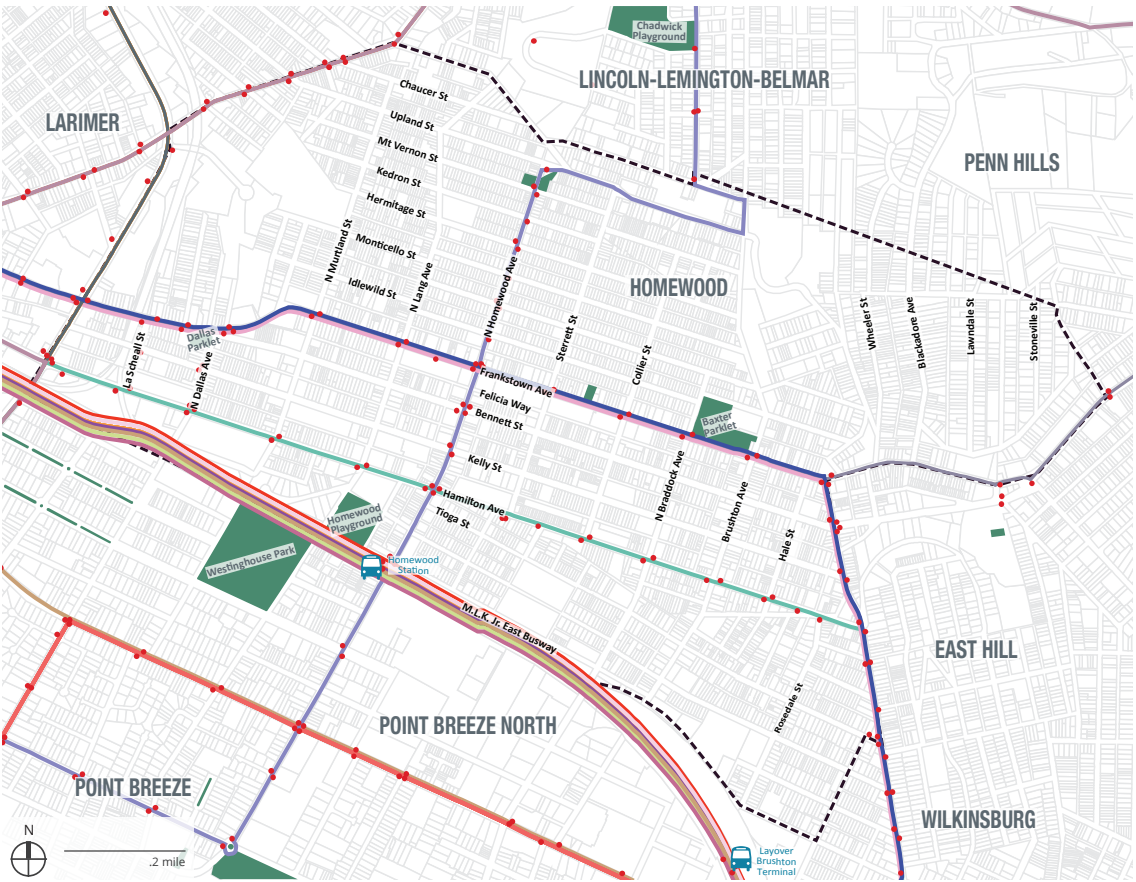
Key questions that influenced recommendations:

- Where are gaps in connectivity?
- Where are major physical barriers that cannot be crossed or walked around?
- Where are paths been created in areas where they are not intended?

- How does topography hinder walkability?
- Where can the topography support added connections?
- How can hilltop and other disconnected areas of Homewood become better connected?
- How can wayfinding be used?
- What places should it direct users to?

TRANSIT MOBILITY

Map enlarged in the following pages



SIDEWALK CONDITIONS

Map enlarged in the following pages



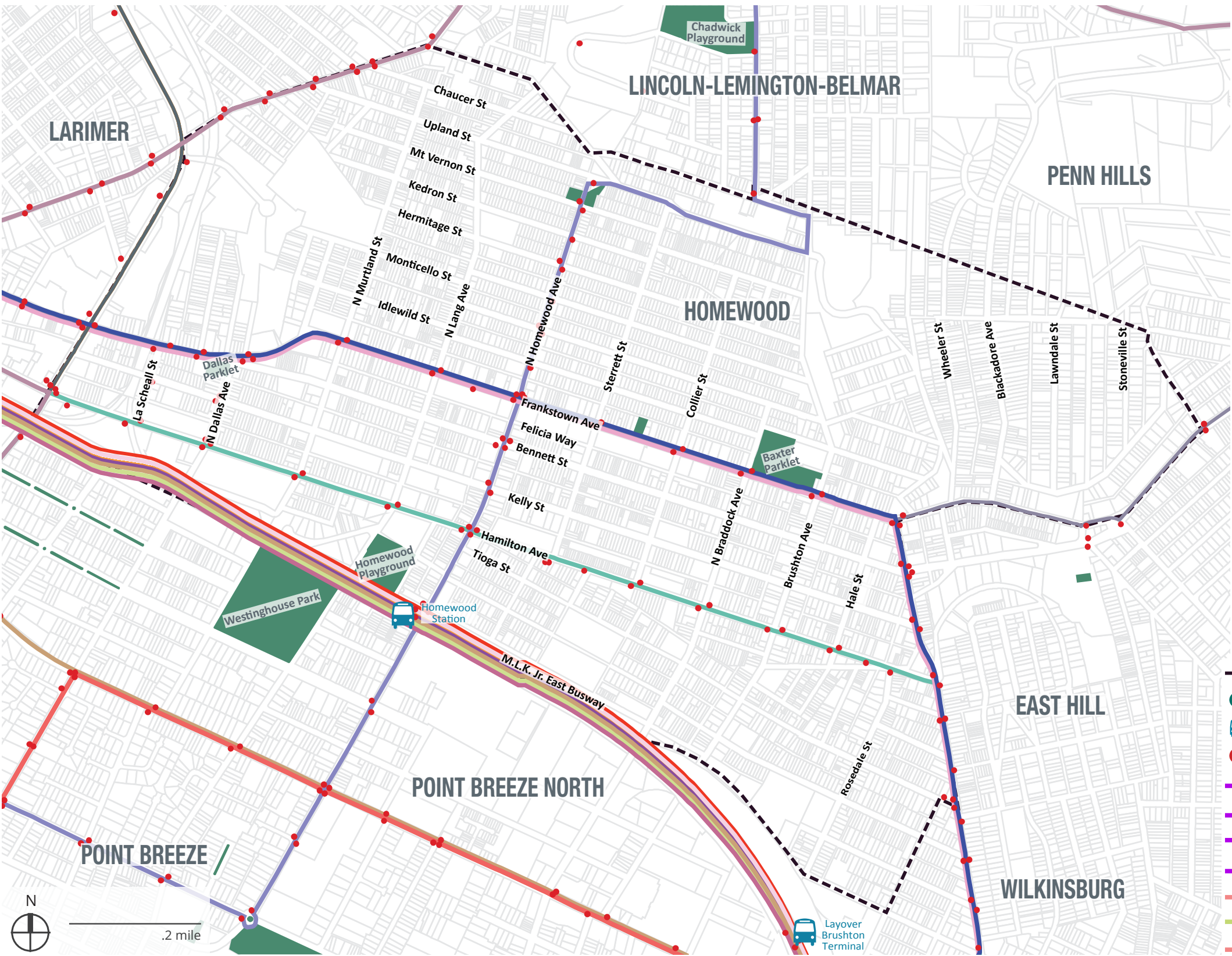


WALKABILITY - STREETS AND SIDEWALKS

One important part of supporting walkability is to ensure consistent and safe sidewalks, with amenities such as trash cans, benches, and lights. Sidewalk condition throughout the area is inconsistent, and amenities such as trash cans, benches, and signs are rare. Safety is also a concern, with issues related to both traffic safety and crime-related public safety. At the Community Meeting in October residents identified areas they preferred to walk, bus, drive. We should consider replicating these walking conditions when improving areas with poor or no sidewalks.

Key questions that influenced recommendations:

- What types of sidewalk improvements are needed?
- Where are sidewalks lacking accessibility?
- Where are new sidewalks needed? Which sidewalks are safe, and which need improvements?
- How is sidewalk lighting?
- What streetscape improvements are needed?
- Where should trash cans, benches, and signs be located?
- What style of new amenities fit with the neighborhood?
- How can the community use wayfinding signage? What style should it be in?
- What locations should it point to?



TRANSIT DESTINATIONS AND CONNECTIVITY

Homewood stakeholders have indicated that challenges related to mobility include a lack of needed destinations and stop amenities. Research indicates that a majority of Homewood residents work in healthcare and education, meaning they work at schools and healthcare facilities scattered throughout the City, not downtown where transit destinations often are located. Another issue affecting transit use is stop condition. Considerations include amenities, such as benches and trash cans, as well as climate considerations during the colder months.

- Key questions that influenced recommendations:**
- How well is transit serving the community?
 - Does transit go where people need it to?
 - Where do most people who use transit to go?
 - How can transfers be reduced?
 - Where are special services for the elderly or disabled?
 - What station amenities are needed?
 - How can we better deal with weather-related transit concerns?

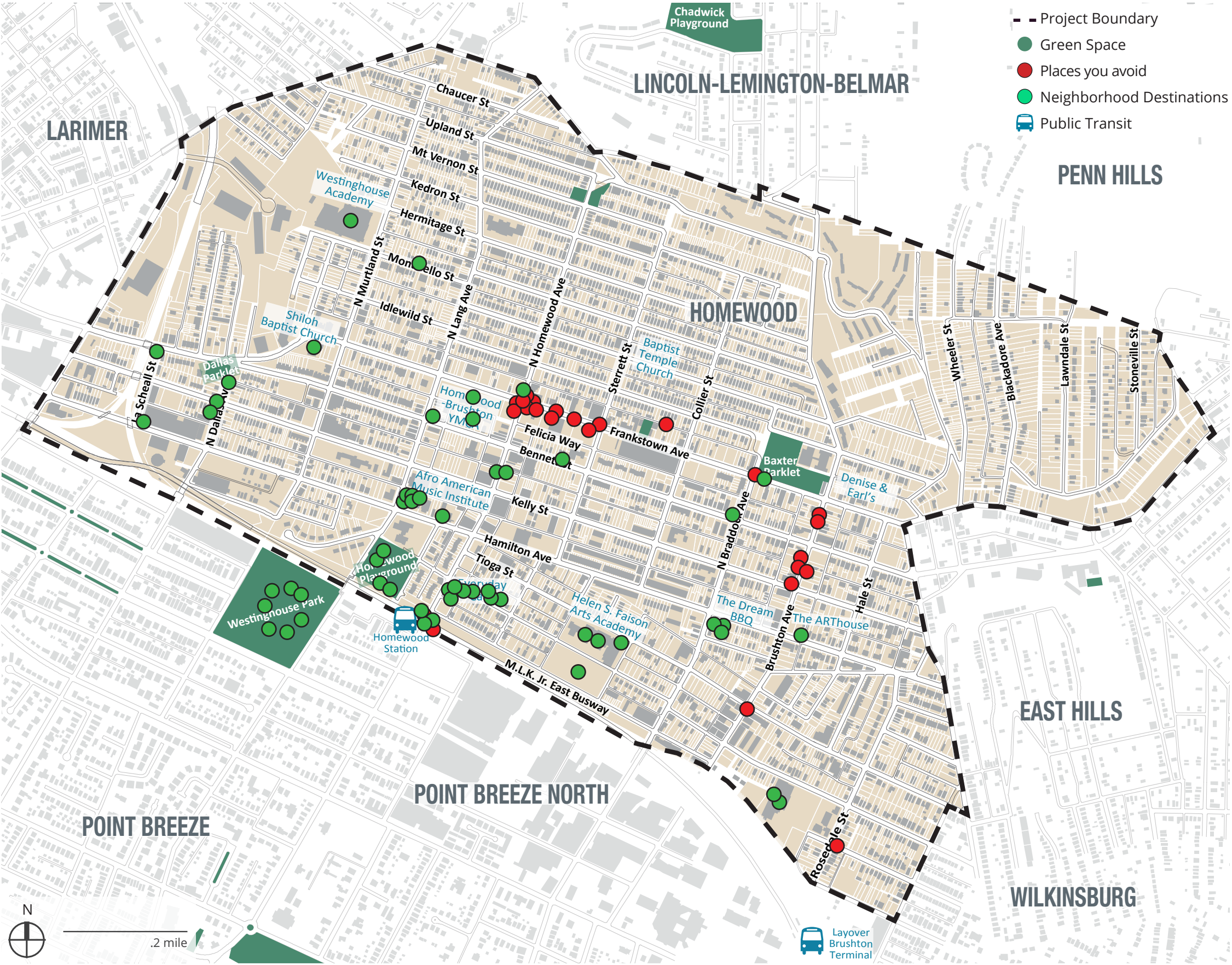
TRANSIT AFFORDABILITY

Another transit issue that concerns Homewood stakeholders is affordability. Based on the Homewood community's demographics, transit costs may be cost burdening residents.

Key questions that influenced recommendations:

- Is transit priced right for the people that use it?
- How can costs be right-sized for the community?
- In what ways can transit be a better value?

- Project Boundary
- Green Space
- 🚌 Transit Station
- Bus Stop
- P1 East Busway
- P2 East Busway Short
- P3 East Busway- Oakland
- P7 McKeesport Flyer
- P12 Holiday Park Flyer
- P16 Penn Hills Flyer
- 67 Monroeville
- P67 Monroeville Flyer
- P68 Braddock Hills Flyer
- P69 Trafford Flyer
- P71 Swissvale Flyer
- 71C Point Breeze
- 71D Hamilton
- 74 Homewood- Squirrel Hill
- P76 Lincoln Highway Flyer
- P78 Oakmont Flyer
- 77 Penn Hills
- 86 Liberty



PUBLIC HEALTH AND SAFETY PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Public Health and Safety listed below:

1. Demographics of the neighborhood, including the prevalence of seniors and more women than men, need to be considered explicitly for successful public health and safety improvements
2. Mothers in the community in particular fear about the safety of their black sons
3. Some community members feel the neighborhood is safer than it was 20 years ago, but drug use is still a relevant concern
4. Drug use is impacting seniors too even though it is less visible; Drug use is an intergenerational issue
5. Liquor licenses for Homewood businesses are often perceived to be associated to crime rates.

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the selection of the existing conditions chapter outlined by top priorities.

PERCEPTION OF SAFETY

The perception of safety has been a common theme among all stakeholders. Both inside and outside of Homewood, the perception is often that Homewood is not safe. While each individual has different needs to feel safe, this common perception has tangible consequences for the community. The perception creates a barrier for residential and commercial development. It also creates a barrier for potential new residents. The perception is strengthened by any incidence of crime and by media coverage of Homewood.

Key questions that influenced recommendations:

- How does the negative perception of Homewood affect the community?
- What are opportunities to expand the perception of Homewood?
- Which media entities produce Homewood stories about more than crime?
- What makes you feel safe?

GUN VIOLENCE

While the perception of violence is an issue to be combated, there is also the reality of gun violence. Approximately 6,500 people live in Homewood - two percent of Pittsburgh's population. In 2014, 11 homicides (15% of all of Pittsburgh's homicides) took place in Homewood. That went down to 7 homicides (12%) in 2015¹. Since 2014, over half of criminal offenses reported are not violent crimes, but are property crimes (i.e. theft, vandalism, burglary) and simple assaults ("...the use of threatening words and/or other conduct, but without displaying a weapon or subjecting the victim to actual physical attack.").²

The Pittsburgh Black Elected Officials Coalition and the City of Pittsburgh are prioritizing gun violence. Shot Spotter, a system to detect gunshots, was installed in Homewood in 2015.

1. City of Pittsburgh Department of Public Safety Bureau of Police Annual Report 2015

2. City of Pittsburgh Department of Public Safety Bureau of Police Violence Dashboards

Key questions that influenced recommendations:

- Is the local community aware of efforts such as Shot Spotter in Homewood?
- What other crime reduction efforts have taken place?
- Which efforts are most successful for the holistic health and safety of the community?
- What are origins and disputes that result in violence?
- How can community members intervene before violence becomes an option?

SUPPORT WOMEN AND SENIORS

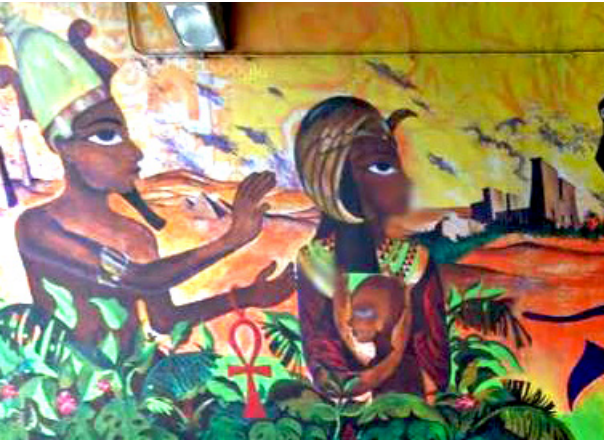
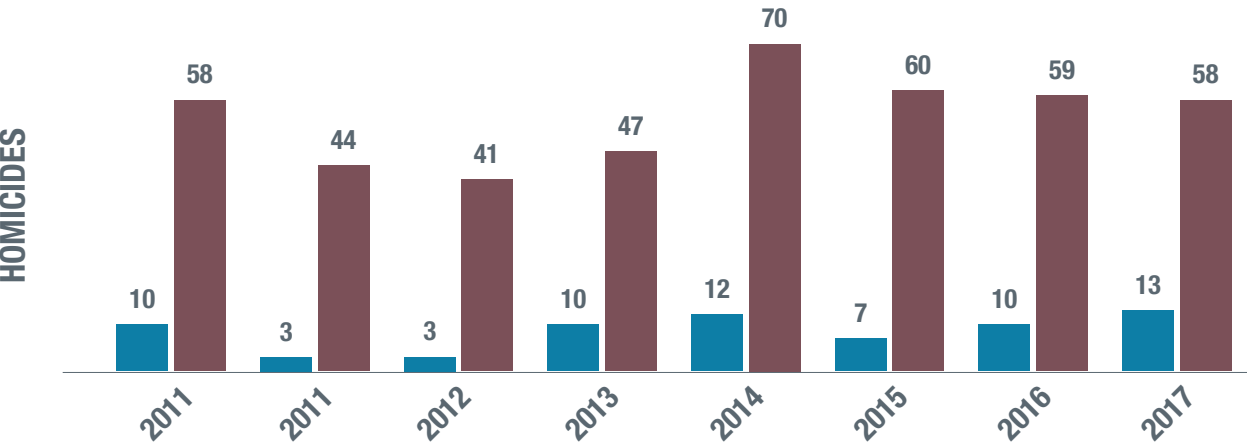
Homewood residents represent all age groups, but the majority are women and a significant portion are 60 years or older. As of 2015, 60% are female, and 37% are 60 or over. These characteristics are important, and are higher than average in Pittsburgh. Older populations have unique needs across all areas, but especially health. Additionally, as the total population is majority female, there are targeted resources, information, and screenings needed to support women's health.

Key questions that influenced recommendations:

- What physical health services are needed?
- What behavioral health services are needed?
- Where do you currently seek health services?
- Do the local services need larger capacity or resources? If so, what specific service areas are in most need and have the opportunity for growth?

INCIDENCE OF HOMICIDES: HOMEWOOD VS. PITTSBURGH

Source: Allegheny County Department of Human Services



CULTURE + WOMEN AND SENIORS

Women and seniors are consistently shown as part of murals throughout Homewood - a testament to the importance of women and seniors as anchors in the community.



DRUG ACTIVITY

In the public meeting, a common Public Safety concern was drug activity, including both usage and dealing. Arrest reports show that there are a variety of substances involved in drug-related arrests in the area; heroin has been the most prominent substance in Zone 5's weekly Community Crime Update.

Key questions that influenced recommendations:

- How is drug dealing affecting Homewood?
- What are proven methods to reduce the inflow of drugs such as heroin and crack to neighborhoods?
- What resources or options do dealers need in order to stop dealing those drugs?
- How is drug usage affecting Homewood?
- What are proven methods to address usage of narcotics such as heroin?
- As substances like heroin are highly addictive, what are methods to reduce the harm inflicted on the user and the community?
- If resources such as methadone clinics were available, what would it take to ensure their being fully utilized?

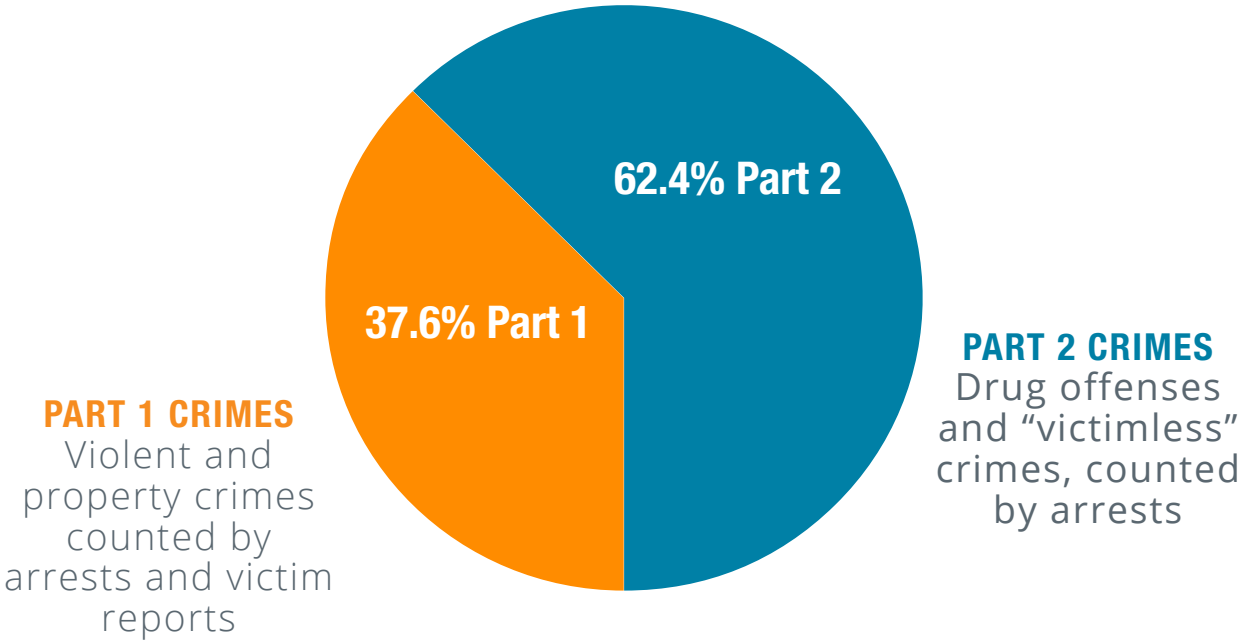
PEOPLE RETURNING FROM PRISON

A commonly expressed concern is that a significant number of Homewood residents were jailed following the War on Drugs escalation in the early 1990s. Formerly-incarcerated individuals often experience discrimination in job seeking, housing, and social stigma. This discrimination can easily encourage people to return to illegal activity as a means of survival. As prisons generally do very little in terms of rehabilitation, it's not uncommon for formerly-incarcerated individuals to increase their knowledge of illegal activities. What would it look like for a community to do this necessary rehabilitation work and re-introduce people back into the community?

Key questions that influenced recommendations:

- What resources and opportunities are available to people returning from prison?
- What resources and opportunities are needed when someone returns to Homewood from prison?
- Does any organization or individual focus on re-introducing formerly-incarcerated people into their neighborhood?
- Are the organizations or individuals supported by the neighborhood or other organizations?

PART 1 VS. PART 2 CRIMES IN HOMEWOOD 2015



Sources: American Community Survey 2015, City of Pittsburgh Police 2015 Annual Report



COPING

There is evidence throughout Homewood of using art as a method for coping with trauma: (left) "Being at the Arthouse is where you realize you had wings the whole time."; (below) A mural in memoriam of Taylor Coles

TRAUMA

Trauma can be passed on through generations. Trauma can also be experienced daily at school, home, work, and in the community. Ignoring trauma comes with health risks and can lead to perpetuating traumatic behavior. Learning emotionally healthy methods to deal with difficult circumstances is paramount for community members who are facing financial or housing instability, have witnessed violence, have loved-ones incarcerated, and many other situations.

Key questions that influenced recommendations:

- What stigmas surround mental health in Homewood?
- What are ways to reduce stigma and increase support for community members in need of mental and behavioral health support?
- Who provides mental and behavioral health services and resources to Homewood residents?
- Are they located in the neighborhood?
- Do they partner or collaborate with each other?
- What would increase mental and behavioral health in Homewood?



FOOD ACCESS

There are no grocery stores in Homewood. This is a major health issue because in the absence of fresh produce, there are corner stores with limited capacity and a high concentration of unhealthy, processed, genetically modified products. This negatively impacts Homewood's health by eliminating easily accessible food options.

Also of significant note, many families have students who receive free or reduced lunches during the school year. During the summer, food options for these children may be more limited.

While transit accessible grocery stores are available nearby in East Liberty, it can be difficult to carry enough groceries for a family on transit, requiring more frequent shopping trips. This shopping option is most available to those who live within walking distance of a busway stop.

Key questions that influenced recommendations:

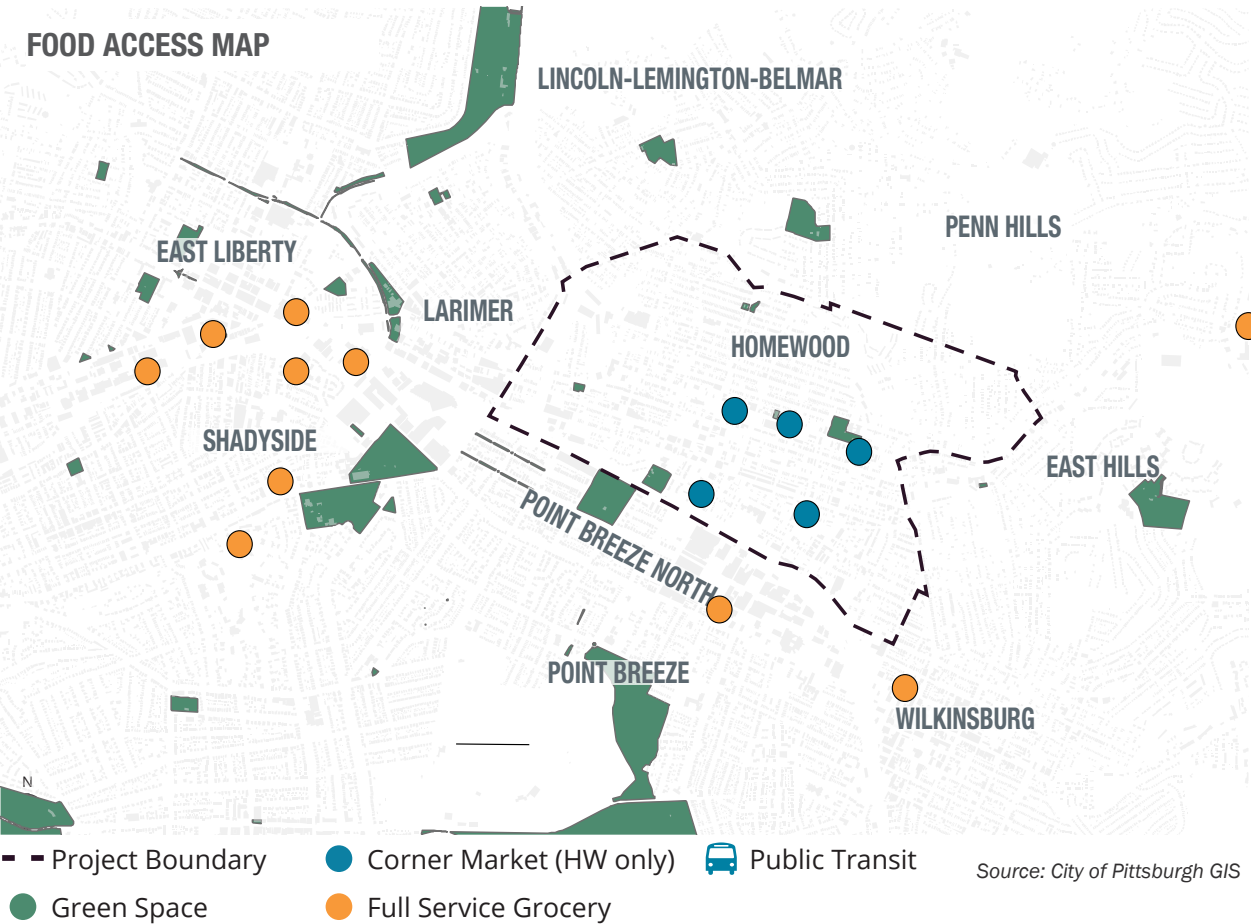
- Where do you get your groceries?
- Which groceries or food providers would be welcome in Homewood?
- How might we attract a grocery store to the area?
- Would a pop-up provider, such as a farmer's market, be useful to current and potential residents?
- Are there healthy food options for students during the summer?
- Other than a grocery store, what additional resources would encourage healthy eating habits?

EDUCATION PRIORITIES

Throughout the early stages of the planning process, the project team found a number of common themes related to Education listed below:

1. Education seems to be getting better in the area and is critical, especially math and science (STEM)
2. Westinghouse High School is underresourced and is viewed as a last resort option because of its low math and science test scores
3. Neighborhood schools need teachers who are qualified and invested
4. Resources are needed for students who do not have parental support
5. Families need to see education as essential to their family and community
6. It is difficult to determine the impact of organizations in community addressing education
7. Faison Elementary is a brand new, state of the art facility. Fully utilizing this asset is very important.

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the selection of the existing conditions chapter outlined by top priorities.



SCHOOLS IN HOMEWOOD

Westinghouse School (top); Helen S. Faison Arts Academy (middle and bottom)

SCHOOL QUALITY

In a number of stakeholder conversations and during the first community meeting for the Homewood Comprehensive Community Plan, low school rankings were raised as one of the top concerns or parents and students in the area.

Key questions that influenced recommendations:

- Are current funding efforts improving schools and moving positive outcomes?
- How does the presence of Charter schools affect Public Schools?
- Is there a way to track number of Homewood students who attend Public vs Private vs Charter schools?
- How can the community support the school system to make incremental improvements?
- What grants can schools and community organizations apply for to help Westinghouse get supplies they need?
- How can we change negative perceptions of schools?
- Do state or other standardized evaluations disadvantage students in Homewood?
- How does school quality impact rates of higher educational attainment in Homewood?

SCHOOL COMPARISONS TO DISTRICT AVERAGES

	3RD GRADE PSSA READING	READING ACHIEVEMENT GAP (3-5)	MATH ACHIEVEMENT GAP (3-5)	ENROLLMENT GAIN/LOSS 2015-18	CAPTURE RATE	STUDENTS RATED TEACHING**	SITE-BASED BUDGET PER PUPIL SPENDING	
Faison	▼	▼	▼	○	○	◆	▼	\$8,566
Lincoln	○	▲	▼	▼	▼	◇	▲	\$11,879

	8TH GRADERS TAKING ALGEBRA	READING ACHIEVEMENT GAP (6-8)	MATH ACHIEVEMENT GAP (6-8)	PROMISE-READY SENIORS	GRADUATION RATE 2017	HIGHER ED. ENROLLMENT 2017	ENROLLMENT GAIN/LOSS 2015-18	CAPTURE RATE	STUDENTS RATED TEACHING*	SITE-BASED BUDGET PER PUPIL SPENDING
Westinghouse	▼	▼	▼	▼▼	▼▼	▼	▲▲▲	▼	◆	○ \$10,187

- ▲ Greater than one standard deviation above the district average

▲▲ Greater than two standard deviations above the district average

▲▲▲ Greater than three standard deviations above the district average

○ Near the district average
- ▼ Greater than one standard deviation below the district average

▼▼ Greater than two standard deviations below the district average

▼▼▼ Greater than three standard deviations below the district average

STUDENTS RATED TEACHING	
◆	Above national average
◇	Close to national average
◆	Below national average

ACHIEVEMENT GAP	
▲	Gap is smaller than district average
▲▲	Gap is much smaller than district average
○	Gap is near district average
▼	Gap is bigger than district average
▼▼	Gap is much bigger than district average

Source: A Plus Schools Pittsburgh 2018 Report

AFTER SCHOOL PROGRAMMING

Homewood is fortunate to have a vast array of after school programming such as Homewood Early Learning Hub, Homewood YMCA and Children's Village. Throughout the area, programming ranges from school affiliated programming to private entities. With such a diverse array of options, it can be challenging to choose which program will be the best fit for your child.

Key questions that influenced recommendations:

- What are all the existing options for after school programming?
- How many students from Homewood are attending some form of after school programming?
- Are existing programs communicating with each other and schools?
- Could after school programs help schools by reviewing curriculum with students?
- What kind of programming exists for summer months? Are there any gaps in after-school programs that should be filled?



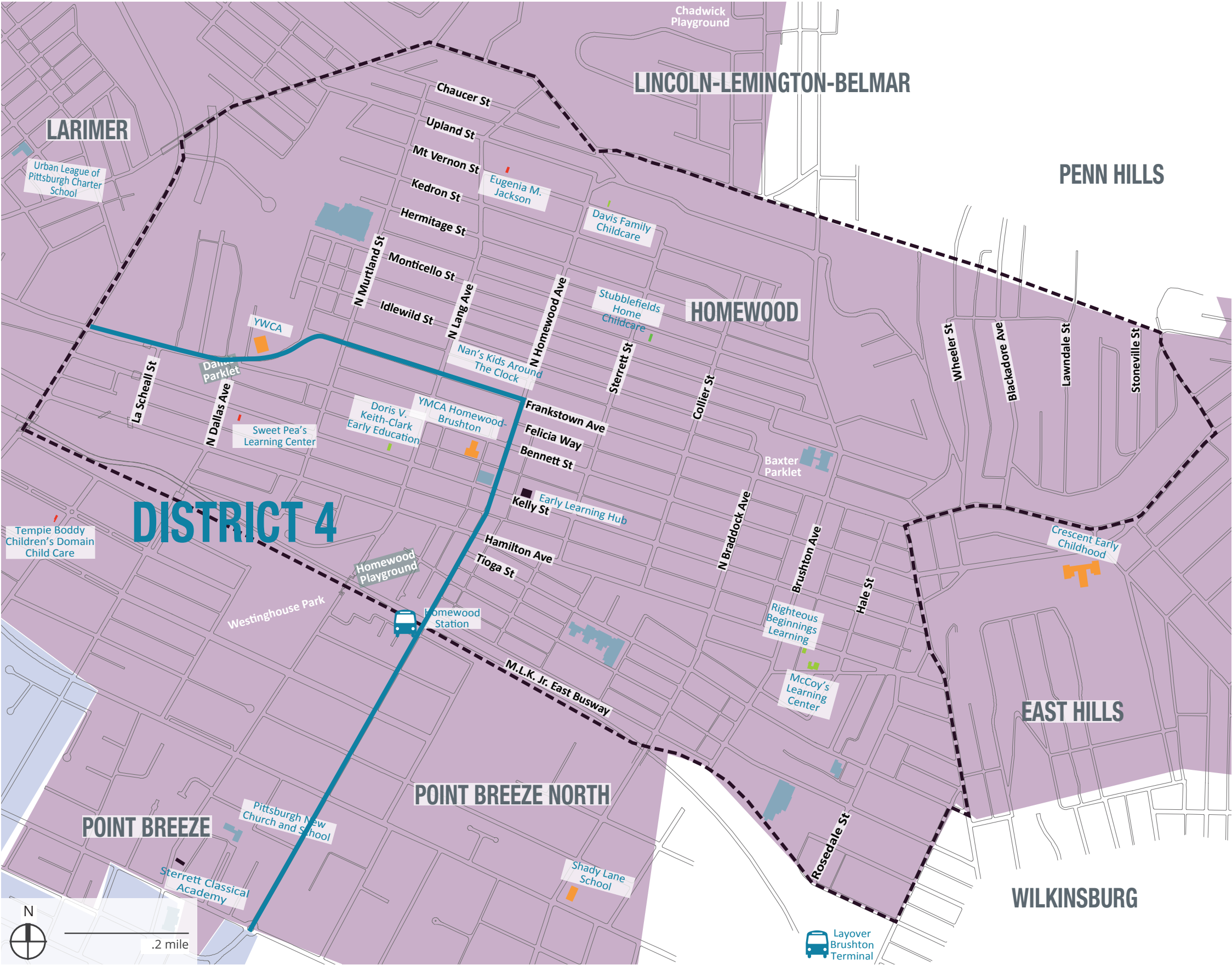
YMCA Lighthouse

Source: The Sprout Fund



Homewood Early Learning Hub

Source: 90.5 WESA



EARLY CHILDHOOOD EDUCATION

Early childhood education can have a lasting impact on a child's development, educational attainment, health, and wealth. The Brookings Institute has done ample research on Head Start programs throughout the country and has concluded that Head Start programs can improve educational outcomes by increasing high school graduation rates, percentage of students obtaining a college degree or license/certification.

The map categorizes provider by type and each has a STARS Rating. Children in high quality (Keystone STAR 3 and 4) centers have better child outcomes, as measured by Work Sampling System (WSS) scores, than children in STAR 1 and 2 centers. Unfortunately, there are only two STARS 4 facilities in Homewood: the YWCA and Shady Lane- which is considered Point Breeze North.

Key questions that influenced recommendations:

- What is being taught in early childhood education?
- Are students prepared for kindergarten?
- If children are not being sent to programs in Homewood where are parents traveling to for early childhood programs?
- Is there adequate transition support from preschool to elementary school?
- Is early childhood education happening within the home as well?

- - Project Boundary
- District 1 (Faison, Westinghouse)
- District 4 (Colfax, Linden, Allderdice)
- Childcare Center
- Pre-K Counts + Head Start + Child Care Center
- Public Transit
- Family Child Care Home (Day care operated out of a home)
- Group Child Care Home (A larger family child care home)
- K-12 Schools and Programs

Source: Homewood Comprehensive Community Plan Core Team, Google

CURRICULUM SPECIALITIES

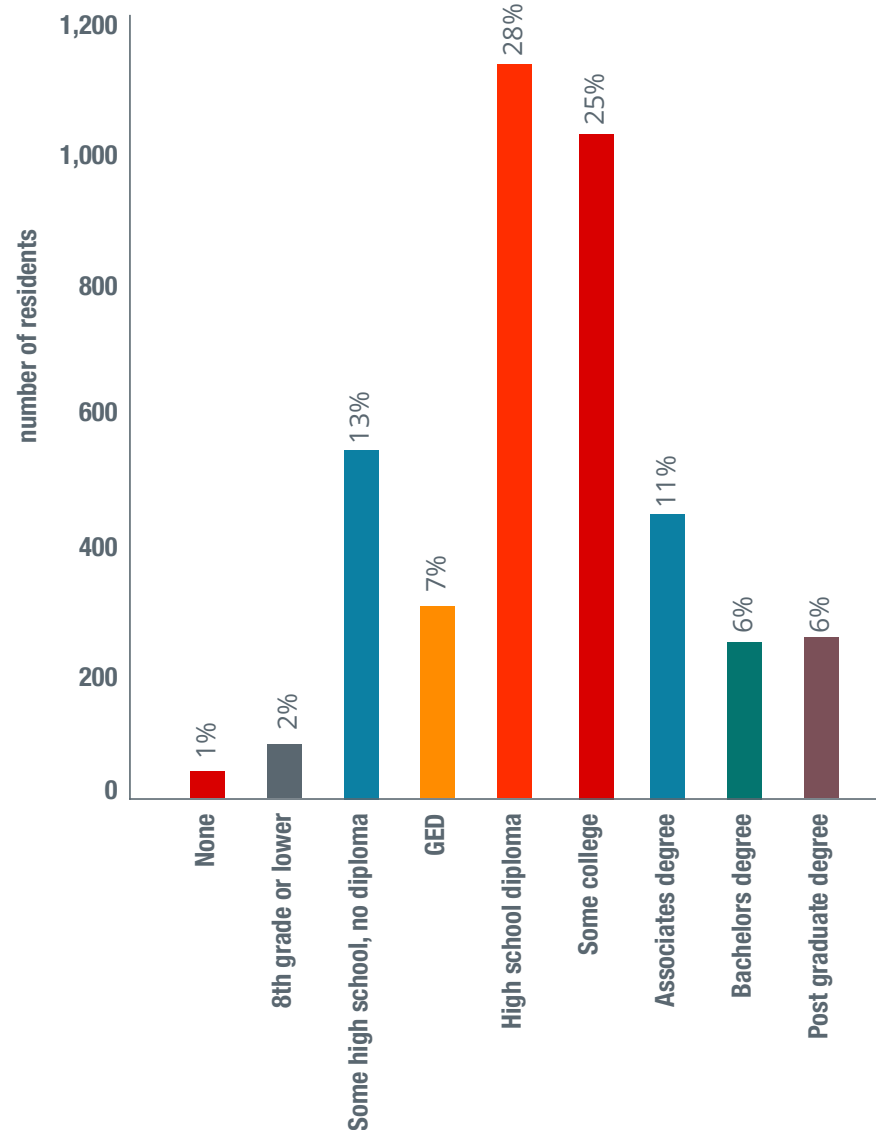
STEM subjects includes chemistry, computer and information technology sciences, engineering, life sciences, and mathematical sciences. While there is STEM programming opportunities for Homewood students math and science score remain low and need to be improved. With improvements in STEM there is the potential to increase the rate of students attending higher education.

Key questions that influenced recommendations:

- Is there space in schools for STEM education?
- What grants can schools apply for to increase STEM and Arts Education?

EDUCATIONAL LEVEL

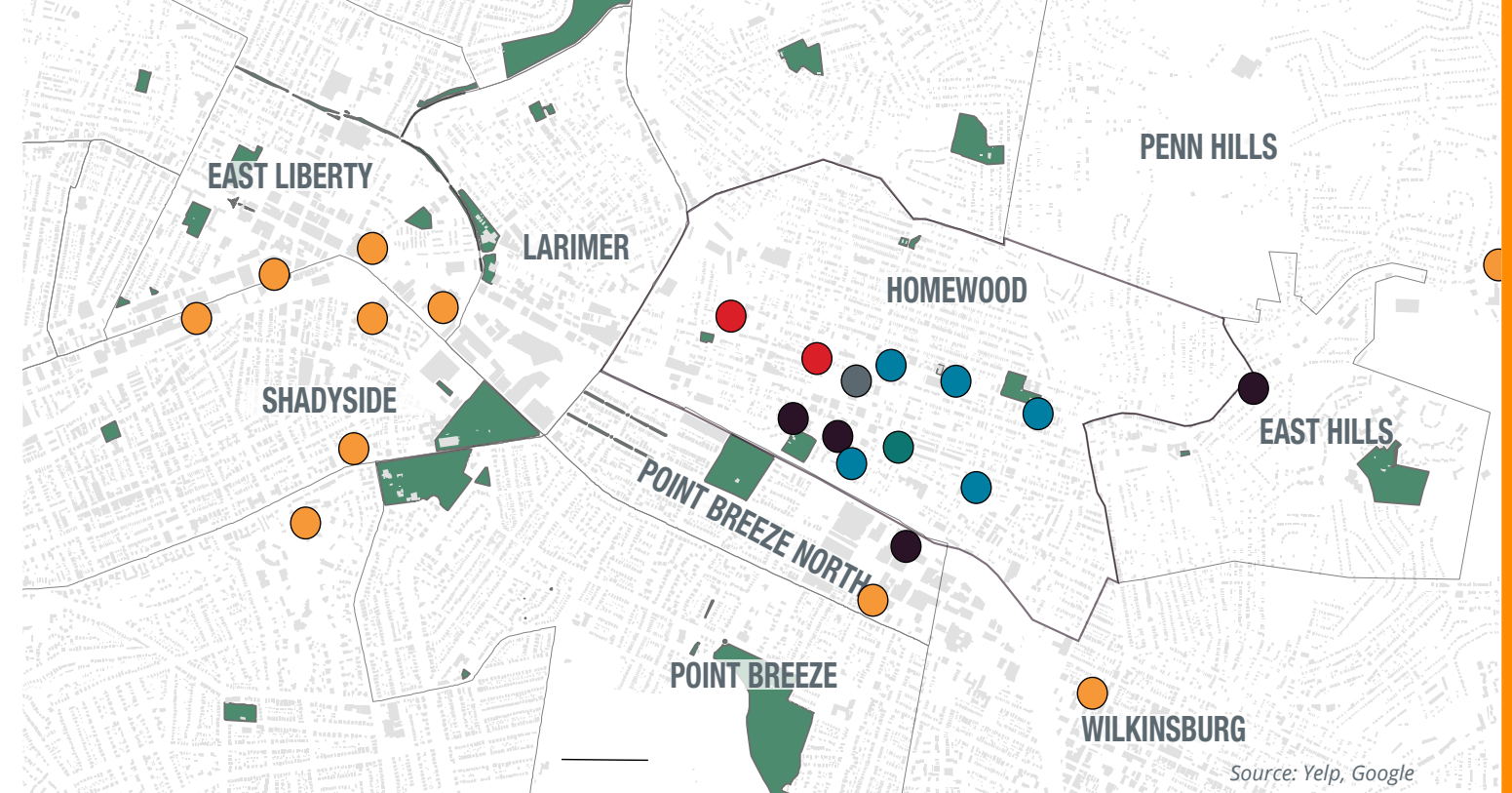
Source: American Community Survey 2015



84%
of residents
have at least
a high school
diploma
or **GED**

23%
of residents
have a
college
degree

- How can we improve linkages between high school to work force training or college programs?
- How can local colleges partner with Homewood schools to excite students about future educational opportunities?
- Is there equal efforts to include girls in STEM programming?
- How can exiting STEM after school programs be better supported?
- How many Homewood Youth attend Science and Technology Academy?



PUBLIC HEALTH AS IT AFFECTS EDUCATIONAL ATTAINMENT

Studies have noted that hunger and lack of physical activity can negatively effect children's cognitive development and ability to pay attention in school. In addition hunger has been linked to causing depression, anxiety, and the desire to be more withdrawn. Students need adequate recess time for unorganized play because the brain cannot maintain concentration for long periods of time and a change in focus will improve the information being processed. As requirements for testing increases and time devoted to recess decreases students will need alternatives for physical activity. Children require medical care for the whole child, this includes primary care, mental, and physical health.

Key questions that influenced recommendations:

- How many students are obtaining free or reduced lunch?
- Is there adequate access to healthy and affordable food in Homewood?
- Is there adequate access to play spaces or recreational spaces?
- How many residents attend YMCA fitness classes?
- Are there primary care options for Homewood children?
- Are there good quality doctors located in or near Homewood?
- Are there mental and dental health options?

- Primary Care (HW only)
- Reproductive Health (HW only)
- Fitness Facility (HW only)
- Community Health (HW only)
- Corner Market (HW only)
- Full Service Grocery



Alma Illery Medical Center



Homewood-Brushton YMCA

Image Source: Pittsburgh Post-Gazette, Cannon Design

SAFE ROUTES TO SCHOOL

Safe Routes to School is a federally funded program that works on making safer routes for children to walk or bike to school. Successful programs bring together key stakeholders such as parents, students, teachers, elected officials to address the lack of physical activity students are getting while improving the built environment surrounding schools. Programs actively encourage students to walk or bike to school and often result in healthier students, safer streets, better air quality and less congestion around schools. The City of Pittsburgh, in partnership with the Pennsylvania Department of Transportation, through the Pennsylvania Department of Transportation's Engineering and Construction Management System (ECMS), and Pennoni Associates conducted a Safe Routes to School Project for Faison in 2016.

Key questions that influenced recommendations:

- How are students getting to school?
- Have recommendations from Safe Routes to School been implemented? And, are recommendations accurate?
- Has Safe Routes to School research been distributed effectively?
- Is there funding to support improvements for short and long term recommendations?
- How has built environment changed since Safe Routes to School?
- Since Safe Routes to School has physical activity increased among Faison students?
- Is there sufficient bike safety education for students and parents?
- Has there been less congestion around schools since Safe Routes to School?
- How can we utilize Safe Routes to School research and apply it to other schools in Homewood?

FAISON ELEMENTARY RECOMMENDATIONS

Short-Term:

- Upgrade/install crosswalks: \$100 type A patterned white waterborne crosswalk or \$750 type C patterned hot-thermoplastic crosswalk
- Install stop bars: \$500 hot-thermoplastic or \$150/waterborne
- Snow removal and sidewalk maintenance: Varies

Long-Term:

- Construct ADA compliant sidewalks and curb ramps along Richland: \$85 square yard of concrete sidewalk, \$35 linear foot of curb, \$5,000 curb ramp
- Upgrade pedestrian hardware: countdown timer \$1000/each, push button \$500, signs \$30/SF and timing updates varies
- Upgrade entire traffic signal at an intersection \$250,000



Image Source: Safe Routes to School National Partnership



Image Source: Safe Routes to School 2016

The URA was awarded funds through PennDOT's transportation improvement program to implement some of the recommendations in the Safe Routes to School Plan. Improvements will include:

- Sidewalk repair and replacement on Tioga between Homewood Avenue and N. Richland, along with ADA ramps and "piano key" crosswalks
- Flashing School Zone signage in front of the school
- New "pedestrian scale" lighting and street furniture (trash cans, benches) on Homewood Avenue between the busway and Hamilton Avenue
- Speed Humps on Finance Street



Image Source: Safe Routes to School report

WORKFORCE DEVELOPMENT PRIORITIES

There are families raising children who work hard and long hours, often for low wages. They want a Homewood where their kids have a safe place to play and grow. They want strong schools and opportunities for their kids. These parents do not have time to come to regular community meetings. In their conversations, they often talk about the other Homewood (the old-timers) who are making decisions that do not include them or represent their needs or interests. The follow core themes arose in discussions with community members and stakeholders:

1. A successful plan would set neighborhood organizations up to begin integrated service delivery. All of the necessary resources already exist in the community, but it's now a question of working together.
2. Neighborhood organizations need to begin to get past collaboration and into consolidation through increased trust and transparency.
3. Need employment here to stay here (but also heard that we should think regionally, not just locally, about jobs)
4. Employment is paramount to under 35 involvement

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the selection of the existing conditions chapter outlined by top priorities.

QUALITY JOBS

During our engagement process, community members expressed that low-wage jobs do not change a family's trajectory of poverty. In addition, low-wage jobs ensure that most people work multiple jobs, which leaves them with very little time to be present for their children, participate in community meetings, or take time off to complete a workforce development program.

Some people we spoke with expressed that barriers to bringing quality jobs to Homewood are a lack of technical skills and a perception of violence.

Key questions that influenced recommendations:

- What is a "quality job"?
- Who are quality employers?
- What do people need in order to obtain quality jobs?
- What are barriers that employers face in bringing quality jobs to Homewood?
- How might we address the barriers?
- How does transportation factor into this theme?

CAREER MENTORSHIP

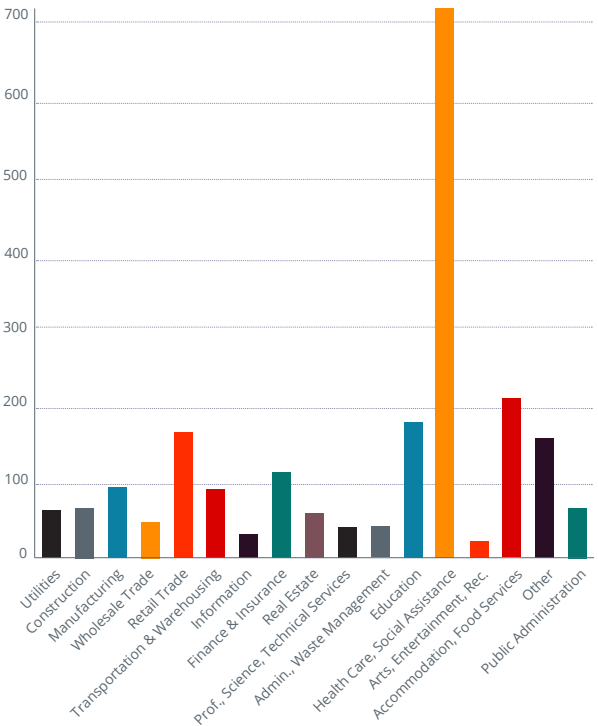
At the public meeting, "lack of inspiration/role models" was a common theme listed as a barrier faced by young adults in Homewood. Being exposed to a variety of realities increases one's life choices. The Mission of this comprehensive plan is to incorporate the Nguzo Saba (Seven Principles) to craft strategies to transform Homewood. The third principle is Ujima (Collective Work and Responsibility), and is particularly relevant for this theme. There are a variety of programs in the community, in Pittsburgh, and in the nation who take on the responsibility of providing mentorship to youth and young adults. What will work best to continue this work in Homewood?

Key questions that influenced recommendations:

- Who are community and citywide role models?
- Are they invested in the future of Homewood?
- How can those role models connect more with Homewood residents and programs?
- What kinds of career paths do young adults need to be aware of, and who can provide these opportunities?

WHAT DO PEOPLE WHO LIVE IN HOMEWOOD DO?

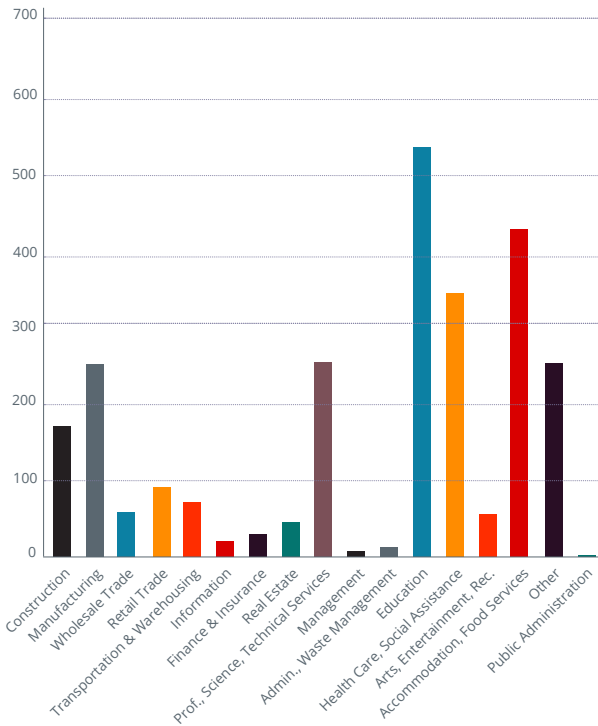
Source: LEHD-Jobs in Homewood, ACS 2011, Homewood Employed



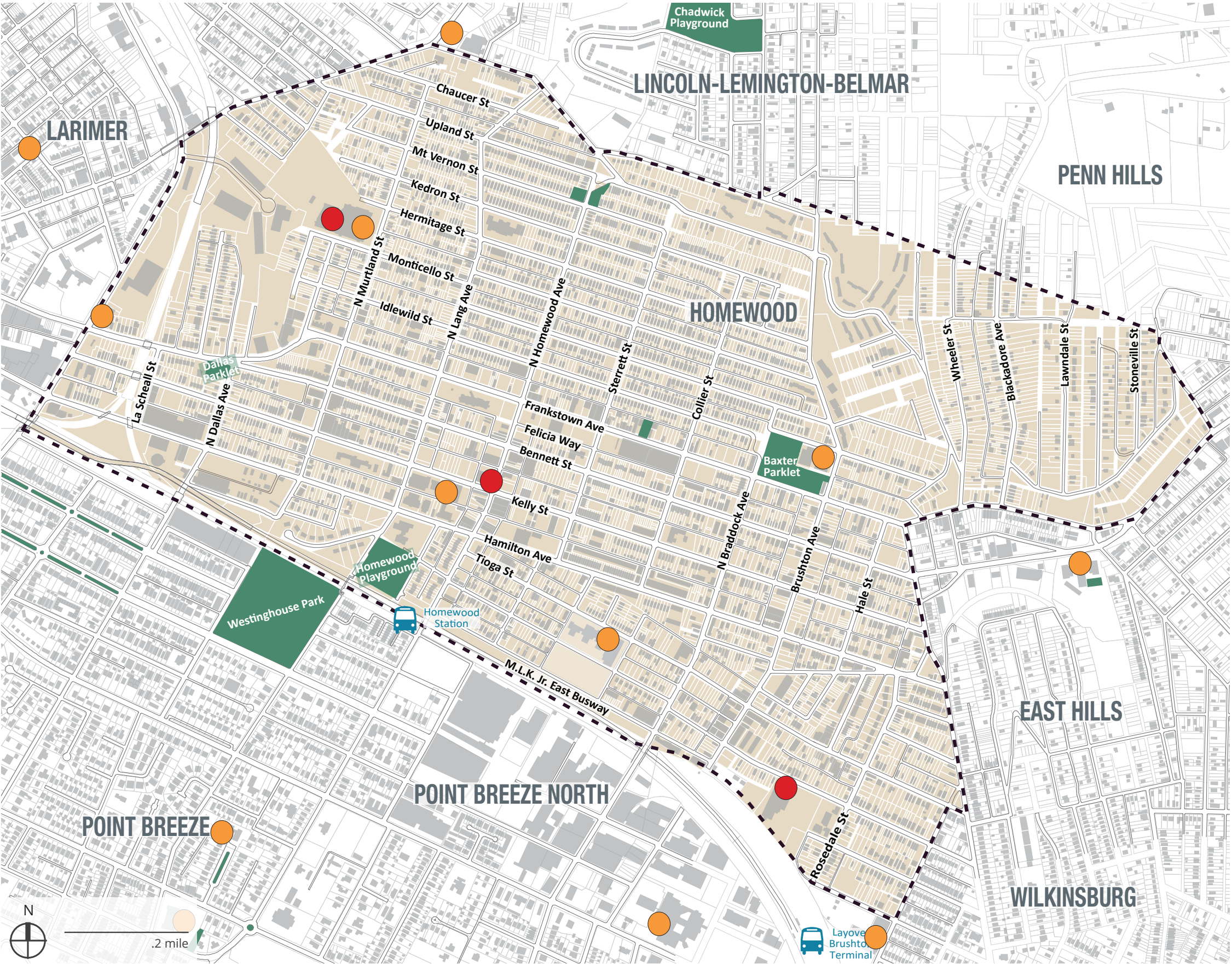
49%
of women living in Homewood work in health care and social services

WHAT DO PEOPLE WHO WORK IN HOMEWOOD DO?

Source: LEHD-Jobs in Homewood, ACS 2011, Homewood Employed



20%
of people who work in Homewood work in education



CONNECTION BETWEEN PROGRAMS AND EMPLOYERS

While there are multiple opportunities and programs for workforce development, the perception is that they are not operating at their full capacity or they are not providing the expected results. Many people believe this is heightened by a lack of connection. If educational institutions are connected to the community, ideally, they would provide a pipeline to employers who pay a living wage.

A commonly expressed perception about Community College of Allegheny County Homewood Branch is that “nobody knows about it.” Improving their connection to the community is an investment in long term career stability. There are additional organizations preparing youth for employment. Some groups have expressed that while “soft skills” are important, larger employers want to see certificates or some type of degree to prove “hard skills.” A streamlined connection between educational institutions, job readiness programs, and large employers will allow the community to better utilize federal dollars instead of competing with each other for funds.

Key questions that influenced recommendations:

- Who is currently doing workforce development programming?
- How much are they utilized?
- What is their organizational capacity?
- How can groups better consolidate or partner to track outcomes?
- How can workforce development leaders connect to employers?
- How can institutions such as PITT be helpful in a meaningful way?

BUSINESS AND INNOVATION PRIORITIES

- Throughout the early stages of the planning process, the project team found a number of common themes related to Business and Innovation listed below:
1. The neighborhood has no grocery store which impacts many other focus areas of this plan and should be prioritized as a business opportunity
 2. Homewood currently has and needs more support from strong business support groups
 3. Lack of everyday services and businesses impacts the entire community - businesses should be incentivized that can fill these gaps

While not every detail of the core themes is able to be addressed within this section, the themes above directly influenced the selection of the existing conditions chapter outlined by top priorities.

LEXINGTON TECHNOLOGY PARK

Located just outside of Homewood at 400 North Lexington Street, this 16-acre property is currently owned by the URA. The URA is seeking to redevelop the property into a high-quality transit-oriented development that includes both mixed-income housing and quality job opportunities. The property will be sold through the URA's disposition process, which guides the redevelopment of URA owned land. The future redevelopment of the site is in the conceptual stage. It is a significant development for area and will impact Homewood's redevelopment.

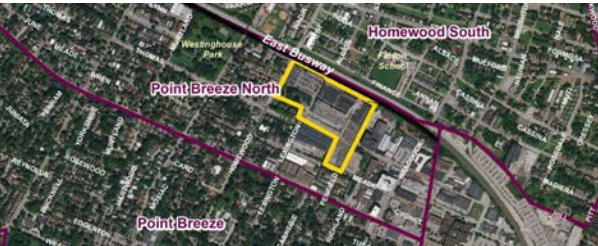
Key questions that influenced recommendations:

- What will the development mean for Homewood?
- What can Homewood do to better take advantage of this development for the community and community members?

7800 SUSQUEHANNA BUSINESSES + LOCAL BUSINESS ECOSYSTEM

Bridgeway Capital is working with local stakeholders on an economic revitalization strategy focused on 7800 Susquehanna Street with the support of the Richard King Mellon Foundation. The project has re-purposed the former industrial building into a platform for economic renewal in the neighborhood of Homewood.

In addition to offering space for lease to local businesses, educational opportunities have been available to minority-owned construction businesses during the redevelopment of the space in hopes of better equipping contractors in Homewood to take advantage of Pittsburgh's larger construction boom.



LEXINGTON TECHNOLOGY PARK

Public meeting held about Lexington Technology Park (top); the site for Lexington Technology Park (bottom)

Homewood-Based Businesses



William Baker's Dairy



Afro American Music Institute



Rebuilding Together

7800-Based Businesses



Foulke Fine Art Conservation



BoXYZ

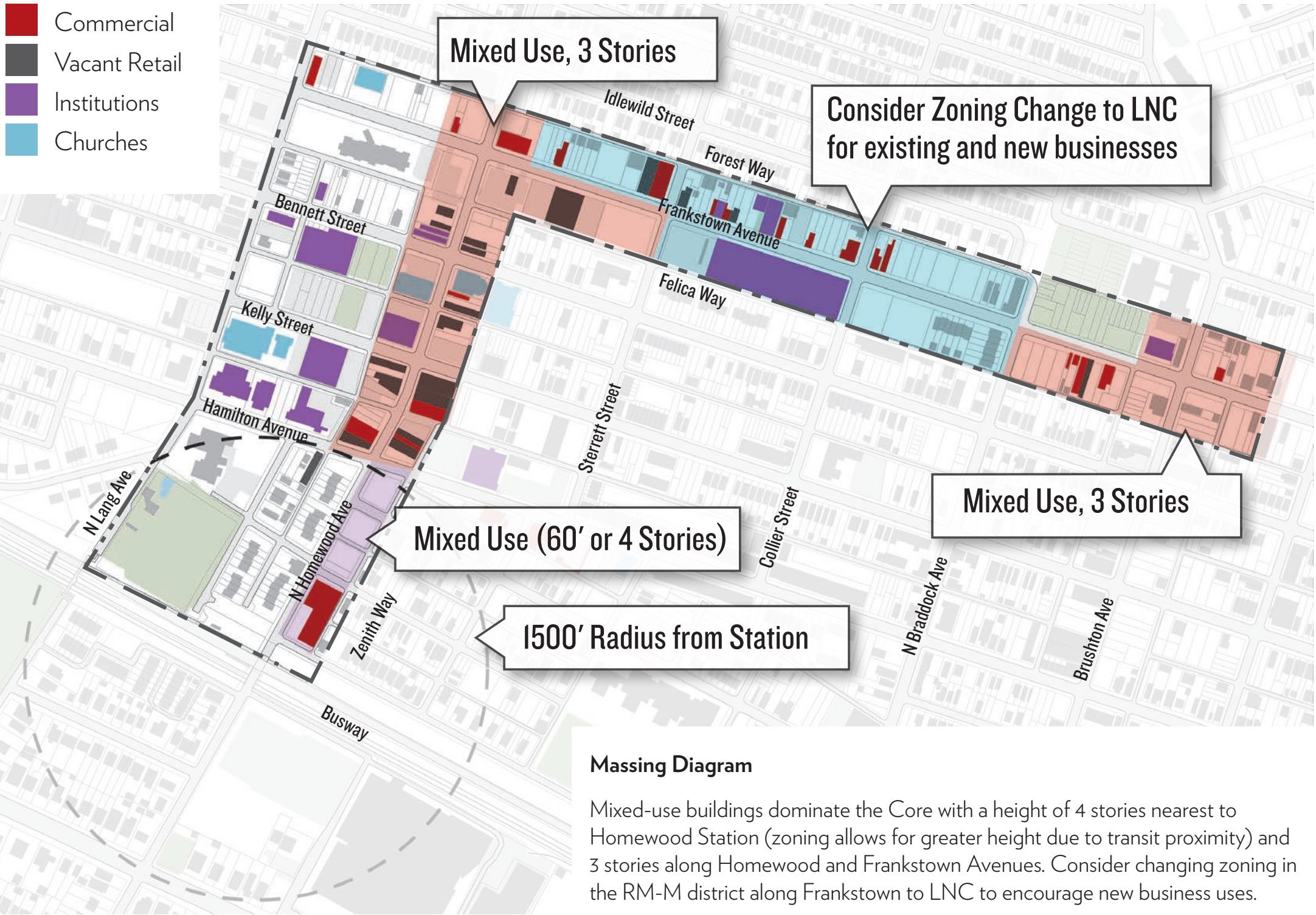


Urban Tree

Image Sources: pittsburghmodular.com, beautyshoppe.co, rtpittsburgh.org, boxzy.com, paintingsconservator.com, pittsburghurbantree.com

Homewood Business & Institutional Core: Massing

Source: Operation Better Block, Business & Institutional Core Cluster Plan, November 2015



MEANINGFUL INVESTMENT

Through outreach and meetings, we have heard an overwhelming desire to create and see meaningful investment in Homewood. This includes business development and resources that benefit current residents.

Key questions that influenced recommendations:

- How can organizations involved in commercial development better work together to accomplish community-established goals?
- Which organizations are involved in commercial development work in Homewood?
- Do they all have the trust of community members?
- Do they work together or in silos?

VACANT + ABANDONED SPACES

Vacant and/or abandoned properties in Homewood, shown by the orange parcels on the left, are an issue throughout the neighborhood. The commercial vacancies along business corridors, however, present a different concern than residential vacancies. The blue parcels indicate the commercial vacancies along North Homewood Ave as of 2016.

When in close proximity to vacant properties, new businesses face many barriers to opening in a timely manner. Many existing buildings need significant improvements before being occupied, and vacant lots would require ground-up design and construction. Both scenarios require significant time and money. Once spaces are occupied, success is often dependent on the variety of vibrant business clustered together.

Key questions that influenced recommendations:

- Which resident-owned businesses would thrive along a commercial corridor?
- What type of businesses could anchor a commercial corridor revitalization?
- What infrastructure issues must be addressed to ensure a vibrant business corridor?
- What improvements can residents make?
- What improvements need City intervention?
- Which corridor/s should be prioritized for infrastructure improvements?

VISION STATEMENT

Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

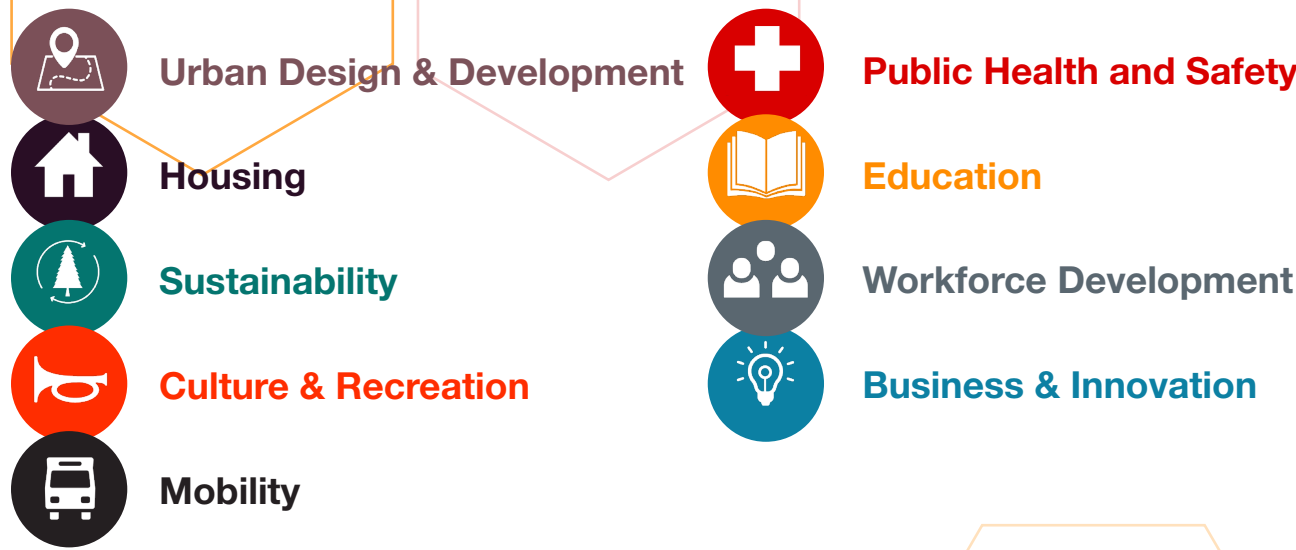


RECOMMENDATIONS

Community leaders and members involved in action teams worked together to develop recommendations in response to the priorities that were defined by the earlier public meeting. These recommendations were then further developed, consolidated and prioritized in order to develop a clear path for the community to achieve its goals. The recommendations have been grouped in four visions:

- Community pg. 96
- Mobility pg. 121
- Development pg. 149
- Infrastructure pg. 159

The nine Action Teams, listed below, developed the following strategies with extensive input. Each strategy has been divided into short, medium and long term projects, programming and policies. Time Frames are the length of time the Homewood Partners can expect to plan and implement their identified strategies. This can also help the groups prioritize efforts and funding. Additionally, the recommendations will be implemented by the Homewood Collaborative and their partners, but they will encourage opportunities to collaborate with public, private, and nonprofit organizations to leverage resources and ensure that other City led initiatives take the following strategies into consideration.



POLICY	Policies are implemented by governmental structures, and costs are political. The need for policy change can be realized and advocated for at the community level.
PROGRAM	Programs are implemented by governments, businesses, and communities, and costs are human capital. Programs are often longer term and under the umbrella of one or several organizations.
PROJECT	Projects are implemented by government structures but also businesses and communities, and costs are high. Projects are often short term and might include several partners.
SHORT	1-2 years
MEDIUM	5-10 years
LONG	10+ years



COMMUNITY

Action Teams:



Urban Design & Development



Public Health and Safety



Sustainability



Education



Culture & Recreation



Workforce Development

COMMUNITY LIES AT THE HEART OF A NEIGHBORHOOD. FOR A NEIGHBORHOOD TO BE TRULY SUCCESSFUL, IT MUST DELIVER A HIGH QUALITY OF LIFE TO ITS PEOPLE SO THAT THEY CAN THRIVE. ACCESS TO QUALITY FOOD, EDUCATION, HEALTH CARE AND ECONOMIC OPPORTUNITY MAKE UP THE GOALS AND STRATEGIES IN THIS SECTION. THESE SEVEN GOALS LAY THE GROUNDWORK FOR THE HOMEWOOD COMPREHENSIVE COMMUNITY PLAN TO SUCCESS BY ENSURING THAT COMMUNITY MEMBERS HAVE THE OPPORTUNITY TO SHARE IN THE BENEFITS OF REDEVELOPMENT.

VISION STATEMENT:

Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

COMMUNITY GOALS:

GOAL 1: Improve fresh and healthy food access

GOAL 2: Improve education quality for all Homewood students

GOAL 3: Create more and better out-of-school time options

GOAL 4: Organize community support teams that focus on public health and safety

GOAL 5: Increase career readiness and placement

GOAL 6: Promote and preserve Homewood's African-American heritage and culture

GOAL 1: IMPROVE FRESH AND HEALTHY FOOD ACCESS

STRATEGY 1.1: FORM FOOD ACCESS WORKING GROUP TO FACILITATE CREATION OF A BUYING CLUB OR FOOD COOPERATIVE IN HOMEWOOD THAT SELLS AFFORDABLE, HEALTHY FOOD OPTIONS

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization
ACTION TEAM
Public Health and Public Safety

A lack of grocery stores in Homewood leaves residents to rely on five corner stores for quick food purchases. Unfortunately, these local corner stores have limited capacity with a lack of fresh produce and a high concentration of unhealthy, processed food. If residents desire to go to a full scale grocery store they have to travel 1+ miles. This seemingly short distance is loaded with a magnitude of challenges. Homewood residents who do not own a car are required to bike, walk the distance to the grocery store or rely on public transportation. Even for able-bodied persons this voyage proposes limitations in relying on public transportation outside of peak hours, carrying heavy grocery

bags, and dealing with trying to find healthy affordable options that your family will consume. This lack of access in Homewood is a clear indicator of a food desert. The CDC defines a food desert as an area that lacks affordable fruits, vegetables, whole grains, low fat milk, and other food that make up a healthy diet.³ This inequitable lack of access often manifests in unhealthy eating habits and chronic health issues inevitably causing larger financial burdens. Local and national organizations have taken action to address the approximately 23.5 million people living in areas throughout the U.S that are designated as food deserts.⁴ In the short term Homewood can improve their local food system by completing the following:

- Connect to Food Policy Council who is doing regional work to improve access to healthy and affordable food options
- Encourage corner stores and small scale food retailers to become healthy food retailers that promote healthy food options

3. Centers for Disease Control & Prevention (2011), "CDC Features: Food Deserts," [https://www.cdc.gov/features/food deserts/](https://www.cdc.gov/features/food%20deserts/)
4. Feeding America, " Food Deserts Offer Little Access to Nutrition," <https://www.ourcommunityfoodbank.org/food-insecurities/finding-nutrition-in-a-food-desert/>

- Apply for grant funding to improve the local food system
- Utilize Adopt-A-Lot and Farm-A-Lot to grown healthy foods on publicly-owned vacant lot

In the long term Homewood can address food insecurity by incentivising businesses that will increase healthy food.

Across the nation food access working groups are popping up to organize local buying clubs and food cooperatives that sell healthy, fresh food at a affordable rate. Buying clubs and food cooperatives are a reliable alternative to a full scale grocery store as a permanent physical location is not required and retail is determined by the organizer leading to healthier options.

Starting a buying club or cooperative creates the opportunity to buy food at a lower rate. Buyers purchase food from distributors at wholesale price which cuts out the additional cost supermarkets add to make profit. Volunteers organize distribution to members, ordering food, and keeping the books. The option to have food delivered to your house or a central location eliminates many of the mobility challenges a typically associated with a grocery store trip.

STRATEGY 1.2: PROMOTE AN INCREASE IN FARMERS MARKETS AND FARM STANDS IN HOMEWOOD

TYPE Program
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization
ACTION TEAM
Sustainability

Farmers markets increase opportunities for community members to access fresh foods and vegetables and support local farmers. Many markets in Pittsburgh and across the country have innovatively structured their payment methods to include opportunities for families and individuals using WIC to purchase food from their markets. This payment structure is vital to the success of farmers markets in many low-income communities. Farmers markets

also provide space for local crafts and wares to be sold, supporting a local economy and minimizing unsustainable imports of goods. Finally, markets are social spaces that support a sense of community and provide opportunities to both disseminate information and feel connected to one another. Increasing the number of farmes markets and/or frequency would help to decrease food access issues. Additionally, adequately advertising and connecting residents is vital to this effort.

STRATEGY 1.3: CONVENE STAKEHOLDERS TO BETER UNDERSTAND HOW POVERTY, INEQUITIES, AND FOOD COSTS LEAD TO FOOD INSECURITY AND HOW CURRENT INITIATIVES ARE COMBATING THIS AND COULD BE REPLICATED IN HOMEWOOD

TYPE Program
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS
Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization
ACTION TEAM
Sustainability

In addition to farmers markets and healthy corner store programs, many cities have utilized mobile fruit and vegetable delivery options, commonly called Green Grocer Programs. Typically, these programs utilize a refrigerated box truck that makes one hour stops at senior centers, public or senior housing on a weekly basis.

STRATEGY 1.4: EXPAND AND SOLIDIFY GARDEN SKILLSHARE PROGRAM TO ENCOURAGE HOME GARDENING AND FOSTER COMMUNITY KNOWLEDGE

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization
ACTION TEAM
Sustainability

A garden skillshare program would be complementary to Strategy 2. Gardeners in Homewood and existing non-profits would foster a collaborative and ongoing relationship with other residents interested in learning more about gardening and assist

in one-on-one and group skill building to build individual and community capacity for gardening and continue to promote raised bed installation for residents coupled with education around maintenance, food choice, and food prep.

STRATEGY 1.5: ENCOURAGE CORNER STORES AND SMALL SCALE FOOD RETAILERS TO BECOME HEALTHY FOOD RETAILERS THAT PROMOTE HEALTHY FOOD OPTIONS

TYPE	Program
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton , Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization	
ACTION TEAM	
Public Health and Public Safety	

Healthy Corner Store Initiatives create partnerships between residents and local corner store owners to improve the healthy food retail. In Pittsburgh, Just Harvest is completing neighborhood assessments, and stakeholder meetings to

identify corner store owners that are interested in improving their stores to support healthy food consumption. Interested stores can join the “Fresh Corners”network and obtain support from Just Food to obtain more healthy food options.

Since 2015, Food retailers in the network have successfully provided healthier options for all shoppers; stores in network are required to supply Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and Federal Supplemental Nutrition Assistance Program (SNAP) options. Revamped stores that have reorganized the interior to support healthy eating also suggest the use of mobile apps

like, the Green Light Foods that explains the nutrition facts. Shoppers who frequent these stores are having an easier time understanding how much sugar, saturated fat and sodium is in the food they buy and are making healthier choices.

Just Harvest and the Allegheny County Health Department launched Fresh Corners, make it easy to get a Fresh Corner store in your neighborhood. Examples of existing healthy stores include: L. A. Grocery at Larimer 511 Larimer Ave, In & Out at McKees Rocks 300 Helen St, and Bailey Food Mart at McKeesport 2316 Bailie Ave. If residents desire to learn more about initiatives nationally, many cities have toolkits for organizing to improve healthy food retail.

STRATEGY 1.6: COORDINATE ACCESS TO HEALTHY BREAKFAST AND LUNCH OPTIONS FOR RESIDENTS, SENIORS AND STUDENTS, ESPECIALLY OUTSIDE REGULAR SCHOOL HOURS

TYPE	Program
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
An Inner-City Model for Urban Revitalization,Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton	
ACTION TEAM	
Education	

Homewood schools should provide healthier breakfast and lunch options at school by eliminating the availability of processed meat and taking steps to improve school food overall, including use of more fresh and local fruits and vegetables.

Schools should also seek out funding from the USDA to provide healthy food for after

school programs and over the summer, as many children depend on school food service for access to regular and healthy meals.

By contacting the Pennsylvania Department of Education or Agriculture, Homewood schools can request to become eligible sites for the USDA’s Summer Food Service Program (SFSP), which funds summer meals for children under 18.

GOAL 2: IMPROVE EDUCATION QUALITY FOR ALL HOMEWOOD STUDENTS

STRATEGY 2.1: IMPROVE OVERALL QUALITY OF CURRICULUM, ACCESS, AND TEACHING FORCE FOR EARLY LEARNING PROGRAMS AND K-12 SCHOOLS

TYPE	Program
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
Welcoming Pittsburgh: A Roadmap for Change, Anatomy of a Neighborhood: Homewood in the 21st Century	
ACTION TEAM	
Education	

Early childhood education, including preschool and pre-kindergarten (pre-K) education, has strong benefits for children's future success in school, cognitive and emotional development, health, and income later in life. State expansions of funding for pre-K have helped to increase access through providers like the YWCA, which provides care for infants and toddlers and pre-K for three- and four-year-olds.

As access to affordable pre-K expands, pre-K providers should work with other local organizations to promote enrollment among Homewood families to ensure that all Homewood children can take advantage of this resource. In addition, providers should work to ensure that when they have full enrollment, they can refer families to other providers who may have vacancies.

STRATEGY 2.2: SEEK OUT TECHNICAL ASSISTANCE TO INCREASE QUALITY OF EARLY CHILDHOOD PROGRAMS

TYPE	Policy & Program
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
Pittsburgh Roadmap for Inclusive Innovation. Anatomy of a Neighborhood: Homewood in the 21st Century	
ACTION TEAM	
Education	

The Office of Child Development at the University of Pittsburgh, the City of Pittsburgh Early Childhood Program, and Working Together have access to the latest research and best practices in early childhood development and education. Homewood early childhood providers should partner with these institutions or other experts to ensure that programs are high-quality and use evidence-based practices.

STRATEGY 2.3: DEVELOP AND IMPLEMENT ONGOING RESEARCH AND EVALUATION METHODOLOGY FOR HOMEWOOD SCHOOL PERFORMANCE IN PARTNERSHIP WITH UNIVERSITIES. LINK POLICIES TO RESEARCH AGENDA

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
ACTION TEAM		
Peace & Justice Initiative		
Education		
		Student “comment boxes” or “suggestion boxes” is a practice that is used in classrooms and schools across the country. These boxes offer students an opportunity to provide anonymous feedback and highlight issues that may exist in the classroom, or discuss issues of interest to the school as a whole.
		To help students get used to using the comments and suggestion boxes, and to help
		promote critical thinking among students, it can be helpful for school administrators, teachers, and students to come up with school-wide topics of discussion that can be furthered through in-classroom discussions and through the comment box system.
		These topics could include everything from ideas about school lunches, to options for commemoration of Black History Month, to discussions about school policies and procedures.

STRATEGY 2.4: ENSURE SMALLER CLASS/GROUP SIZE WITH LOWER ADULT TO STUDENT RATIOS AND WITH OPPORTUNITIES FOR ONE-ON-ONE STUDENT ENGAGEMENT

TYPE	Program	
TIMELINE	Medium	
CONNECTION TO PREVIOUS PLANS		
African American Neighborhoods of Choice Report,Welcoming Pittsburgh: A Roadmap for Change		
ACTION TEAM		
Education		
		Homewood stakeholders are seeking ways to promote smaller student-to-staff ratios in local schools in order to decrease class sizes and improve the diversity of instruction and assistance available to students.
		These goals should be advocated with the superintendent, the school board and in speaking out at the school board meetings.
		Parent-teacher organizations can be also a valuable asset to school funding if they can navigate the grant-seeking world and work with local foundations,
		corporations, and businesses to raise consistent funding for staff and programming.
		However, building this network will require capacity-building for local PTOs and building their ability to make a compelling case, connect with funders, and oversee long-term school improvements.
		The Homewood Collaborative may be able to assist local PTOs with strategic planning assistance and grantwriting / fundraising training.

STRATEGY 2.5: SEEK THE INVOLVEMENT OF STUDENTS, FAMILIES, AND COMMUNITY IN THE LEARNING AND EDUCATION DECISION MAKING PROCESS

TYPE	Program	
TIMELINE	Medium	
CONNECTION TO PREVIOUS PLANS		
Homewood: A Community Profile		
ACTION TEAM		
Education		
		College preparatory classes are an essential ingredient for academic achievement in high schools. All Homewood students should have the opportunity to prepare for college and to take classes that can potentially count for college credit, such as Advanced Placement or International Baccalaureate classes.
		While there is growing agreement that not all high school students need to be on a college track, holding students
		and schools to high standards of academic achievement signals to students that academics are valuable and that teachers and schools want to see them succeed.
		In addition, many of the growing industries in Pittsburgh, such as the technology and biotechnology fields, provide well-paying jobs but require advanced education. Homewood students should have opportunities to get an education that will prepare them for college and to enter these fields of work.

STRATEGY 2.6: ENSURE A SAFE AND SECURE LEARNING ENVIRONMENT FOR ALL HOMEWOOD STUDENTS

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
African American Neighborhoods of Choice Report,Welcoming Pittsburgh: A Roadmap for Change		
ACTION TEAM		
Education		
		Students respond positively to speaking with members of their community who have pursued a variety of career options; speaking with these role models makes the opportunity seem possible and relatable to the students’ own experiences.
		Role model programs should seek out mentors with a wide variety of experiences, including small business owners, community development organizations, professionals
		such as lawyers and doctors, people who work in trades and construction.
		Students should also be able to express interest in types of role models and mentors they would like to hear from next. For older students, these mentorship programs might evolve into job shadowing or internship placements as described in Education Strategy 4.3 and Workforce Development Strategy 2.5.

STRATEGY 2.7: CREATE OPPORTUNITIES FOR PARENTS AND FAMILY MEMBERS TO BE MORE INVOLVED IN IMPROVING SCHOOL QUALITY BY ENCOURAGING PARENTS TO CONTRIBUTE TO HEALTH ACTIVITIES, SERVICES, AND PROGRAMS AT SCHOOL

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS My Brother's Keeper: Allegheny County and City of Pittsburgh's plan
ACTION TEAM Education

Parent involvement in school settings has a wide array of positive effects on students inside and outside of school. The American Psychological Association notes that parent involvement improves students' school attendance, test scores, and grades, as well as decreasing health risks such as substance abuse and involvement in violence.⁵

5. American Psychological Association, "Parent Engagement in Schools," <http://www.apa.org/pi/lgbt/programs/safe-supportive/parental-engagement/default.aspx>.

Homewood schools should create more opportunities for parents to be engaged in school activities. Because many parents have constraints on their time and differing working hours, opportunities should include volunteering in classrooms during the day, participating in after-school events, taking part in health and wellness activities for students that could take place during evenings or on weekends, or other services that can accommodate a flexible range of times.

GOAL 3: CREATE MORE AND BETTER OUT-OF-SCHOOL TIME OPTIONS

STRATEGY 3.1: COORDINATE AND ALIGN OST RESOURCES TO ENSURE QUALITY AND NECESSARY RESOURCES ARE AVAILABLE TO ALL STUDENTS. ALIGN OST PROGRAMMING TO SCHOOL DAY CURRICULUM AND INCREASE EVENING AND WEEKEND OPPORTUNITIES

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS Welcoming Pittsburgh: A Roadmap for Change
ACTION TEAM Education

Out-of-school-time (OST) programs help advance student learning, health, and well-being by providing enriching programming that can include physical activity, educational support such as homework help and tutoring, healthy food and meals, field trips, and other activities. Participation in sports, summer camps, reading and math-focused programs, arts and culture-focused programs, and any other supervised and structured program for children outside of school hours qualifies as OST. The U.S. CDC has found that OST programs can support academic achievement and

reduce health disparities when implemented according to evidence-based practices.⁶ The Education Action Team recommended three key steps for OST in Homewood:

- Grow resources, funding, and quality of OST programs. OST can be expensive for many families and often it does not fully meet the schedule needs of families. Growing resources and funding to help OST meet the needs of more families, and ensuring that OST programs are following evidence-based practices, will improve outcomes for children and families.
- Create opportunities for youth to collaborate in OST programs. Having older youth such as those 13 and up serve as "youth counselors" or mentors in OST programs can provide opportunities for

6. Centers for Disease Control and Prevention, "Out of School Time Supports Student Health and Learning," <https://www.cdc.gov/healthyschools/ost.htm>.

- Foster better communication between OST, teachers, and parents. When children encounter issues or problems during OST, there is not an automatic notification system for teachers and parents in the same way that schools are supposed to notify parents. Ensuring that schools and parents are aware of any health or behavioral issues that children may encounter at OST will ensure that families and schools can respond and provide assistance and care.

STRATEGY 3.2: FUND SUPPLEMENTAL LIBRARY OPTIONS SUCH AS BUILDING A MOBILE LIBRARY THAT TRAVELS THROUGHOUT HOMEWOOD THAT COMMUNITY ORGANIZATIONS OR RESIDENTS COULD RENT BOOKS OR TEXTBOOKS FROM, OR BUILDING LITTLE FREE LIBRARIES THROUGHOUT THE NEIGHBORHOOD TO PROMOTE READING AT A YOUNG AGE

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Pittsburgh Roadmap for Inclusive Innovation		
ACTION TEAM		
Education		
		Making books as accessible as possible to Homewood residents of all ages will help promote reading and literacy for Homewood's youth. Additionally, schools have not always had sufficient numbers to textbooks for students, so having them available at neighborhood library branch would greatly benefit students. Stakeholders suggested two options:
		<ul style="list-style-type: none">Obtaining or building a Mobile Library that would travel the neighborhood and enable residents to check out books or textbooks. This mobile library could also be stationed at major events, along commercial corridors, at the Busway station, at parks, and in other high-traffic locations
		to encourage residents to integrate reading into their daily lives.
		<ul style="list-style-type: none">Building Little Free Libraries throughout the neighborhood. Little Free Libraries are small stations where residents can donate their old and unused books for other residents to take and enjoy. The non-profit Little Free Library provides plans and installation tips to build the structures. A Homewood non-profit could sponsor "build days" where local households could build their own Little Free Libraries with donated materials, or a non-profit could actually build and distribute them in the neighborhood with residents' permission.

STRATEGY 3.3: CREATE AN AFTER SCHOOL HEALTHY COOKING CLUB FOR PARENTS AND STUDENTS TO LEARN ABOUT HEALTHY EATING, AND PARTNER WITH LOCAL RESTAURANTS TO HOST COOKING DEMONSTRATIONS

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization, Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton		
ACTION TEAM		
Education		
		Learning to cook healthy, convenient, and inexpensive meals can benefit families' budget and health equally; children learn to try and enjoy a variety of healthy meals, and busy parents learn techniques for putting healthy food on their family's table on a regular basis. Parent-child cooking classes can also provide time for bonding between parents and children and promote parent involvement in school.

STRATEGY 3.4: SECURE QUALIFIED, CREDENTIALLED, AND WELL-TRAINED STAFF TO INCREASE THE NUMBER OF OST PROVIDERS COMMITTED TO CONTINUOUS QUALITY IMPROVEMENT

STRATEGY 3.5: CREATE OPPORTUNITIES FOR YOUTH TO PARTICIPATE IN OST PROGRAM DESIGN AND DECISION MAKING

GOAL 4: ORGANIZE COMMUNITY SUPPORT TEAMS THAT FOCUS ON PUBLIC HEALTH AND SAFETY

STRATEGY 4.1: WORK WITH LOCAL DRUG ABUSE ORGANIZATIONS TO IDENTIFY HARM REDUCTION STRATEGIES

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
2017 Peace & Justice Initiative, Equitable Development: The Path to an Aall-In Pittsburg
ACTION TEAM
Public Health and Public Safety

In the public meetings throughout the Community Plan, a common Public Safety concern was drug activity (usage and dealing). Arrest reports show that there are a variety of substances involved in drug-related arrests in the area; heroin has been the most prominent substance in the Zone 5 weekly Community Crime Update. There is a need to work with local drug abuse organizations in Homewood to address tactics to reducing harm to both drug users and bystanders.

Additionally, drug education helps children understand how drugs affect their mind and body, how to know if they or someone they love is addicted to drugs, and the potential ways that addiction can harm them and their family. Drug education can also include counseling for those who are addicted and their family members, which could be a component of the mental health counseling. All drug education courses should be based on evidence-based practices and include specific desired learning goals to ensure effectiveness.

STRATEGY 4.2: IDENTIFY HOW YOUTH AND YOUNG ADULT RESIDENTS PRIORITIZE PUBLIC SAFETY AND TO REMOVE BARRIERS TO REPORTING VIOLENT INCIDENTS

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
2017 Peace & Justice Initiative, Equitable Development: The Path to an All-In Pittsburgh, My Brother's Keeper: Allegheny County and City of Pittsburgh's plan for addressing opportunity gaps for boys and young men of color
ACTION TEAM
Public Health and Public Safety

Homewood-Brushton YMCA currently provides counseling for youth and families. Discussion around public safety for youth and young adults could be tied into existing services and programming at the YMCA. A resident, education or faith based working group should be organized to lead discussion alongside the YMCA to ensure all voices are heard on the subject. Youth and young adults should

be invited to working group meetings to understand how they feel about public safety. Additionally, residents in Homewood need to have a plan for how to report violent incidents so that those reporting are not put in jeopardy or harm. Having consistent reporting can create ease for those reporting and those addressing the incident.

STRATEGY 4.3: BRIDGE CONNECTION WITH JAIL, PROBATION, AND COMMUNITY SO THAT RETURNING CITIZENS CAN BE CONNECTED TO EXISTING PROGRAM AND JOBS PRIOR TO THEIR RETURN AND IMMEDIATELY AFTERWARD

TYPE Policy & Program
TIMELINE Long
CONNECTION TO PREVIOUS PLANS
Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization, Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton
ACTION TEAM
Workforce Development

A commonly expressed concern is that a significant number of Homewood residents were jailed following the escalation of the War on Drugs in the early 1990s. When formerly incarcerated people began returning to Homewood, the community suffered. Formerly-incarcerated individuals often experience discrimination in job seeking, housing, and social stigma. This discrimination can easily

encourage people to return to illegal activity as a means of survival. As the prisons have generally done very little in terms of rehabilitation, it's not uncommon for formerly-incarcerated individuals to increase their knowledge of illegal activities. Creating a mentorship can help returning citizens consider viable options for personal development and employment. Returning citizens often have difficulty finding and retaining employment; many employers conduct background checks and exclude the formerly incarcerated from job opportunities, or may be put off by gaps in employment history and education. Creating opportunities for incarcerated people to access employment training and connect to employers during their periods of incarceration

and probation can help ease the transition back into the job search, and potentially create job placements for returning citizens immediately upon their release. Homewood stakeholders feel that it is essential to find a way to institutionalize this process to prevent recidivism and grow opportunities for the formerly incarcerated. Currently, the Message Carriers of Pennsylvania work to assist addicted people, those in recovery, and people with mental health challenges -- including those who have been incarcerated due to drug-related crimes -- to recovery and access employment. Learning from organizations who have created these pathways will help the HCDC determine how to move forward with institutionalizing such a program. Other efforts include Ban the Box advocacy and expungement services.

STRATEGY 4.4: HOST COMMUNITY DIALOGUES AND EVENTS THAT CENTER COMMUNITY EXPERIENCES AND IMPROVE RELATIONS WITH POLICE

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton , Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization		
ACTION TEAM		
Public Health and Public Safety		

There is little discussion about the effects of trauma and how to seek treatment for care. Trauma can be passed on through generations or experienced daily at school, home, work, and in the community. Ignoring trauma can lead to greater health risks and can cause perpetuating traumatic behavior. Learning

and teaching emotionally healthy methods to deal with difficult circumstances is vital for Homewood community members who are facing financial or housing instability, have witnessed violence, have loved-ones who are incarcerated, or are facing other challenging situations.

STRATEGY 4.5: INCREASE ALMA ILLERY’S PRESENCE AND CAPACITY IN HOMEWOOD

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton , Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization		
ACTION TEAM		
Public Health and Public Safety		

The Homewood community needs to break down the negative stigma around mental health that often prevents individuals or families from seeking care.

According to the National Institute of Mental Health, 1 in 5 adults in the U.S. — 43.8 million, or 18.5% —experiences mental illness in a given year.⁷

Mental health services are not limited to individuals who have mental health disorders, services are also available to families seeking education and support about mental health, and individuals experiencing trauma or seeking substance abuse treatment.

Seeking support for mental health care is a challenging venture for families and individuals. Families or individuals can obtain education about potential care through the local National Alliance on Mental Health (NAMI) Pittsburgh Chapter.

NAMI can supply resources about mental illnesses, related mental health conditions, 12-week educational programing for families, support groups and information about homecare.

Alma Illery Medical Center or Primary Care Health Services, Inc is a primary care provider in Homewood that offers behavioral health services as well as dental and medical services.

The medical center in partnership with Homeless Pittsburgh also provides health care and social services to the homeless population of Allegheny County. The medical enter works with other healthcare, social service and community agencies to eliminate barriers to quality health care.

Promotional material that is visually stimulating, and clearly states the services provided will help Homewood residents find the care they need. Navigating mental health services is challenging as many individuals are unaware they need help. Promotional material should provide examples of why someone should seek care, and how to obtain that care. If the promotional material is creatively made perhaps the stigma of seeking care can be lowered.

Homewood residents and families seeking care for health are often faced with obstacles in finding affordable, helpful services. Inviting a health care provider like Alma Illery to be active in community events and gatherings will provide residents with the opportunity to ask questions about their particular needs. Bolstering Alma Illery’s presence in the neighborhood will make individuals or families who otherwise wouldn’t seek care feel comfortable discussing options for treatment.

⁷. National Institute of Health, "Mental Illness," <https://www.nimh.nih.gov/health/statistics/mental-illness.shtml>

STRATEGY 4.6: WORK WITH MAIN STREET PARTNERS AND BUSINESSES TO INCREASE SAFETY THROUGH LIGHTING, CREATIVE DESIGN, AND OTHER INITIATIVES

TYPE	Program	Business owners should have community liaison to aid in addressing issues happening outside of places of work in Homewood. Having a community liaison to aid in navigating if and how to effectively report incident will help reduce overall crimes reported and improve the safety image in Homewood.
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
2017 Peace & Justice Initiative,Equitable Development: The Path to an All-In Pittsburgh		
ACTION TEAM		
Public Health and Public Safety		

STRATEGY 4.7: FOSTER HEALTHY LIVING BY PROVIDING PHYSICAL ACTIVITY PROGRAMMING BEFORE AND AFTER SCHOOL

TYPE	Program	Physical activity programming should be provided to all students during the school day, but providing additional opportunities for fun and entertaining physical activity before and after school will encourage youth to be more active throughout the day. The CDC recommends that children receive 60 minutes or more of active physical activity each day, including aerobic activities; muscle strengthening activities like gymnastics, yoga, or push-ups; and bone strengthening activities that involve impact, like jumping rope or running. Physical activities such as team sports can also teach teamwork and cooperation, while activities like yoga can provide mental and physical tools for well-being. Offering a variety of physical activities before and after school will enhance children’s health outcomes and may also enhance academic outcomes.
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Anatomy of a Neighborhood: Homewood in the 21st Century, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization,Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton		
ACTION TEAM		
Education		

GOAL 5: INCREASE CAREER READINESS AND PLACEMENT

STRATEGY 5.1: DEVELOP A FRAMEWORK AND HUB SO THAT COMMUNITY PARTNERS CAN BETTER CONNECT RESIDENTS TO LOCAL EMPLOYERS AND BUSINESS OPPORTUNITIES

TYPE	Program & Project	Operation Better Block is collaborating with other community stakeholders, local businesses, and HCDC organizations to create Homewood’s Workforce Development website page. The website will include profiles of local business owners to help job-seekers and entrepreneurs better understand the variety of successful businesses in the neighborhood already. It will also connect residents who are seeking training or jobs to local, citywide, and regional resources and opportunities, including training programs through the CCAC and local agencies and universities, and services provided by City agencies. HCDC and local organizations still need to make a collaborative plan for ongoing management, updating, and funding of this website, and to integrate it into a promotion strategy.
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Equitable Development: The Path to an All-In Pittsburgh, Pittsburgh Roadmap for Inclusive Innovation		
ACTION TEAM		
Workforce Development		

STRATEGY 5.2: COORDINATE AND COMMUNIAATE INTERNSHIP AND TRAINING OPPORTUNITIES TO COMMUNITY AND STUDENTS TO INCREASE ACCESS AND PLACEMENT

TYPE	Program	Homewood students, young adults, and residents looking to break into new careers can all benefit from internship opportunities. Homewood organizations can create an inventory of local internship programs by working with companies and organizations involved in target industries such as clean energy, green construction, design, health care, and more. They can also draw on the experience of existing programs devoted to connecting people with internships, like the national program INROADS, which has a presence in Pittsburgh. The inventory of internship opportunities will need to be maintained and updated on a regular basis to ensure accuracy and replace outdated contact information; the HCDC should work with Homewood organizations to define lead and support responsibilities for this task and seek funding.
TIMELINE	Long	
CONNECTION TO PREVIOUS PLANS		
Equitable Development: The Path to an All-In Pittsburgh, Pittsburgh Roadmap for Inclusive Innovation, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization		
ACTION TEAM		
Workforce Development		

STRATEGY 5.3: CONNECT WITH REGIONAL CORPORATIONS AND PARTNERS TO BETTER UNDERSTAND 21ST CENTURY JOB FIELD PROJECTIONS AND TAILOR WORKFORCE PROGRAMS ACCORDINGLY

TYPE	Policy	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Pittsburgh Roadmap for Inclusive Innovation, Equitable Development: The Path to an All-In Pittsburgh		
ACTION TEAM		
Workforce Development		
	Connecting HCDC organizations with regional employers and workforce development groups will ensure that workforce development and educational programs lead Homewood residents into well-paying careers. Some of the key sectors identified in recent planning for the Pittsburgh region's growing industries include energy, advanced manufacturing, health care, education, building and construction, and logistics and transportation. All of these industries include career	paths open to employees with various levels of education and credentials. The Allegheny Conference and Partner4Work, Pittsburgh's regional economic development agency and workforce development agency, both have strategies for building residents' credentials and training to create the workforce of the future. HCDC should coordinate with these entities to make connections to regional employers and structure programs targeted at Homewood residents.

STRATEGY 5.4: CREATE OUTREACH PROGRAMS TO SUPPORT VULNERABLE POPULATIONS AND PURSUE SUBSIDIES, SUCH AS SENIOR COMMUNITY SERVICE EMPLOYMENT PROGRAM, TO EMPLOY SENIORS

TYPE	Program	
TIMELINE	Short & Medium	
CONNECTION TO PREVIOUS PLANS		
Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization, 2017 Peace & Justice Initiative, Equitable Development: The Path to an All-In Pittsburgh		
ACTION TEAM		
Public Health and Public Safety; Workforce Development		
	Homewood residents represent all age groups, but the majority are women and a significant portion are 60 years or older. As of 2015, 60% are female, and 37% are 60 or over. These characteristics are important, and they differ from the average Pittsburgh numbers. An older population has unique needs across all areas, but especially health. Additionally, as the total population is majority female, there are targeted resources, information, and screenings needed to support women's health. Seniors often face additional barriers to employment and training in new careers due to age discrimination and difficulty finding appropriate job training and education. The Senior Community Service Employment Program is a federally subsidized	program that connects seniors with paid, part-time job training opportunities at community service organizations. Seniors in this program can acquire valuable skills and experience and receive payment while continuing to search for a permanent job. Another local resource for seniors is the Osher Lifelong Learning Institute (OLLI) at the University of Pittsburgh. This institute offers seniors the opportunity to audit undergraduate classes and access university amenities. While membership in OLLI costs over \$200 on a yearly basis or \$125 for one term as of 2018, scholarships are available for seniors who may have difficulty affording the membership fee.

STRATEGY 5.5: CHANGE THE SCOPE OF JOB FAIRS AND CERTIFICATE PROGRAMS TO BECOME CAREER + CONTINUING EDUCATION FAIRS FOR LIVING WAGE CAREER PATHS

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Pittsburgh Roadmap for Inclusive Innovation		
ACTION TEAM		
Workforce Development		
	Career pathways and continuing education opportunities that can lead residents into well-paying jobs in growing industries must be a key focus of all Homewood workforce development efforts. After forging partnerships with employers (Strategy 1.1), creating an internship strategy (Strategy 2.5), and finalizing a workforce development asset map (Strategy 3.1), Homewood organizations should integrate this knowledge into organizing career and continuing education workshops and fairs that focus on career growth.	These fairs should include industry representation as well as representatives of educational institutions and job training programs. Homewood organizations should work with employers to list required credentials for employment in various industries and at various levels of responsibility to ensure that residents understand how to move up the career ladder.

STRATEGY 5.6: CREATE DOCUMENTS CHECKLIST AND EMPOWER ENTITIES TO ENSURE HOMEWOOD RESIDENTS HAVE DOCUMENTATION NEEDED TO ACCESS EMPLOYMENT

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton		
ACTION TEAM		
Workforce Development		
	Required employment documentation often includes documents for verifying citizenship; residents who do not have a passport will need other documents including a picture ID such as a drivers' license, school ID or voter registration card, and verification of citizenship such as a Social Security card or certified birth	certificate. Organizations that provide workforce development training should verify that their trainees have access to these required documents, and if not, should provide instruction on how to access copies of documents or obtain new ones.

GOAL 6: PROMOTE AND PRESERVE HOMEWOOD'S AFRICAN-AMERICAN HERITAGE AND CULTURE

STRATEGY 6.1: PROMOTE HOMEWOOD’S PAST THROUGH INTERPRETIVE STORYTELLING, NEIGHBORHOOD BRANDING, MURALS AND PUBLIC ART AND THE REUSE OF VACANT PARCELS

TYPE Project
TIMELINE Short
CONNECTION TO PREVIOUS PLANS N/A
ACTION TEAM Culture and Recreation

Interpretative storytelling, community branding, public art and wayfinding has numerous benefits. It improves the commercial environment, promotes community pride, teaches community members and visitors the history of the neighborhood and improves the pedestrian environment, encouraging healthy living.

A branding, wayfinding and storytelling master plan and a public art master plan should both be developed, potentially in coordination with each other.

Both projects should engage deeply with community members in order to incorporate local stories, memories and mementos in the final product. Local artists should be engaged to participate in the development of art, and any such development should include opportunities for participation from the community's youth. National grant opportunities, such as those from Artspace, should be pursued in order to make Homewood Pittsburgh's community of the arts.

STRATEGY 6.2: SUPPORT EXISTING COMMUNITY ORGANIZATIONS AND UPGRADE THEIR FACILITIES

TYPE Program & Project
TIMELINE Short & Medium
CONNECTION TO PREVIOUS PLANS N/A
ACTION TEAM Culture and Recreation

Homewood’s community organizations are the lifeblood of the community. A full assessment of their program and space needs should be conducted and a grant fund should be created to ensure all of the community's organizations have the facilities

necessary to elevate their work and provide for the community's needs. A grant fund could be created for community organizations to expand their programing and test innovative program delivery.

STRATEGY 6.3: INCREASE CULTURAL EDUCATION TO INCLUDE MUSIC, ART, AND BLACK HISTORY

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS PreservePGH: Preserving the character of Pittsburgh and its neighborhoods, Public Art Plan
ACTION TEAM Education

Education in the arts, including music and visual art, has a positive impact on child development by teaching motor skills and visual learning skills to young children, and promoting cultural awareness and creative thinking in children of all ages. Children of all ages are steeped

in culture both inside and of school. For younger children, connecting this culture to their time in school can make learning more enjoyable. Older children can learn to evaluate TV or radio and enjoy music and art with a critical sensibility that will deepen their understanding of artistic choice and expose issues of race, gender, and class within pop culture.

Increased exposure to Black history in schools is essential, not just during Black History Month but throughout humanities and STEM classes. Traditional curricula have tended to minimize the contributions

of the Black community and people of color as a whole in American and world history, literature, and science. All teachers in Homewood schools should be asked to structure their lesson plans such that there is clear representation of the contributions of Black and Brown individuals and communities. Representations should vary and include ways in which these communities have advanced knowledge, conducted research, stood up for social justice, and changed history in numerous, substantial ways.

STRATEGY 6.4: UTILIZE PRESS RELATIONSHIPS AND POSITIVE MEDIA COVERAGE TO SHOWCASE HOMEWOOD’S PAST AND PRESENT

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS 2017 Peace & Justice Initiative
ACTION TEAM Public Health and Public Safety

There is a need for action in Homewood to address fear-based media and how negative stories can prey on anxieties around safety in the community.

Mass media often highlights negative crime stories in Homewood to seek higher ratings, these stories perpetuate the misconception of the actual crime in Homewood vs the perceived crime.

Social media exacerbates this fear due to the rate at which information can be shared throughout networks. Having better media coverage in

Homewood will help demystify rumored events and fear of crime.

To paint Homewood in a positive light and improve the perception of safety these steps should be taken:

- Create template for press releases
- Build relationships with media outlets
- Create main point of contact at media outlets

Streamlined communication with media will aid in depicting Homewood in a positive light. Consistent, clear, organized messaging to the media will help Homewood get the positive messaging that it deserves. Longer term nonprofit or faith leaders should be in charge of the template and dispersing the press release as needed. To ensure template is official and

usable by media, local media should be contacted to consult on template form.

Building positive relationships with local media outlets will help foster conversations about how to present Homewood in the news. Encouraging the news to accurately depict crime in the neighborhood will reduce the potential for rumors spreading that increase feelings of fear.

The community can inquire about creating high school internships or opportunities to shadow news reporters with the intent of creating future job opportunities. If more local residents are involved in reporting about the news in their own community it will reduce the potential for miscommunication.

STRATEGY 6.5: DEVELOP A DESTINATION MUSEUM OF AFRICAN-AMERICAN HISTORY AND CULTURE THAT TELLS THE STORY OF HOMEWOOD AND THE BROADER HISTORY OF AFRICAN AMERICAN PITTSBURGH

TYPE Project
TIMELINE Long
CONNECTION TO PREVIOUS PLANS N/A
ACTION TEAM Culture and Recreation

Throughout the United States, historically African-American districts are facing numerous challenges in preserving their cultural identity. In many of these districts, decades of disinvestment have suppressed land values, while proximity to Downtowns create attractive opportunities for developers, many of whom come from outside of the community. Coupled with challenges to minority owned businesses, the suburbanization of middle class African-Americans, the history of policy damage has made once flourishing communities throughout the country, from U Street in Washington, D.C. to the

Treme in New Orleans to West Broadway in Minneapolis, not to mention Harlem and Bronzeville, places of significant change and conflict over the future of these places. At the same time, a significant interest in African-American history, perhaps best exemplified by the incredible success of the Museum of African American History and Culture at the Smithsonian, has been emerging throughout the country. As such, many African-American communities are taking active roles in shaping both their futures and the promotion of their past. In Pittsburgh, publications like Mark Whitaker's Smoketown have raised interest in the city's black heritage and it's influence on the country. The August Wilson Center in Downtown Pittsburgh has created one space in the

City that already celebrates African-American culture and achievement, however, it is not located in a historical African-American Community. Homewood should work with local museums, foundations and other funders to create a state of the art museum of African-American culture and history in Homewood which can tell the stories of the neighborhood, it's inhabitants, and African-American culture in Pittsburgh. A successful example of this approach is the National Negro League Museum and American Jazz Museums in Kansas City's 18th and Vine District. Privately funded, the museums occupy a building developed by local non-profits and serve as a key anchor destination for redevelopment in the community, and provide meeting spaces and cultural and educational programing for the community.

STRATEGY 6.6: PARTNER WITH OWNERS, HISTORICAL ORGANIZATIONS, AND FUNDERS TO SECURE, THEN POTENTIALLY REPAIR AND REOPEN NATIONAL NEGRO OPERA COMPANY BUILDING

TYPE Project
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS N/A
ACTION TEAM Culture and Recreation

The National Negro Opera Company Building is a unique asset that cannot be recreated elsewhere. Funding should be identified to stabilize, repair and reopen the NNOC building as a community asset. National organizations for

the preservation of African-American history may serve as key partners in funding the building's redevelopment. Consider partnerships with high schools or universities Afro American Music Institute to program the redeveloped space.



DEVELOPMENT

Action Teams:



Urban Design & Development



Public Health and Safety



Housing



Business & Innovation

THE DEVELOPMENT RECOMMENDATIONS REPRESENT MANY OF THE PHYSICAL PROJECTS THAT WILL ALLOW THE COMMUNITY TO THRIVE. THE EIGHT GOALS IN THIS SECTION SEEK TO PROTECT EXISTING RESIDENTS AND HOMEOWNERS, CREATE OPPORTUNITIES FOR LOCAL, SMALL BUSINESS OWNERS, AND BUILD NEW, HIGH-QUALITY HOMES. THE STRATEGIES ALSO SEEK TO ENSURE THAT EXISTING COMMUNITY MEMBERS HAVE A SAY IN THE DEVELOPMENT THE OCCURS IN THEIR COMMUNITY AND HAVE OPPORTUNITIES TO BENEFIT AND BUILD WEALTH THROUGH THAT DEVELOPMENT.

VISION STATEMENT:
Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

DEVELOPMENT GOALS:

GOAL 7: Focus on neighborhood level small business technical assistance

GOAL 8: Bring Homewood’s regulatory framework into alignment with previous planning and shape Homewood’s future growth

GOAL 9: Manage vacant properties comprehensively

GOAL 10: Encourage community led and driven development

GOAL 11: Renovate existing vacant housing to provide Homewood residents with pathways to homeownership

GOAL 12: Use innovative and targeted housing development to meet the needs of specific household demographics in Homewood

GOAL 13: Implement green building and energy efficiency programs and standards to reduce cost burdens for existing and future residents

GOAL 14: Prevent displacement through affordable housing development, proactive policy, and stabilization of existing residents

GOAL 15: Create Homewood-specific design standards for new development

GOAL 7: FOCUS ON NEIGHBORHOOD LEVEL SMALL BUSINESS TECHNICAL ASSISTANCE

STRATEGY 7.1: PARTNER WITH CITY AND DEVELOPERS TO REBUILD HOMEWOOD'S COMMERCIAL DISTRICT THROUGH MIXED USE, MIXED INCOME OPPORTUNITIES ALONG HOMEWOOD AVENUE

TYPE	Policy
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
N/A	
ACTION TEAM	
Business and Innovation	

As business owners and entrepreneurs work to make decisions about how to best utilize vacant properties in Homewood, access to a single point of contact at the City and URA will help make the process of property purchase more transparent and easier to navigate. This single point

of contact would have access to broader resources at the City and URA, and would be able to direct business owners and Homewood residents in the right direction to get their questions answered or fulfill their requests for technical assistance.

STRATEGY 7.2: PROVIDE EDUCATION TO RESIDENTS REGARDING COMMERCIAL PROPERTY LEASING AND OWNERSHIP, INCLUDING CREATIVE OWNERSHIP MECHANISMS SUCH AS CO-OP, RENT-TO-OWN, ETC

TYPE	Policy & Project	<p>Commercial property leasing and ownership can be complicated, particularly when dealing with multi-use buildings and properties. Commercial leases can come with different terms about maintenance of common spaces and parking lots, buildout of the interior spaces, and other terms that can add up to thousands in additional expenses if business owners are not aware of key lease terms. Restaurants and food service establishments need especially expensive buildouts to create functioning kitchens that meet building codes and pass health inspections. Meanwhile, commercial property ownership requires expenditures and business loans that may be difficult to access for start-up businesses. Providing technical assistance to small businesses on the nuts and bolts of property ownership and leasing, and its relationship</p> <p>to an overall business plan, will help local businesses thrive while taking over vacant spaces in Homewood. Live-work spaces in large homes or small commercial buildings may also be an option for some independent entrepreneurs to reduce overhead costs.</p> <p>The City and URA should work with local organizations to put together an initiative to reduce barriers to commercial property leasing and ownership for Homewood businesses. This should include identification of City- and URA-owned properties that could meet the needs of various business types in Homewood; focus groups with businesses, entrepreneurs, and local technical assistance organizations to identify space needs and types of businesses to be served; and ultimate designation of one or several commercial spaces with leasing structures or affordable financing options to facilitate local property ownership.</p>
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
ACTION TEAM		

Cluster Plan, Equitable Development: The Path to an All-In Pittsburgh

Business and Innovation

Cluster Plan, Equitable Development: The Path to an All-In Pittsburgh

Business and Innovation

STRATEGY 7.3: PARTNER WITH FINANCIAL INSTITUTIONS AND BUSINESS DEVELOPMENT TECHNICAL ASSISTANCE PROVIDERS TO PROVIDE GUIDANCE ON SECURING FINANCING FOR COMMERCIAL PROPERTY PURCHASE

TYPE	Project	<p>Local financial institutions and technical assistance providers can provide advice to business owners on securing the necessary financing and capital to purchase commercial properties. Because properties are not one-size-fits-all, these financial and technical assistance providers will need to work closely to ensure that the property in question will further the owner's business plan, and to ensure the owner can access financing or save up for needed improvements as well as property purchase.</p>
TIMELINE	Medium	
CONNECTION TO PREVIOUS PLANS		
ACTION TEAM		
Cluster Plan, Pittsburgh Roadmap for Inclusive Innovation		
Business and Innovation		

Cluster Plan, Pittsburgh Roadmap for Inclusive Innovation

Business and Innovation

STRATEGY 7.4: CREATE INCUBATOR THAT OFFERS BELOW-MARKET RENTS FOR RESIDENT-OWNED BUSINESSES, MINORITY-OWNED BUSINESSES, AND CULTURAL SPACES

TYPE	Policy & Project	<p>Homewood businesses and residents see a strong need for minority-owned businesses, local businesses, and cultural spaces to form the backbone of Homewood's commercial district. Many of these businesses have a need for below-market commercial space in order to establish themselves in the neighborhood. A business incubator that provides intentional subsidies for tenants and serves as a center for small businesses to receive technical assistance, becomes a hub for coordinating ongoing needs</p> <p>with the City and URA, and houses neighborhood cultural events in a multi-purpose space would be a major asset to the neighborhood. This institution could help ensure that Homewood's revitalized commercial area continues to reflect community character and benefit local businesses first and foremost.</p> <p>This model could be beneficial to review.</p>
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
ACTION TEAM		
Cluster Plan, Equitable Development: The Path to an All-In Pittsburgh		
BUSINESS AND INNOVATION		

Cluster Plan, Equitable Development: The Path to an All-In Pittsburgh

Business and Innovation

STRATEGY 7.5: PROVIDE ARCHITECTURAL/DESIGN SERVICES FOR REHABS OR NEW BUILD COMMERCIAL SPACE FOR HOMEWOOD BUSINESSES

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
	N/A	
ACTION TEAM		
	Business and Innovation	
		Small businesses can benefit from pro-bono or low-cost design assistance when working to renovate or build a new commercial space. Design assistance may focus on new and formerly vacant commercial spaces, or may extend to a “facade improvement” program that helps existing businesses improve their street presence as well.
		The URA offers facade improvement programs to help commercial buildings or tenants improve their storefronts.

STRATEGY 7.6: PROVIDE PRO BONO OR DISCOUNTED ASSISTANCE FOR HOMEWOOD BUSINESS OWNERS INCLUDING LEGAL SERVICES, BUSINESS PLAN ASSISTANCE, AND MENTORING

TYPE	Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
	N/A	
ACTION TEAM		
	Business and Innovation	
		workshops for small business owners and entrepreneurs in the neighborhood.
		Business plans are essential resources for entrepreneurs and small businesses. They serve multiple purposes; while many see them as tools for seeking investment, they also enable an entrepreneur to test their assumptions and ensure they have a path to success. Business plans encompass an operations and staffing plan, a financial plan, a marketing plan, and, most fundamentally, a “value proposition” that describes why this business will meet a need and generate revenue and sales.
		plans on file for businesses in different industries that can be used as reference materials.
		Pittsburgh SCORE offers small-business owners the opportunity to immediately schedule a meeting with a local mentor who has experience in the needs and challenges of small businesses. HBBA should work with Pittsburgh SCORE to determine how best to structure a mentoring program for Homewood businesses.
		The URA also offers a microloan program to assist with business development.

Small business owners may need help reviewing leases, contracts, and other legal documents to ensure that they are receiving appropriate terms. HR issues including hiring and firing may also require legal assistance, depending on the situation. While it may be difficult to find ongoing legal assistance for a small business on a pro-bono basis, legal groups may be able to conduct workshops or seminars with Homewood small businesses to let them know what issues to look for in reviewing typical documents, structuring job descriptions, and more. The HBBA should survey its members and Homewood residents to determine what legal questions they have, and then work with partners to schedule appropriate

STRATEGY 7.7: FORMALIZE HBBA’S ROLE IN POLICY DECISIONS RELATED TO COMMERCIAL AND BUSINESS DEVELOPMENT IN HOMEWOOD

TYPE	Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
	N/A	
ACTION TEAM		
	Business and Innovation	
		business voice represented at the table in discussions about commercial and business development. In order for HBBA to take on this role, adequate funding and resources will be essential, including a proposed full-time staff member.
		The HBBA should organize a workshop or a series of interviews with long-time business partners in Homewood to begin the process of inventorying business development resources available to small and start-up businesses.
		The interviews or workshop should focus on documenting all the resources that these
		partners are aware of in Pittsburgh and the region; outreach should then continue to this “second level” of partners and resources until the HBBA has a complete inventory of available assistance for small businesses. The inventory should include the name of each institution, contact information, services available, cost (if any), and immediate opportunities for partnership. To ensure the inventory is kept up to date, the HBBA should work with interns or volunteers every 1-2 years to re-contact all the institutions on the list and confirm that they still provide the same services.

STRATEGY 7.8: FUND FULL-TIME STAFF MEMBER (SUCH AS HOMEWOOD MAIN STREET MANAGER OR HBBA DIRECTOR) TO ACT AS LIAISON AMONG BUSINESS OWNERS, RESIDENTS, DEVELOPERS, AND CITY GOVERNMENT

TYPE	Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
	N/A	
ACTION TEAM		
	Business and Innovation	
		Placing Homewood’s vacant commercial properties back into productive use is a long-term and complex proposition. Many vacant buildings and vacant lots in Homewood’s core commercial area are currently in the hands of the City and the URA; others are privately-owned. The expense of rehabilitating vacant properties or creating new ground-up buildings can be significant, especially when compared to the rents that are affordable to start-up and small businesses in Homewood.
		A liaison between the City, URA, Homewood businesses, Homewood residents, and developers of commercial property could provide valuable coordination between these organizations; beyond coordination, however, the liaison should also be involved in seeking funding for projects that meet important community priorities for commercial space. In the immediate future, this role might include participating in the development and planning for the business incubator described in Business and Innovation Strategy 8.4.

GOAL 8: BRING HOMEWOOD’S REGULATORY FRAMEWORK INTO ALIGNMENT WITH PREVIOUS PLANNING AND SHAPE HOMEWOOD’S FUTURE GROWTH

STRATEGY 8.1: DEVELOP A NEIGHBORHOOD BUILD-OUT STRATEGY THAT INCLUDES LONG-TERM TARGETS AND INITIAL FOCUS AREAS, WITH A SUBSTANTIAL POPULATION GROWTH GOAL BY 2040

TYPE	Policy
TIMELINE	Long
CONNECTION TO PREVIOUS PLANS	
African American Neighborhoods of Choice, Homewood Cluster Plan	
ACTION TEAM	
Urban Design and Development	
Though gentrification and threats of displacement remain of significant concern to community members, in reality depopulation has been a much greater threat to the neighborhood over the previous decades.	
The community’s population has declined from around 35,000 people in the mid-1950s to near 6,000 today. A decline has occurred in every decade and	
has not necessarily yet reached its low mark, though there are encouraging signs citywide that population loss has been stymied.	
While a portion of this decline is related to the decrease in household size (i.e. people having fewer children and being less likely to live in multigenerational housing), a significant portion of this loss has been due to the loss of upper and middle class professional African-Americans choosing to live elsewhere in the city or in the suburbs.	
This can be due to the availability of building stock, perception of crime or schools or any number of other choices that make sense for	

individuals families, however, at a community level, this population loss causes a cycle of decline. Fewer people support fewer businesses, pay less in taxes, invest less in maintaining property and generally lowers the amount of resources available within the community.

A goal of increasing population within the community (defined further within Housing recommendation 12.3) provides a baseline for community recovery that will provide more rooftops and resources to maintain and improve the community.

STRATEGY 8.2: UPDATE THE CITY’S ZONING CODE TO SUPPORT THE COMMUNITY’S GOALS. PURSUE ZONING OVERLAYS TO PROMOTE AFFORDABLE DEVELOPMENT AND ACCESS TO RENTAL INCOME FOR RESIDENTS

TYPE	Policy
TIMELINE	Short
CONNECTION TO PREVIOUS PLANS	
Homewood Cluster Plan	
ACTION TEAM	
Urban Design and Development	

The Cluster Plan details zoning changes that are key to implementing the community’s urban design goals. Recommended zoning changes addressed the following topical issues:

- Neighborhood Retail
- LNC Extensions
- Hillside Preservation
- Residential Zoning Changes

The recommendations in these categories cover a variety of types of changes. In order to implement the changes details in these categories, a variety of zoning tools are needed. Recommendations include the following zoning changes:

- Rezoning: Rezoning is applying a different zone to the area in question. This simple change should be used when an existing zone in the City’s zoning code better meets the goals for an area or areas. An example is a situation where an area is zoned for single-family, but the community wishes for the area to contain a mix of uses in the future.
- New Zones: A new zone should be created when the goals for an area or areas cannot be met by a zone that already exists

in the City’s zoning code. An example is where an area is zoned for single-family uses, but all of the existing commercial zones allow much more intense activity than the community desires. In this case, a new, less-intense commercial zone should be created and applied.

- Overlays: An overlay zone creates a special zoning district, placed over an existing base zone or zones, that identifies special provisions in addition to those in the underlying base zone. This tool should be used when the underlying zones applied to an area meets most of the needs of the community, but needs slight adjustment within a certain area. Examples include overlay zones for environmental protection, for historical protection, and for using incentives to increase entitlements in certain areas.

Neighborhood Retail

As the Cluster Plan details, Homewood historically was home to a variety of small commercial business on the ground floor of buildings in residential areas. Since the creation of Pittsburgh zoning code in 1958, most the parcels within Homewood that have structures than can support small ground floor retail operations have been zoned for single family use, meaning new businesses cannot inhabit these spaces. During the

Cluster Planning process, the community voiced support for “Spot LNC Zoning”, or rezoning parcels with existing small commercial structures to the Local Neighborhood Commercial zone. As an alternative, the community also voiced support for creating a new Neighborhood Retail zone, that would allow a limited set of retail uses in existing small commercial spaces.

While both strategies will work towards the community’s goals of increasing neighborhood-serving commercial uses in residential areas, there are considerations for each. Using the “Spot LNC Zoning” strategy would be the most expeditious, given that the zone itself already exists and there is strong community support for making the change. A downfall to using this spot zoning strategy is that certain uses would then be allowed that may not be desired by residents. For example, in the Local Neighborhood Commercial zone banks are allowed, which do not typically provide services later in the evening, reducing many of the community benefits of small commercial uses. Other problematic uses in the LNC zone may be animal care (noise), small laboratory (dangerous chemicals), and vocational school (parking). In some case, the maximum height of three stories and 45 feet, and the 90% maximum light cover, may be to intense for surrounding residential areas. Spot zoning itself is generally considered problematic, as it does not take into account compatibility with nearby uses, but in this case

since the zones in question are so close in intensity, problems should be limited.

The other community-supported option, creating a new Neighborhood Retail zone would be more politically and administratively arduous, as the zone would be available for use through the City as part of its zoning code and have to go through proper review during its creation. However the benefits of creating a new zone include hand selecting a limited set of uses and creating specific parking requirements for the zone. An overlay is not recommended as an implementation strategy, as the underlying zoning is not conducive to the community's needs on the parcels in question.

LNC Extensions

The Local Neighborhood Commercial Zone is used selectively and inconsistently throughout the commercial areas of Homewood. Portions of North Homewood, Brushton and Frankstown Avenues are full of mixed-use buildings but the LNC zoning district does not entirely capture all of the existing businesses along those streets. LNC zoning along Frankstown Avenue, at the center of the community and with the most potential to form a strong commercial corridor, is especially disjointed. During the Cluster Planning process and through Business and Innovation Action Team, the community voiced support for using LNC zoning to extend and fill in gaps in the commercial corridor along Frankstown, Homewood, and Brushton

Avenues in order to create a walkable and mixed use central core.

Rezoning gaps along the corridors using LNC zoning is the quickest and easiest route towards implementing the community's vision, as there is strong support from the community for these changes and is using an existing zone from the City's zoning code. Uses that may be considered problematic in residential areas as described above are less of a concern in more intense commercial areas such as along these avenues, and maximum lot coverage is appropriate for the area.

One potential problem with LNC zoning in this area is the three story, 45 feet maximum height limit. As demand for commercial and residential units in the neighborhood increases, the neighborhood may be able to support buildings that

are four stories. The Urban Neighborhood Commercial District (UNC) allows for more intense development within 1,500 feet of the East Busway Homewood Station, but this does not reach the important commercial corridors in the neighborhood. In order for the community and existing land owners to capture the benefit of new development, an overlay should be considered for this area that allows taller buildings, perhaps in exchange for providing community amenities or affordable housing. If this overlay is created, it should contain compatibility considerations for areas that directly about residentially-zoned parcels.

Hillside Preservation

Homewood is home to many steep and hilly areas, particularly to the north and east. These areas are difficult to service and to maintain structures on, and therefore during the Cluster Planning process the community voiced support for stabilizing and reforesting these slopes.

The Hillside zoning district that exists within the City's zoning code is a designation the drastically restricts the uses allowed, and could be applied to these parcels as a way to preserve and maintain them.

While the community voiced support for this idea, they also recognized that preserving nearby hillsides is less of a priority than commercially-focused zoning issues discussed previously. One potential problem with rezoning certain parcels in this manner are any legal issues surrounding the drastic downzoning that results. However, this problem may be less of an issue of the majority of the properties are City-owned. It is also possible that the cluster plan did fully understand the nature of the Hillside zone, in that it is actually a less restrictive residential zone.

Residential Zoning Changes

During the cluster planning process, the community relayed that the current Homewood zoning map does not match existing on the ground uses.

Historic single-family areas are in some cases zoned for high-density residential or mixed use, and in other cases business and industrial areas are zoned with less intensity, making it hard to develop community-benefiting uses on these parcels. The most expedient solution to this problem would be an intensive mapping effort that first maps the existing conditions in Homewood, and then rezones the parcels to match existing uses and structures. Then, changes can be considered as appropriate. Some of the changes suggested during the HCCP process included:

- Ensuring that residential zoning permits the conversion of existing large single-family structures into two-family structures that incorporate a rental and an ownership unit
- Ensuring that residential zoning permits the construction of Accessory Dwelling Units (ADUs) that can enable homeowners to benefit from ongoing rental income or promote multigenerational households

STRATEGY 8.3: ASSESS FEASIBILITY OF A NEIGHBORHOOD MARKET OR SMALL SCALE GROCERY STORE

TYPE Project
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS
Homewood Cluster Plan
ACTION TEAM
Business and Innovation

A neighborhood market or small-scale grocery store would be a major asset to Homewood’s residents. Access to fresh food is essential for community health and well-being, and while Homewood may not be able to support a large grocery store, a small-format store might be feasible. The HBBA should work with the URA to issue an RFP for a consultant to evaluate opportunities for this type of fresh-food store to succeed in the neighborhood. The study should consider non-traditional business models including co-op ownership, incentive provision to existing corner stores to expand their offerings, and other mechanisms that could enhance fresh food accessibility in Homewood. The HBBA

may also work with the URA to contact local philanthropic institutions that could be able to contribute funding and expertise to the feasibility assessment. If a small-format neighborhood market or grocery store is not found to be a viable option at this time, strategies including neighborhood buying clubs (Community 1.1) and situating healthy products at the front of existing stores (Community 1.5) may be alternative interim options. As Homewood grows in the future, grocery store viability should be reassessed on a regular basis.

GOAL 9: MANAGE VACANT PROPERTIES COMPREHENSIVELY

STRATEGY 9.1: REVIEW PUSH-TO-GREEN PARCELS WITH COMMUNITY IN ORDER TO ESTABLISH LONG-TERM GREENING USES WHERE APPROPRIATE

TYPE Project
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS
Pittsburgh Vacant Lot Toolkit
ACTION TEAM
Urban Design and Development

Though gentrification and threats of displacement remain of significant concern to community members, in reality depopulation has been a much greater threat to the neighborhood over the previous decades.

A subset of vacant lots within the community should be removed from the land market and devoted to green infrastructure, food access, parks and open space and other greening activities. The Department of City Planning has evaluated these parcels to “push to green.” Criteria for selecting these vacant lots included:

- Irregular or undevelopable lots
- Sites that already house successful long-term greening projects
- Adjacent land uses that would support greening projects
- Low future development potential
- Steep slopes or undermined sites
- Creation of habitat opportunities
- Soil test results

Additionally, both the City and the URA have created Adopt-a-Lot and Farm-a-Lot programs to make vacant publicly owned lots available to community members. Identifying properties for long-term greening will help stakeholders like community gardeners and urban farmers justify their up-front and long-term investments, but also reduces the number of vacant and underutilized lots in the community, directing investment to other areas.

STRATEGY 9.2: APPLY FOR GRANT FUNDING TO SECURE IMPLEMENTATION AND MAINTENANCE MATERIALS

TYPE	Program	Funding is required to maintain future development of the blighted lots. Local nonprofits will need to apply to funding to help design and maintain the lots. Once money is obtained, nonprofits can work with residents to manage funding and adequately utilize it over time.	Potential source includes Love Your Block Grant as well as encouraging neighborhood-based contractors to apply for contracts through City Cuts program
TIMELINE	Short & Long		
CONNECTION TO PREVIOUS PLANS			
	Homewood-Brushton Community Coalition, OBB		
ACTION TEAM			
	Public Health and Public Safety		

STRATEGY 9.3: WHERE APPROPRIATE, TRANSFER VACANT LOTS TO ADJACENT PROPERTY OWNERS THROUGH A MOW-TO-OWN OR SIDEYARD PROGRAM

TYPE	Program	The City of Pittsburgh and the URA have developed existing mow-to-own and sideyard programs, which allow landowners to take possession of city or URA owned vacant lots adjacent to their own properties if certain expectations are met. Interested and eligible homeowners will be assisted in applying for sideyards where appropriate.	The City should work to transfer as many lots as feasible to homeowners who are willing and able to maintain lots adjacent to their homes. The City should consider working with a local non-profit or neighborhood organization to conduct a “blitz” that would transfer as much of this property as possible in order to improve the maintenance of vacant lots and reduce the City’s costs.
TIMELINE	Short, Medium, & Long		
CONNECTION TO PREVIOUS PLANS			
	Pittsburgh Vacant Lot Toolkit		
ACTION TEAM			
	Urban Design and Development		

STRATEGY 9.4: PARTNER WITH PERMITS, LICENSING, AND INSPECTION TO PRIORITIZE PROPERTIES FOR DEMOLITION AND ENSURE COMMUNITY INVOLVEMENT AND NOTICE

TYPE	Policy	Adopting and publishing a formal policy to categorize City or URA owned properties as well as privately-owned vacant and condemned properties in order of priority for demolition and clarifying the public notice and engagement processes will clarify the process for the demolition of properties and ensure that demolition happens in a considered, clear process.	The Land Bank of Kansas City Missouri and the Greater Syracuse Property Development Corporation have each created specific ranking systems that take into account community preferences and ensure a transparent process for the demolition of buildings.
TIMELINE	Short, Medium, & Long		
CONNECTION TO PREVIOUS PLANS			
	N/A		
ACTION TEAM			
	Urban Design and Development		

STRATEGY 9.5: INITIATE 311 BLITZ TO REPORT BUILDINGS AS VACANT, REQUEST BOARDING UP WHERE NEEDED, AND ATTEMPT TO CONTACT OWNERS

TYPE	Program	Develop a protocol to contact owners of vacant land and buildings to attempt to mitigate blighted properties throughout the community. Identify contact person at the city to notify owner of misdemeanor. Seek out guidance from Action Housing Inc. on how to best approach notification. Consider replicating Hilltop Alliance’s Property Stabilization Program.
TIMELINE	Short & Long	
CONNECTION TO PREVIOUS PLANS		
	Operation Better Block	
ACTION TEAM		
	Public Health and Public Safety	

GOAL 10: ENCOURAGE COMMUNITY LED AND DRIVEN DEVELOPMENT

STRATEGY 10.1: TARGET DEVELOPMENT AND REDEVELOPMENT SOUTH OF FRANKSTOWN AVENUE IN HOMEWOOD SOUTH AND NEAR NEIGHBORHOOD GATEWAYS TO IMPROVE DEVELOPMENT CONDITIONS AND CREATE “TIPPING-POINTS” FOR REDEVELOPMENT

TYPE Policy & Project
TIMELINE Short & Medium
CONNECTION TO PREVIOUS PLANS Homewood Cluster Plan
ACTION TEAM Urban Design and Development

In a community with significant vacancy and numerous needs, the question of where to direct investment for maximum impact can be a difficult one. Research, including work by urban designer Kevin Lynch, has shown that corner properties

can have an outsized impact on the perceptions of urban spaces. As such, extra effort should be made to promote the redevelopment of corner properties, especially those on the major roads. Specifically, the redevelopment of the corners of Homewood and Frankstown and Homewood and Hamilton should be major priorities for the community. While this approach can be more complex for non-profit developers (developing in a linear fashion can provide certain cost savings), it has

been shown to have more impact on catalyzing market rate development and on improving the perception of investment in the community. Additionally, expanding off the the recent development in Homewood South (Senior Station, Susquehanna Homes) will continue to catalyze investment. Major gateways to the neighborhood on the west (Hamilton and Frankstown at Fifth) and on the east (Susquehanna at Rosedale) also present prime opportunities for development and investment.

STRATEGY 10.2: THE URA SHOULD WORK WITH THE COLLABORATIVE TO DETERMINE A PIPELINE OF FUTURE DEVELOPMENT SITES AND REQUEST FOR PROPOSALS (RFPS)

TYPE Program
TIMELINE Short, Medium, & Long
CONNECTION TO PREVIOUS PLANS Homewood Cluster Plan
ACTION TEAM Urban Design and Development

The City of Pittsburgh and the URA may desire to step up efforts to transfer existing inventory of vacant land to new ownership in order to meet the goals of UDD recommendation 1.1. One mechanism that has been successfully utilized by the URA is the crafting of RFPs to sell larger pieces of property. The

advantage of an RFP process over indiscriminate sales is that the RFP allows the URA and the community to define criteria for successful redevelopment, such as mixed-income housing, job generation, stormwater management and others.

STRATEGY 10.3: ENCOURAGE NEIGHBORHOOD INITIATED DEVELOPMENT OF LAND THROUGH TOOLS SUCH AS PITTSBURGH PROPERTY RESERVE AND THE LAND BANK

TYPE Program & Project
TIMELINE Short, Medium, & Long
CONNECTION TO PREVIOUS PLANS Homewood Cluster Plan
ACTION TEAM N/A

The Land Bank and Pittsburgh Property Reserve provide additional options for community lead development, or the establishment of a community land trust to ensure long term community control and affordability in the

neighborhood. The provision of land can have the dual benefit of reducing city liability on vacant land and giving the community more control over the scale of development within the community and reduces the costs of that development.

STRATEGY 10.4: REGISTER THE HOMEWOOD COMMUNITY DEVELOPMENT COLLABORATIVE AS A REGISTERED COMMUNITY ORGANIZATION

TYPE Policy
TIMELINE Short
CONNECTION TO PREVIOUS PLANS N/A
ACTION TEAM N/A

A Registered Community Organization (RCO) is a formal designation given to community organizations by the City of Pittsburgh which provides additional benefits and legitimization in the eyes of the City.

In order to register, the Collaborative will need to follow a number of requirements, which are available at the City of Pittsburgh website, and include registration as a 501(c)3, bylaws, a statement of purpose, regular meetings and open elections.

STRATEGY 10.5: SET STANDARDS FOR COMMUNITY BENEFITS THAT INCLUDE HIRING HOMEWOOD RESIDENTS AND UTILIZING HOMEWOOD-BASED BUSINESSES

GOAL 11: RENOVATE EXISTING VACANT HOUSING TO PROVIDE HOMEWOOD RESIDENTS WITH PATHWAYS TO HOMEOWNERSHIP

STRATEGY 11.1: FOCUS ON REHABILITATING THE FOLLOWING TYPES OF VACANT HOUSING STOCK: 1) DIVIDING LARGE HOMES INTO OWNERSHIP AND RENTAL UNITS TO PROVIDE OWNERS WITH RENTAL INCOME; 2) DUPLEXES THAT CAN PROVIDE OWNERS WITH RENTAL INCOME, AND 3) SINGLE FAMILY HOMES

Homewood has numerous vacant single-family and two-family homes; many of the vacant single-family homes are large, with some reaching 2,000 or even 2,500 square feet, particularly in the northern portion of the neighborhood. While Homewood generally has a larger average household size than

TYPE Project
TIMELINE Short
CONNECTION TO PREVIOUS PLANS Cluster Plan, Housing Development Strategy: The Community of Homewood
ACTION TEAM Housing

the rest of Pittsburgh, these extremely large single-family homes can be a burden to maintain, heat, and cool for families with a limited housing budget. Many seniors in Homewood also own large homes that are hard for them to maintain as they age and with a fixed monthly income. Large vacant homes are also more costly to rehabilitate than smaller homes, making it harder for neighborhood development groups to find adequate subsidy and qualified buyers for these large properties if sold as single-family homes.

In order to preserve historic housing stock and serve Homewood’s population, as well as new market-rate buyers, the Housing Action Team and

community members agreed that the following types of vacant properties should be prioritized for rehabilitation investments.

- Divide large homes into ownership and rental units to provide owners with rental income. This strategy should be pursued when rehabilitating large, vacant single-family homes; it could also apply to owner-occupied homes where the owner is on a fixed income or having trouble keeping up with their housing payments. This strategy should be pursued together with Strategy 11.2 to ensure that new owners are aware of their obligations as both

owners and landlords; it should also be pursued together with Strategy 11.3 to ensure that potential homebuyers can secure mortgages for these new two-family properties.

- Rehabilitate duplexes that can provide owners with rental income. While two-family homes are less common in Homewood than large single-family homes, those that exist

should also be prioritized for rehabilitation and sale to owner-occupants who can rent out the other unit in the property.

- Rehabilitate single-family homes. Vacant single-family homes should be a third priority for rehabilitation. Because there are many vacant single-family homes in need of renovation, rehabilitation should proceed according to

geographic priorities established in the Urban Design and Development chapter of this report.

STRATEGY 11.2: PROVIDE HOMEOWNERSHIP EDUCATION FOR HOMEWOOD RESIDENTS WHO ARE WORKING TOWARD BUYING A HOME OR WHO ALREADY HAVE A HOME AND NEED ADDITIONAL ASSISTANCE

TYPE Program
TIMELINE Short
CONNECTION TO PREVIOUS PLANS Housing Development Strategy: The Community of Homewood, Pittsburgh Roadmap for Inclusive Innovation
ACTION TEAM Housing

Homeownership education is important for all first-time homebuyers, and is often a requirement for homebuyers who are receiving subsidies or assistance from government or non-profit entities. Education programs help homebuyers understand how to save to meet all of their likely expenses, including mortgage costs, property taxes, and insurance, as well as maintenance expenses. Education programs can also help homebuyers understand how to conduct proactive maintenance in their homes and keep costs low by choosing energy-efficient lighting and appliances. In Homewood, these programs could also help

connect buyers with resources such as weatherization programs, mortgage lenders, and credit counseling if needed.

Renters who are seeking to purchase a home are the primary audience for these programs, but existing owners who need assistance with budgeting and maintenance, and heirs to generational homes may also benefit from these programs. Education providers should also connect existing homeowners who need additional assistance to the homeowner stabilization services that are discussed in Housing Strategy 14.1.

STRATEGY 11.3: GET BANKS' BUY-IN TO PROVIDE CLOSING COST/DOWN PAYMENT ASSISTANCE AND APPROPRIATE LOAN PRODUCTS, AND COORDINATE WITH PROGRAMS THAT PROVIDE ADDITIONAL ASSISTANCE WITH BANK FEES AND DOWN PAYMENTS

TYPE Program
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS
Housing Development Strategy: The Community of Homewood, Anatomy of a Neighborhood: Homewood in the 21st Century
ACTION TEAM
Housing

The Homewood Collaborative should work with Pittsburgh Community Reinvestment Group to convene local banks, credit unions, and Community Development Financial Institutions (CDFIs) to inform them about objectives for growing homeownership and rehabilitating vacant properties in the neighborhood and secure these banks' buy-in to help advance this plan. Some particular objectives of these conversations should include:

- Identify appropriate loan products for Homewood homebuyers, including credit requirements and potential housing counseling opportunities.
- Ensure mortgage products are available for two-family properties that incorporate an owner-occupied unit and a rental unit.
- Seek to work with banks that will provide closing cost assistance and/or down payment assistance to homebuyers to help defray up-front costs of home purchase.

These efforts should be coordinated with outreach to additional potential sources of financial assistance for homebuyers to supplement the assistance that banks and financial institutions are able to provide. These sources include:

- **URA:** The URA works with local developers and community development corporations to sponsor rehabilitation of homes throughout Pittsburgh through their Housing Recovery Program - Developer (HRP-D). For these HRP-D homes, developers can work with the URA to offer 0% interest "soft second" mortgages to homebuyers that do not need to be repaid until the home is sold. The amount of these mortgages varies and is worked out between the developer and the URA when the project is designed. For he URA also offers \$3,000 in closing-cost assistance to HRP-D homebuyers who earn less 80% of the Area Median Income (AMI).
- **Housing Opportunity Fund (HOF):** The City's HOF will begin making investments in housing in 2018 with \$10 million that has been committed from the City operating budget. An advisory board for the HOF has recently been appointed. While it is not yet clear what the HOF priorities will be, the

Homewood Collaborative should advocate for this funding to benefit Homewood homebuyers through potential closing cost and down payment assistance, or subsidies for rehabilitation of vacant properties to reduce the final cost to homebuyers.

- **Neighborhood Assistance Corporation of America (NACA):** Participants in NACA's Housing Purchase program receive housing counseling and then have access to mortgages with preferential terms. NACA participants' closing costs and down payments are fully paid by the mortgage lenders.

GOAL 12: USE INNOVATIVE AND TARGETED HOUSING DEVELOPMENT TO MEET THE NEEDS OF SPECIFIC HOUSEHOLD DEMOGRAPHICS IN HOMEWOOD

STRATEGY 12.1: MAINTAIN AND DEVELOP QUALITY SENIOR HOUSING OPTIONS WITH A RANGE OF AFFORDABILITY AND OWNERSHIP OPTINS INCLUDING CREATIVE SOLUTIONS SUCH AS COMMUNAL LIVING AND SERVICE PROVISION

TYPE Project
TIMELINE Long
CONNECTION TO PREVIOUS PLANS
Cluster Plan, Affordable Housing Task Force Findings & Recommendations to Mayor William Peduto and the Pittsburgh City Council
ACTION TEAM
Housing

Seniors are approximately 20% of Homewood's population; many seniors are long-time homeowners who are confronting difficulties with maintaining large, two-story single-family homes and may need alternate housing options

to stay in the neighborhood. Some may be able to age in place with the help of home repair and adaptation programs. However, others may need additional support. Providing high-quality, affordable senior housing in Homewood will help keep elders in the community and preserve family bonds. Residents and stakeholders want to ensure that senior housing has a home-like feel, and would like to avoid housing elders in large, impersonal high-rise developments. However, much of the funding available for senior housing favors large, multi-unit development projects. Therefore, residents and community development entities

need to work with architects, designers, the City, and the URA to come up with well-designed, attractive senior housing that remains competitive for funding. Opportunities may include attractive mid-rise developments, groups of four-to-six unit buildings with green space and access to retail, or similar types of design that accommodate density while remaining connected to community.

STRATEGY 12.2: PROVIDE A BROADER DIVERSITY OF HOUSING TYPES, INCLUDING MORE HIGH-QUALITY MARKET-RATE AND AFFORDABLE RENTAL HOUSING UNITS, AND OPTIONS FOR SMALLER HOUSEHOLDS. TARGET A FINAL NEIGHBORHOOD COMPOSITION OF ONE-THIRD AFFORDABLE HOUSING (<60% AMI), ONE-THIRD WORKFORCE HOUSING (60-80% AMI), AND ONE-THIRD MARKET-RATE HOUSING (OVER 80% AMI)

TYPE Project
TIMELINE Long
CONNECTION TO PREVIOUS PLANS Cluster Plan, African American Neighborhoods of Choice Report, Housing Development Strategy: The Community of Homewood
ACTION TEAM Housing

As Homewood grows from its current population of 6,500, the housing stock will need to grow commensurately and offer a diversity of housing opportunities for residents. Homewood residents see opportunity for growth in three key areas: preserving and growing housing quality for existing residents and their families; attracting a portion of people who are migrating to Pittsburgh; and attracting families who have moved to the suburbs back to the city. The housing needs and desires of these populations require a diverse housing stock to successfully accommodate growth.

- Preserve and grow housing quality for existing residents and their families: Homewood's average household size is currently over three people per household, compared to Pittsburgh's average household size of 2.12. Also, approximately 30% of Homewood's residents are children, compared to 16% of Pittsburgh's residents. With larger families and more children than the city as a whole, Homewood has an opportunity to grow its population internally if the neighborhood can provide a high quality of life, good education, high-quality housing, and long-term opportunities for

today's children. However, currently, too many families are cost-burdened and living with low income levels that make it difficult to afford quality housing. The median household income in Homewood is \$19,642, which allows for a housing payment of approximately \$500 per month. Constructing **high-quality, deeply affordable, family-sized rental options of three bedrooms or more** would benefit many of Homewood's families at the moment -- while quality education, workforce development, job training, and homeownership education support will help families grow their current and future incomes and move into **owner-occupied housing**.

- Attract a portion of people who are migrating to Pittsburgh: Pittsburgh has seen an uptick in young workers moving to the city to take advantage of job opportunities in the growing local economy. Many of these young workers are singles or couples, ages 25-34, with no children. Providing **market-rate one-bedroom and two-bedroom apartments** with quick transit access to downtown and walkable access to neighborhood

amenities will help attract these residents to Homewood. These young residents may **transition to homeownership** as they deepen their roots in the area.

- Attract families who have moved to the suburbs back to the city: A longer-term option for growth is to attract families who have moved to the suburbs, but have roots in Homewood or nearby neighborhoods, back to the city. The Homewood Collaborative will need to work with

residents, faith leaders, and other social networks to convey the progress being made in Homewood and the opportunities that come with living near jobs and services in the city. Depending on their stage in life and family size, these residents may be looking for a variety of housing options, from **apartments to homeownership options to senior housing**.

By 2040, Homewood residents would like to see housing options that include one-third affordable housing for residents making less than 60% of area median income; one-third workforce housing for residents making 60-80% of area median income; and one-third market rate housing for residents making 80% of area median income or more.

STRATEGY 12.3: SUPPORT SINGLE-PARENT HEADED HOUSEHOLDS THROUGH DEVELOPMENTS THAT INCLUDE SUPPORTIVE SERVICES AND COMMUNAL RESOURCES FOR SINGLE-PARENT FAMILIES

TYPE Program & Project
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS Affordable Housing Task Force Findings & Recommendations to Mayor William Peduto and the Pittsburgh City Council, Housing Development Strategy: The Community of Homewood, African American Neighborhoods of Choice Report
ACTION TEAM Housing

Single parents face numerous barriers and challenges: basic needs such as housing, food, and clothing must come out of a single income; child care needs are greater while child care remains costly; and earning an adequate income while obtaining higher education may be difficult or impossible without adequate support.

There are many examples nationally of single housing that combines with supportive services to help single parents afford housing while receiving job training, furthering their education, or looking for a new job.

For example, the Jeremiah Program, with locations in six cities nationwide, provides affordable housing for low-income single mothers who are working toward a college degree.

Young children receive on-site early childhood education, and all mothers also take empowerment and life-skills training to help them succeed. Volunteers also connect mothers to local resources and job opportunities.

Replicating a similar supportive model for Homewood's single parents will require resources to fund affordable housing development, as well as ongoing resources and partnerships to fund and administer supportive services for families and children. Partners would include child care providers, job training and/or higher education providers, early childhood education providers, and volunteers.

GOAL 13: IMPLEMENT GREEN BUILDING AND ENERGY EFFICIENCY PROGRAMS AND STANDARDS TO REDUCE COST BURDENS FOR EXISTING AND FUTURE RESIDENTS

STRATEGY 13.1: ENSURE THAT ALL NEW DEVELOPMENT PROJECTS, AS WELL AS SUBSTANTIAL REHABILITATIONS OF VACANT PROPERTIES, INCLUDE ENERGY EFFICIENCY STANDARDS THAT HELP KEEP THE PROPERTY’S UTILITY BILLS AFFORDABLE

TYPE Policy
TIMELINE Short
CONNECTION TO PREVIOUS PLANS Pittsburgh Climate Action Plan version 2.0, Affordable Housing Task Force Findings & Recommendations to Mayor William Peduto and the Pittsburgh City Council
ACTION TEAM Housing

As existing homes receive adaptations to lower the energy burden for residents, stakeholders also wanted to make sure that new properties being added to the housing stock are energy-efficient and that new residents have low energy costs. The Homewood Collaborative plans to adopt a set of energy-efficiency guidelines for new development that would apply for Collaborative members, and that the Collaborative would advocate for in all private developments in the neighborhood. At minimum, these guidelines would include:

- Basic weatherization guidelines for properties that ensure that the “envelope” or exterior of the home is fully sealed
- Requirements for use of energy-efficient appliances
- A potential requirement to conduct an energy audit on completed homes and report the result to potential homebuyers or tenants.

Participants in the planning process were divided on the use of more complex technologies such as solar panels, noting that these can be expensive to maintain and to fix if they break. Residents and Collaborative members also noted that incentives or funding sources may be needed to help

incentivize private developers to follow these guidelines, and to help community development organizations afford any additional costs associated with the guidelines (such as the cost of energy audits). There is an opportunity to coordinate this strategy with training programs for

Homewood students and residents in green building and green technologies.

STRATEGY 13.2: HELP EXISTING HOMEOWNERS AND LANDLORDS MAKE THEIR UNITS ENERGY- AND WATER-EFFICIENT TO REDUCE COST BURDENS ON EXISTING HOMEWOOD RESIDENTS

TYPE Program & Project
TIMELINE Medium
CONNECTION TO PREVIOUS PLANS ONEPGH: Resilient Pittsburgh, Pittsburgh Climate Action Plan version 2.0
ACTION TEAM Housing

Many Homewood homeowners and renters are currently “cost-burdened,” meaning that they pay more than 30% of their income for housing costs. High energy and water bills for homeowners and renters can contribute to this cost burden. According to a 2018 news release from the Sierra Club, “Pittsburgh has one of the highest energy burdens for low-income households of any city in the US. Nationally, 3.5 percent of a family’s income is spent on energy utilities. In Pittsburgh, that number is 9.5 percent; over a quarter of low-income families pay 16 percent of their income on energy bills.”⁸

8. Sierra Club, “Energy Efficiency Program Launches in Pittsburgh’s Homewood Neighborhood,” <https://www.sierraclub.org/press-releases/2018/05/energy-efficiency-program-launches-pittsburghs-homewood-neighborhood>

To decrease this burden in Homewood, the Homewood Collaborative should work to connect landlords, renters, and homeowners with programs designed to improve properties and decrease utility costs. These programs include:

- Grassroots Green Homes: This program is a collaboration between Conservation Consultants Inc. and Operation Better Block to give 300 Homewood families the tools and knowledge to reduce their energy usage by up to 15%, all at no cost to the participants. Sign-up for the program began in May 2018 and is ongoing as of the writing of this plan.
- Duquesne Light Company Home Weatherization: This program, administered by ACTION Housing, offers free home weatherization services such as window caulking, furnace tune-ups, and more services that can help decrease utility bills. Households earning up to 200% of federal poverty guidelines are eligible, and renters may participate with their landlords’ permission.

- Solar United Neighbors of Pennsylvania: This organization is working to organize “solar co-ops” of 50-100 homeowners who all want solar panels installed on their homes. These neighbors can then qualify for a discounted rate on solar panel installation.
- Rain Barrel Program: As part of their work to decrease flooding and basement backups in the Nine Mile Run watershed, Operation Better Block is distributing rain barrels to Homewood residents, which capture water that can be used to water lawns and outdoor spaces. Rain barrels can therefore help residents decrease water usage and save on water bills.

GOAL 14: PREVENT DISPLACEMENT THROUGH AFFORDABLE HOUSING DEVELOPMENT, PROACTIVE POLICY, AND STABILIZATION OF EXISTING RESIDENTS

STRATEGY 14.1: GROW AND FUND HOMEOWNER STABILIZATION PROGRAMS FOR EXISTING HOMEOWNERS, INCLUDING HOME REPAIRS, TANGLED TITLE SERVICES AND PROPERTY TAX ASSISTANCE

TYPE	Program & Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS	Cluster Plan, Housing Development Strategy: The Community of Homewood	
ACTION TEAM	Housing	
	Homewood has a high concentration of historic homes: fifty-seven percent of the housing stock was built before 1939. These aging homes often have high maintenance costs and are not often designed with concepts like ADA compliance or energy efficiency in mind. Home repair programs help to stabilize homeowners in place by helping them afford necessary repairs to their houses. These programs can assist seniors with aging adaptations, low- and moderate-income owners who need help with major repairs like a new roof, or other types of residents who need assistance.	Homewood residents can continue to receive significant benefit from RT's work. The Housing Action Team and Homewood Collaborative should consult RT to determine opportunities for joint grants and funding applications that would expand RT's resources to operate in Homewood.
	Residents suggested working with and building on the efforts of Rebuilding Together Pittsburgh (RT). RT focuses on Homewood as ones of its three "Impact Neighborhoods" in Pittsburgh. In 2017, RT was able to rehabilitate 116 homes across those three neighborhoods. In 2018, with increased funding from the Federal Home Loan Bank and ongoing corporate and philanthropic donations, RT anticipates repairing approximately 150 homes in total, with an average budget of nearly \$25,000 per home.	RT can only complete home repairs for homeowners who are current or on a payment plan on their property taxes. Many of the homeowners who are most in need of repair work in Homewood are also behind on property tax payments. Therefore, coordinating home repair efforts with property tax assistance as described next will be essential to ensure that residents can take advantage of repair services.
	Maintaining or increasing this funding level in future years would help to ensure that	

A comprehensive program to stabilize homeowners in Homewood must also deal with other challenges beyond home repair, including "tangled title" assistance for generational homes, property tax assistance for seniors, and homestead exemption awareness and sign-ups.

- Inherited Property and Tangled Titles: Generational properties in Homewood can have what is known as "tangled titles" if one generation of owners does not make a will specifying their intention to leave the property to a certain heir when they pass on. Without a will, a property technically belongs to all descendents of the previous owners, not just the heir or heirs who are living in the property. Occupants who face tangled title issues can be unable to receive financial assistance, home repair services, homestead exemptions, or sell their properties if they do not receive appropriate legal assistance to get the property title in the occupant's name. Sometimes, heirs may not realize that they have inherited property or may abandon inherited properties due to lack of resources to maintain or sell them. Providing proactive assistance to Homewood residents and

absentee owners to resolve tangled title situations will help stabilize families living in generational housing, and to reduce the number of abandoned properties with tangled title situations. Currently, Operation Better Block provides tangled title services, but resources are only sufficient to help about 20 existing owners per year. Funding this program with additional resources would help stabilize more neighborhood homeowners.

Property Tax Assistance: Seniors in Pennsylvania who make less than \$35,000 per year are eligible for a 30% rebate on their property taxes up to a total of \$650 per year. Ensuring that senior homeowners are aware of and sign up for this rebate can help decrease property tax burdens and keep seniors in their homes. However, homeowners who are not seniors may also need assistance paying off property tax burdens, and there is no clear program to assist with this. The Homewood Collaborative should work to create a plan to provide property tax assistance to long-time, income-qualified owners and heirs to generational properties to help stabilize residents.

- Homestead Exclusions: All homeowners in Allegheny County are eligible to sign up for a "homestead exclusion" for their primary residence. This exclusion exempts \$18,000 in home value from being considered in Allegheny County residents' property taxes -- which saves each owner approximately \$85 per year. The City of Pittsburgh offers additional rebates to homestead exclusion participants that can total up to approximately \$400 per year. However, not all homeowners in Homewood are signed up for the exclusion. Conducting direct outreach to homeowners and helping them to sign up for the program will help decrease property tax burdens.
- LOOP
- Payment plans
- Tax and rent rebates
- Regional Housing Legal Services

STRATEGY 14.2: CREATE CHANNELS FOR EXISTING ORGANIZATIONS WHO AID WITH EMERGENCY FINANCIAL NEED TO SHARE BEST PRACTICES AND RESOURCES

TYPE Policy
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton
ACTION TEAM
Workforce Development

Emergency financial need can become a reality for any family upon losing a job or facing unexpected situations such as medical bills or car trouble. This reality can especially affect those who are working to receive new educational credentials or job training, because many face additional tuition expenses, or are earning less income due to time away from regular work. Creating pathways for

Homewood organizations who assist with emergency financial need to address these issues will help keep residents in training or educational programs and enable them to complete their required credentials.

GOAL 15: CREATE HOMEWOOD-SPECIFIC DESIGN STANDARDS FOR NEW DEVELOPMENT

STRATEGY 15.1: ENSURE CONTEXTUALLY APPROPRIATE, SUSTAINABLE AND EQUITABLE DEVELOPMENT

TYPE Policy
TIMELINE Short
CONNECTION TO PREVIOUS PLANS
Homewood Cluster Plan
ACTION TEAM
Urban Design and Development

Develop Homewood specific design standards for new development, including both commercial and residential development, and for streetscapes and other urban design elements, all tied to a community branding. Ensure the standards are flexible enough as not to constrain development, but that standards ensure the quality of construction and development that is appropriate to Homewood.

Within the Homewood Design Standards, include standards for sustainable development requirements. Consider requiring higher building standards or LEED standards for development to ensure that costs for building maintenance and costs to owners and renters are kept reasonable over the life of building projects.

Ensure that design standards are applied to all development, both affordable and market rate, to ensure that all new development meets standards for quality.



MOBILITY

Action Teams:



Sustainability



Mobility



Public Health and Safety



Education



Workforce Development

MOBILITY PROVIDES CONNECTIONS TO OPPORTUNITY, BOTH WITHIN THE NEIGHBORHOOD AND TO THE REST OF THE REGION. ACCESS TO JOBS, FOOD, EDUCATION, AND HEALTH CARE ARE KEY TO THE THREE GOALS IN THIS SECTION. ALTHOUGH THERE HAS BEEN SOME INVESTMENT IN THE COMMUNITY'S TRANSPORTATION SYSTEM, ESPECIALLY NEAR SCHOOLS AND THE TRANSITWAY, THERE ARE STILL SIGNIFICANT OPPORTUNITIES TO IMPROVE MOBILITY IN HOMEWOOD.

VISION STATEMENT:

Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

MOBILITY GOALS:

GOAL 16: Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members

GOAL 17: Ensure Homewood residents have access to high quality busway that increases economic opportunity and supports everyday needs

GOAL 18: Create Safe Routes to School

GOAL 16: CREATE A CONSISTENT, ADA COMPLIANT NETWORK OF SIDEWALKS THAT FACILITATES ECONOMIC DEVELOPMENT AND SERVES THE NEEDS OF COMMUNITY MEMBERS

STRATEGY 16.1: CONDUCT A PEDESTRIAN AUDIT TO A SHORT TERM GOAL OF PRIORITIZING PROBLEM AREAS AND A LONG TERM GOAL OF PROVIDING SAFE AND STABLE SIDEWALKS IN ALL OF HOMEWOOD

TYPE	Program	<p>Pedestrian audits have become an accepted tool for community groups seeking to improve the pedestrian environment. Guidelines can be downloaded from the Federal Highway Administration, the Center for Disease Control or the AARP. These audits focus on safety, access, comfort, and convenience through the identification of problem areas and solutions. This should be done in coordination with the City of Pittsburgh.</p>
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood Station Transit Oriented Development Study		
ACTION TEAM		
Mobility		

STRATEGY 16.2: TARGET SIDEWALK IMPROVEMENTS TO HIGH TRAFFIC AREAS, TRANSIT LOCATIONS, SCHOOLS, AND OTHER COMMUNITY ASSETS.

TYPE	Project	<p>Utilizing the results of the pedestrian audit, target sidewalk improvements to the areas of highest traffic (for example, within the business district), near major transit locations, at schools, parks, senior housing and other community assets. This improvements can include repairing existing sidewalks, widening sidewalks, adding new sidewalks, improving ADA accessibility at intersections or numerous other improvements.</p>
TIMELINE	Medium	
CONNECTION TO PREVIOUS PLANS		
Homewood Station Transit Oriented Development Study		
ACTION TEAM		
Mobility		

STRATEGY 16.3: UPDATE PEDESTRIAN STANDARDS, INCLUDING LIGHTING, BENCHES, AND TRASHCANS AND ENSURE NEW DEVELOPMENT SUPPORTS PEDESTRIAN ACTIVITY

TYPE	Policy	<p>City standards provide uniformity of access over the course of many, many years. Updating the city standards to ensure that new development supports pedestrian activity can have a major impact over time, especially in communities that are experiencing major change.</p>	<p>In developing standards, it is important to remember that pedestrians do not move in the same way as cars (that is to say, they do not travel single file). Allowing residents to walk together, ensuring ADA compliance and allowing space for businesses to activate the public realm should be additional priorities</p>
TIMELINE	Short		
CONNECTION TO PREVIOUS PLANS			
Pittsburgh Comprehensive Plan			
ACTION TEAM			
Mobility			

STRATEGY 16.4: IMPROVE ACCESS TO GRANT PROGRAMS FOR SIDEWALK REPAIRS.

TYPE	Program	<p>Many property owners, business owners and residents would like to improve the sidewalks adjacent to their properties but lack the resources to do so.</p> <p>The City of Pittsburgh currently runs a program to reimburse property owners for damage done by tree roots. This program could be the basis for a broader program for sidewalk repair, however, reimbursement rather than outright grants will limit the number of community members who can participate.</p>	<p>A potential grant program must also include significant education to the community to ensure community members can access the program. Potentially, owners could be individually contacted if the pedestrian audit identifies their property as a good candidate for improvements.</p>
TIMELINE	Short & Medium		
CONNECTION TO PREVIOUS PLANS			
N/A			
ACTION TEAM			
Mobility			

STRATEGY 16.5: IMPLEMENT A NEIGHBORHOOD WAYFINDING SYSTEM IN COORDINATION WITH COMMUNITY BRANDING

TYPE	Project	Wayfinding within a community can be used to establish a community brand, improve the business climate, and encourage pedestrian activity.	easier for an average person to understand. In areas where exercise wearables have become very common, some signs will use that terminology, i.e. "1000 steps." This can encourage physical activity. Direction should be clearly indicated.
TIMELINE	Medium		
CONNECTION TO PREVIOUS PLANS	N/A		
ACTION TEAM	Mobility	Wayfinding should typically include the "three ds:" destination, distance, and direction. The destinations can include major transit, libraries, parks, businesses and other community assets. Distance has typically been interpreted literally, for example, 0.5 miles to the library. Best practices today have expanded, and in many places signs will note a "10 minute walk" rather than the distance, as this can be	Historic elements, community history and stories or other public art can be easily incorporated as well.

STRATEGY 16.6: IDENTIFY, ADVOCATE FOR AND AGGRESSIVELY PURSUE FEDERAL, STATE, AND REGIONAL FUNDING SOURCES TO IMPROVE ACCESS TO TRANSIT AND PARKS.

TYPE	Policy & Project	Federal, state, and regional funding sources are often available for local projects with a local match. In many cases, this may involve leveraging local funding in order to receive double, triple or even four times the amount of funding available locally. Although federal funding has been changing under the new administration, it is likely that additional funding will be made available through the US Department of Transportation and the regional MPO for projects that will increase access to transit and parks, especially in communities where access has traditionally been limited. These sources should be considered whenever possible in order to ensure that community assets are leveraged for as much benefit as possible.
TIMELINE	Short, Medium, & Long	
CONNECTION TO PREVIOUS PLANS	N/A	
ACTION TEAM	Mobility	

GOAL 17: ENSURE HOMEWOOD RESIDENTS HAVE ACCESS TO HIGH QUALITY TRANSIT THAT INCREASES ECONOMIC OPPORTUNITY AND SUPPORTS EVERYDAY NEEDS

STRATEGY 17.1: UPDATE EXISTING BUS SHELTERS AND PROVIDE ADDITIONAL SHELTERS WITHIN THE NEIGHBORHOOD

TYPE	Project	Bus shelters can significantly improve the quality of the transit experience and encourage community members to use transit more often, especially during inclement weather. Wherever feasible, given the availability of space within the public realm, bus shelters should be provided.	Additionally, where available public right-of-way exists, lighting, benches, and trash cans should be provided and maintained. Opportunities to incorporate community branding, public art, or historic elements should be coordinated with the HBBA and the Homewood Collaborative.
TIMELINE	Short & Medium		
CONNECTION TO PREVIOUS PLANS	N/A		
ACTION TEAM	Mobility	Initial shelters should be targeted at the highest use stops within the community and near senior facilities, schools and as a part of any new development.	

STRATEGY 17.2: ADVOCATE FOR AND IMPROVE ACCESS TO INFORMATION ABOUT TRANSIT ORGANIZATION PRIORITIES AND PLANS

TYPE	Project	
TIMELINE	Short & Medium	
CONNECTION TO PREVIOUS PLANS		
N/A		
ACTION TEAM		
Mobility		
Transit has a major impact on the quality of life of Homewood residents. Currently, the only North-Side bus route in Homewood - the 74 - does not operate on Sundays. The community requested, both in 2015 and 2016, to see the frequency increased. Port Authority, during their analysis, did not increase due to low service usage on Sunday. The community suggests reviewing the route and then make		alterations so that it is more direct and connects with other service. With these changes, the Port Authority could also increase ridership and reinstate Sunday service.
		The community can successfully advocate for new or improved service that better reflects the community through the Port Authorities service change request process.
		The proposals are evaluated by the Port Authority using the following metrics:
		<ul style="list-style-type: none">Efficiency of a proposal based on assumed costs or savings measured against projected ridership growth/ reductions.How the proposal will effect coordination between other routes, walkable service
		area, span of service, frequency of service, travel time, or on time performance of a route.
		<ul style="list-style-type: none">Equity of a service proposal based on the demographics of the population which the service serves, including income, race, senior citizens, and riders with disabilities.
		These three elements are scored and the requests with the highest scores are prioritized for implementation.
		Utilizing this matrix, proposals to the Port Authority could be coordinated centrally and evaluated for likelihood of success by community organizations, especially those who provide services to communities, such as senior citizens, who are likely to benefit most from service improvements.

STRATEGY 17.3: CALM TRAFFIC ON MAJOR STREETS AND STRIPE CROSSINGS AT INTERSECTIONS WITH BUS SHELTERS

TYPE	Project	
TIMELINE	Short & Long	
CONNECTION TO PREVIOUS PLANS		
Homewood Station Transit Oriented Development Study		
ACTION TEAM		
Mobility		
		Stripped crosswalks serve multiple goals. They create safer crossings for community members and create a visual queue for drivers to drive slower and more carefully in areas of high pedestrian activity. Targeting crossings at intersections with bus shelters provides an additional asset to transit users, but, since shelters are most often placed at the busiest intersections, also serve many other users. Crossings could be painted proactively, or based on community requests through 311 or another method.

STRATEGY 17.4: CREATE SUSTAINABLE PARTNERSHIPS THAT ALLOW FOR PRE-LOADED OR DISCOUNTED CONNECTCARDS OR ENSURE OTHER METHODS OF TRANSIT ARE PROVIDED IN WORKFORCE PIPELINE PROGRAMS

TYPE	Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood Station Transit Oriented Development Study, Pittsburgh Roadmap for Inclusive Innovation, Equitable Development: The Path to an All-In Pittsburgh		
ACTION TEAM		
Workforce Development		
		The cost of transportation can be a barrier for residents in workforce development programs, and can prevent them from accessing training or traveling to job sites. Creating partnerships that provide ConnectCards to these trainees for free, or at a discounted cost, will help reduce these barriers and ensure that low-income residents can take full advantage of workforce development programs. Collaborations between Homewood and citywide service provider organizations including the YMCA, Travelers Aid Society, Community Empowerment Association, and PA Ways to Work can help close gaps and ensure that all Homewood residents in workforce development programs can access transit assistance if they need it.

GOAL 18: CREATE SAFE ROUTES TO SCHOOL

STRATEGY 18.1: ENCOURAGE PARENTS, COMMUNITY MEMBERS, ELDERS, POLICE AND FIRE TO VOLUNTEER AS CROSSING GUARDS

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
N/A		
ACTION TEAM		
Mobility		
	Community members can personally participate in creating safe routes to school for local kids. This can be an activity that happens throughout the year, or as "special events" which are often known as "walking school busses."	organizations or through the schools. In many cases, community elders will also be matched with older students to provide safe crossings to younger students. Where possible, safety equipment (flags, vests) should be provided. If not feasible on a regular basis, intersections should be prioritized.

STRATEGY 18.2: CREATE SIGNAGE ALONG SCHOOL ROUTES WITH EMPOWERING MESSAGES AND IMPROVE LIGHTING ALONG ROUTE

TYPE	Program & Project	
TIMELINE	Medium	
CONNECTION TO PREVIOUS PLANS		
N/A		
ACTION TEAM		
Mobility		
	In coordination with Strategy 16.5, which recommends community wayfinding, routes to school can be specifically developed to provide messages of empowerment to school age children.	
	These routes should also be targeted for improved lighting.	

STRATEGY 18.3: INSTALL 15 MPH SIGNS AND OTHER APPROPRIATE SIGNS IN SCHOOL SAFE ZONES

TYPE	Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
N/A		
ACTION TEAM		
N/A		
	Ensure that school zones have appropriate signage to encourage safe driving and ensure student safety. The URA will be installing flashing signage in front of Faison next spring.	Also, specifically around Faison install Wrong Way and Do Not Enter on appropriate parts of Tioga. Add No Parking signs where buses load/unload.

STRATEGY 18.4: WORK WITH ZONE 5 TO REQUEST OFFICERS TO PATROL SCHOOL ROUTES DURING MORNING AND AFTERNOON TIMES

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
N/A		
ACTION TEAM		
Mobility		
	Coordinate with the Pittsburgh Police to encourage officers to patrol school routes during morning or afternoon times, and potentially seek to fund additional off duty officers to participate in keeping routes safe.	

STRATEGY 18.5: CREATE A PLAY STREET PROGRAM IN HOMEWOOD TO PROVIDE FREE OPPORTUNITIES FOR COMMUNITY EXERCISE

TYPE	Program	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Anatomy of a Neighborhood: Homewood in the 21st Century, Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization, Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton		
ACTION TEAM		
Education		
	Play Street programs promote physical activity for all community members on temporarily closed streets; these programs are similar to block parties but are focused on exercise and health-driven community fun. Homewood residents will work with community organizations to identify streets with less traffic and nominate them for the Play Street program; these organizations will work with the City to temporarily close these roads for a weekday evening, or a weekend day, for exercise and recreation.	To program the Play Streets, community organizations will reach out to local teachers and community members interested in providing free exercise classes. Other health-focused community organizations, hospitals, food stores, and others may be approached for sponsorships of programming and refreshments, and may be invited to table with health-related information at these events.

STRATEGY 18.6: INSTALL "NO IDLING" SIGNAGE THROUGHOUT THE NEIGHBORHOOD; ENFORCE "NO IDLING" AREAS

TYPE	Program & Project	
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton; Open Space PGH: Optimizing Pittsburgh's open space, parks, and recreation system; ONEPGH: Resilient Pittsburgh; Pittsburgh Climate Action Plan version 2.0; Homewood Station Transit Oriented Development Study; Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization; Pittsburgh Principles for Design & Planning; Pittsburgh Bike Plan [DRAFT]		
ACTION TEAM		
Sustainability		
	Many residents throughout Homewood are concerned that the number of cars allowed to idle, especially on routes to schools and near schools, is negatively impacting local air quality. The leading cause of school absenteeism is asthma which can be exacerbated by poor air quality. Both the installation of more no idling signs and better enforcement of no idling zones aims to improve local air quality by minimizing one potential cause of poor air quality.	



INFRASTRUCTURE

Action Teams:



Urban Design & Development

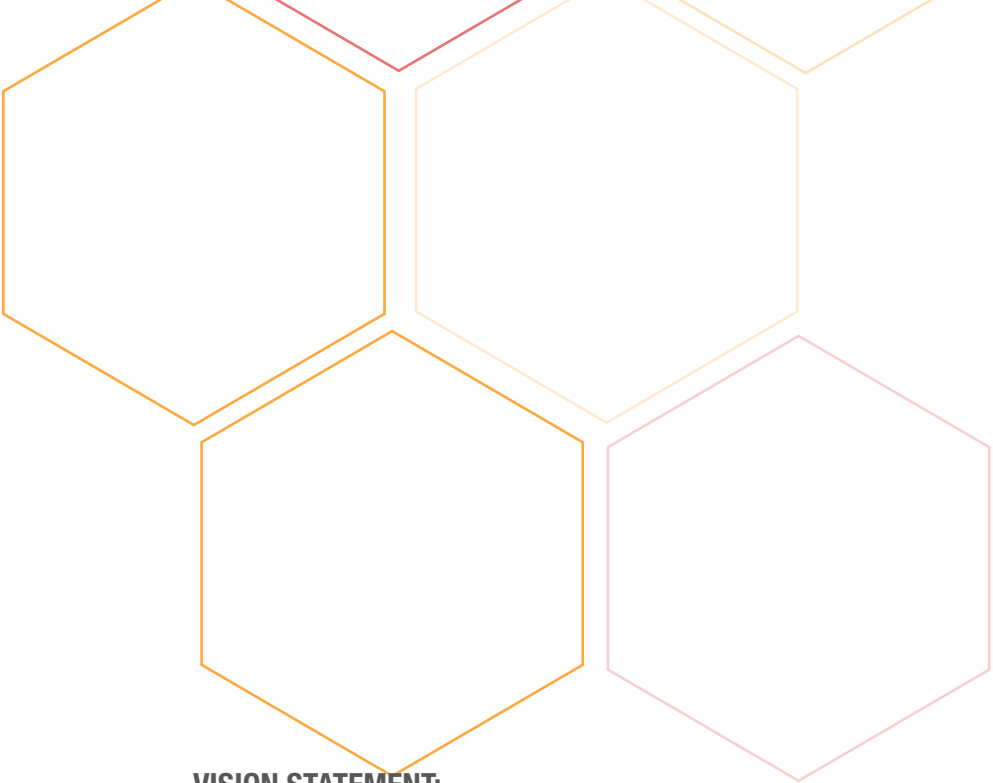


Culture & Recreation



Sustainability

MANAGEMENT SUPPORTS A COMMUNITY. PARKS AND OPEN SPACES, STORMWATER INFRASTRUCTURE AND UTILITIES ALL CREATE OPPORTUNITIES FOR DEVELOPMENT AND SUPPORT A HIGH QUALITY OF LIFE FOR RESIDENTS. THE THREE GOALS IN THIS SECTION SUPPORT ALL OF THE OTHER GOALS IN THE HOMEWOOD COMPREHENSIVE COMMUNITY PLAN THROUGH THE DEVELOPMENT OF INFRASTRUCTURE THAT SUPPORTS COMMUNITY RESILIENCE.



VISION STATEMENT:

Homewood will be an African-American cultural destination where people choose to live, work, worship, and visit. It will be safe, green, healthy, and innovative. It will have quality schools. It will be a place that protects long-term and low-income residents and equips them to be engaged and informed.

INFRASTRUCTURE GOALS:

GOAL 19: Improve access to and quality of open spaces

GOAL 20: Improve local air quality

GOAL 21: Encourage the expansion of Stormwater Management



GOAL 19: IMPROVE ACCESS TO AND QUALITY OF OPEN SPACES

STRATEGY 19.1: REDEVELOP HOMEWOOD FIELD TO IMPROVE THE FOOTBALL FIELD AND SWIMMING POOL, TO INCORPORATE A NEW GATHERING SPACE, AND IMPROVE THE CONNECTION WESTINGHOUSE PARK

TYPE	Project	Redevelop Homewood Field to improve the community's football field and swimming pool, to incorporate a new gathering space across from the library and improving the pedestrian connection to	Westinghouse Park. Consider improving the facilities utilized by the football programming including sidelines, locker rooms, fan area and stands, and concessions.
TIMELINE	Medium		
CONNECTION TO PREVIOUS PLANS			
		N/A	
ACTION TEAM			
		Culture and Recreation	

STRATEGY 19.2: CREATE A NEW, CENTRALLY LOCATED PARK NORTH OF FRANKSTOWN AVE

TYPE	Project	Develop a new signature open space in a central location in Homewood, as recommended by the Cluster Plan. Seek parcels that are vacant and City or URA owned potentially on Homewood Avenue	north of Frankstown. Work closely with the community on the design and programing of the open space.
TIMELINE	Long		
CONNECTION TO PREVIOUS PLANS			
		Homewood Cluster Plan	
ACTION TEAM			
		Culture and Recreation	

STRATEGY 19.3: RELAX RESTRICTIVE POLICIES ON THE USE OF WESTINGHOUSE PARK TO IMPROVE EQUITABLE COMMUNITY ACCESS

TYPE	Policy	Many Homewood residents recognize Westinghouse Park as a key asset for the community but historically have not been welcomed there. Because of the passive park designation, it has reduced the accessibility of the park to many Homewood	residents. Deeper engagements should occur with residents of both Homewood and Point Breeze North to identify equitable ways to ensure park access.
TIMELINE	Short		
CONNECTION TO PREVIOUS PLANS			
		Open Space PGH	
ACTION TEAM			
		Culture and Recreation	

GOAL 20: IMPROVE LOCAL AIR QUALITY

STRATEGY 20.1: WORK WITH ONGOING EFFORTS TO DEVELOP TREE PLANTING STRATEGY FOR HOMEWOOD

TYPE	Program & Project	This strategy specifically ties the growth of Homewood's community with the growth of its urban forest. Urban forests provide many benefits for communities including: providing shading for pedestrians; cooling of buildings in the summer and reduced energy costs; reduction of harmful air pollution; aesthetic benefits; improved water	quality of stormwater runoff and improved stormwater detention capacity of open space. Planting trees is one of the most important sustainability strategies in terms of the collective impact its implementation will have across other goals in the Homewood Comprehensive Community Plan.
TIMELINE	Medium		
CONNECTION TO PREVIOUS PLANS			
		Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton; Open Space PGH: Optimizing Pittsburgh's open space, parks, and recreation system; ONEPGH: Resilient Pittsburgh; Pittsburgh Climate Action Plan version 2.0; Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization; Pittsburgh Principles for Design & Planning	
ACTION TEAM			
		Sustainability	

STRATEGY 20.2: STREAMLINE AND TARGET SPECIFIC AREAS FOR ONGOING AIR QUALITY MONITORING

TYPE	Program & Project	Many residents in Homewood have concerns with air pollution from the number of cars on major roads like Frankstown and Homewood Ave, cars idling throughout the neighborhood, and diesel buses on the busway, among others. Some interim steps can be taken to curb these activities, such as No Idling signs and enforcement, though a major barrier to understanding	the problem is the lack of air quality data in the community. A long-term solution would be to install a network of air quality monitoring stations that would continuously monitor air quality in Homewood and would help to understand what the key problems are and how to fix them in more targeted and effective ways.
TIMELINE	Medium		
CONNECTION TO PREVIOUS PLANS			
		Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton; Open Space PGH: Optimizing Pittsburgh's open space, parks, and recreation system; ONEPGH: Resilient Pittsburgh; Pittsburgh Climate Action Plan version 2.0; Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization; Pittsburgh Principles for Design & Planning	
ACTION TEAM			
		Sustainability	

GOAL 21: ENCOURAGE THE EXPANSION OF STORMWATER MANAGEMENT

STRATEGY 21.1: ALIGN PLANNING AND REDEVELOPMENT EFFORTS TOWARD ESTABLISHING A NETWORK OF GREEN STORMWATER INFRASTRUCTURE PRACTICES THAT SAFELY ALLOW RUNOFF TO CONVEY TOWARD A RESTORED SILVER LAKE

TYPE	Project	
TIMELINE	Long	
CONNECTION TO PREVIOUS PLANS	Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton; Race Street 2020; City-Wide Green First Plan; Open Space PGH: Optimizing Pittsburgh's open space, parks, and recreation system; ONEPGH: Resilient Pittsburgh; Pittsburgh Climate Action Plan version 2.0; Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization; Pittsburgh Principles for Design & Planning	
ACTION TEAM	Sustainability	
	Negley Run Watershed Association has begun visioning and planning work on the restoration of Silver Lake as a location that can act as detention for flood waters approaching Negley Run. While changes were made to the inflows of Silver Lake in the early 1870s, it was not until the 1930s that the lake was drained and filled to cover up the pollution accumulating. Not only could the restoration of the lake provide many hydrological benefits to both Homewood and the Negley Run Watershed, but it would also provide an opportunity to add new open space to the	western edge of Homewood. Finally, a network of green infrastructure in Homewood would aim to slow and retain water, though in large storm events could be oriented to convey water to Silver Lake as a large volume detention basin with both gray and green stormwater controls to ensure improved water quality before water is released into Negley Run and the Allegheny River.

STRATEGY 21.2: ADVOCATE FOR EXPANSION AND ALIGNMENT OF CITY POLICY TO SUPPORT GREEN INFRASTRUCTURE IN HOMEWOOD

TYPE	Policy & Program	Work to ensure both the policies in place city-wide and the best practices utilized by the City are understood; and, that those practices are equitably applied to stormwater planning in Homewood. The Homewood Water Collective's success is reliant on a good relationship with City and Watershed Organization stakeholders where both funding and knowledge can be pooled in green infrastructure planning, design, and implementation.
TIMELINE	Short	
CONNECTION TO PREVIOUS PLANS		
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton; City-Wide Green First Plan; Open Space PGH: Optimizing Pittsburgh's open space, parks, and recreation system; ONEPGH: Resilient Pittsburgh; Pittsburgh Climate Action Plan version 2.0; Homewood Station Transit Oriented Development Study; Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization; Pittsburgh Principles for Design & Planning; Pittsburgh Bike Plan [DRAFT]		
ACTION TEAM		
Urban Design and Development; Sustainability		

STRATEGY 21.3: COLLABORATE WITH PWSA, 9MRWA, NEGLEY RUN TASK FORCE TO ASSESS BLOCK-BY-BLOCK APPROACH FOR MICROSHEDED SMALL-SCALE GREEN INFRASTRUCTURE PROJECTS

IMPLEMENTATION

The Homewood Comprehensive Community Plan articulates a vision that is comprehensive and intended to guide improvements to the neighborhood. Given the complexity of many of the proposed improvements, implementation of the Community Plan relies on a phasing strategy that prioritizes strategies easier to implement. There is a need to maintain interest and momentum over time, and the implementation of short-term goals is critical to enabling the intermediate and long-term goals to be realized.

This plan represents a consensus among many of the passionate advocates and citizens of the community, as well as city staff and elected officials, for how to best improve and manage the neighborhood for future generations. Funding, feasibility, and changing city needs can create challenges to this plan's implementation, but the variety of stakeholders- nonprofit, private, and public entities- provides a variety of implementers, even if there is significant changes in city priorities.

STAKEHOLDERS AND PARTNERS

Many of the partner entities who will be involved in implementing this Community Plan were also leaders through Action Teams and community engagement conducted throughout the planning process.

HOMEWOOD COMMUNITY DEVELOPMENT COLLABORATIVE (LISTED ALPHABETICALLY)

BUILDING UNITED OF SOUTHWEST PA

BUSP is Pennsylvania 501 C3 non-profit Corporation with a mission to assist low-moderate income persons acquire quality affordable housing. The organization represents an innovative approach to providing community development projects through the facilitation of faith based initiatives. The Board of Directors is comprised of Bishops, clergy and lay Christian leaders that represent several different denominations, with each committed to rebuilding communities through collaborative efforts.

COMMUNITY EMPOWERMENT ASSOCIATION

Community Empowerment Association Inc. (CEA) was organized by Mr. T. Rashad Byrdsong in 1994 to address the needs of the children, youth, adults, and families among African American communities. CEA utilizes an Afrocentric strategy of integrating culture, social identity and empowerment techniques to effectively achieve desirable goals and objectives.

The mission of CEA is to empower communities and families by providing high quality, well-managed, innovative services, including family support services, education, housing, economic development, and employment. The Core belief of CEA is that families develop best in a community with a sense of order, positive social interaction, and opportunities supported by positive adults. CEA's cultural frameworks are clearly unique to human and social service providers in the Pittsburgh region. CEA capitalizes on the powerful role that cultural influences play within the African American communities.

HOMEWOOD CHILDREN'S VILLAGE

The mission of the Homewood Children's Village (HCV) is to improve the lives of Homewood's children and simultaneously reweave the fabric of the community in which they live. Their work is about convening, coordinating, and building capacity in support of the community. They operate using a combination of practice and relationship building that is data-driven every step of the way.

HOMEWOOD-BRUSHTON BUSINESS ASSOCIATION

The mission of the Homewood-Brushton Business Association (HBBA) is to foster the development and growth of the Homewood-Brushton Business Community, thus enhancing its visibility and preserve its history. HBBA builds stable foundations for businesses by increasing their capacity and providing access to capital, industry information, technical assistance and business support. Their overall vision is to increase the economic viability of Homewood-Brushton Businesses.

HOMEWOOD BRUSHTON COMMUNITY MINISTRIES

Homewood Brushton Community Ministries is an association of pastors who are united by our faith in Christ and whose respect, hope and pride in the Homewood neighborhood compels us to work with residents of the community to make a difference. The mission is to demonstrate the love of Jesus Christ through word and deed by providing and promoting community worship events and ministries that improve the overall spiritual health of the Homewood-Brushton neighborhood. The vision is that Homewood would be a desirable place in which to worship and live and whose residents feel a sense of peace, safety and belonging.



OPERATION BETTER BLOCK, INC.

The mission of Operation Better Block, Inc. is to strategize, organize and mobilize, block by block, to benefit the Homewood Community. They do this by:

- Providing technical and community development assistance to Block Associations engaged in self-help projects and self-sufficiency initiatives;
- Fostering youth development through self-awareness, career exploration programs and community volunteer opportunities;
- Participating in housing development efforts to construct new housing units;
- Encouraging and supporting public and private investments to stimulate economic development in the community;
- Building cooperative partnerships with others to promote community sustainability.

RACE STREET 2050 INC.

Race Street 2050's purpose is to exercise care for Race Street residents and property owners and stewardship over their environment. Building on prior work, they are in the midst of exploring options for preserving the historic character of the street, while making Race Street an example of resident-led renewal.

YMCA HOMEWOOD-BRUSHTON

The Homewood-Brushton YMCA was founded in 1914 and held its first meetings at a church at the corner of Bennett Street and Homewood Avenue. The house at 7140 Bennett Street was purchased to be used as the permanent site of the Homewood-Brushton YMCA; and it has been recognized as a community asset ever since.

Now in its 104th year of serving the Pittsburgh region, the Homewood-Brushton YMCA is a place where the entire community gathers. The Y is a leading nonprofit organization for youth development, healthy living, and social responsibility; and the Homewood-Brushton YMCA encompasses those three areas of focus by delivering over 23,000 hours of free programing to Homewood residents each year through an employment center, computer lab, tutoring, counseling, STEM programing, childcare, a food pantry, and even a state-of-the-art recording studio. The Y's over 500 wellness facility members can enjoy a fully equipped gym, sauna, steam room, full gymnasium, indoor track, locker rooms, and a multipurpose meeting room. All of these programs provide a stable and safe environment for residents, while also providing tools to enhance their lives.

YWCA

The Homewood branch of the YWCA houses a resource center, health and wellness opportunities as well as Homewood's only licensed PA Keystone Star 4 facility. Quality, comprehensive, interactive early development and education for children 6 weeks through 5 years of age is provided at the center.

THE CITY OF PITTSBURGH

Planning

The Planning Department works with communities, neighborhoods, and public entities through policy, code, and the Comprehensive Plan. The Department reviews all permits for compliance with city code and goals.

Public Works

The Public Works Department maintains the City's infrastructure, from streets to parks to public buildings. The Department also ensures public safety, from floods to snow and ice storms.

Parks and Recreation

The Parks and Recreation Department protects and maintains parkland, and offers recreation programs like sports, arts, natural, and cultural opportunities.

Department of Mobility and Infrastructure

The Department is responsible for the transportation of people and goods throughout the City of Pittsburgh, and for managing the operation of and access to the public right-of-way (the sidewalks, curbs, streets, and bridges that make up our network).

OTHER ORGANIZATIONS

URA

The City of Pittsburgh's Urban Redevelopment Authority (URA) is an economic development agency committed to creating jobs, expanding the City's tax base, and improving the vitality of businesses and neighborhoods.

Port Authority

The Port Authority provides, maintains, and operated transit to the Allegheny County. Their transit opportunities include bus, light rail, incline, and paratransit services.

Pittsburgh Land Bank

The Pittsburgh Land Bank acquires, manages, maintains, and sells underutilized property, to revitalize neighborhoods and strengthen the City's tax base.

PennDOT

Pennsylvania Department of Transportation is responsible for the planning, design, constructions, and maintenance of Pennsylvania's multi-modal transportation system.

Pittsburgh Water and Sewer Authority

The Department is responsible for water treatment and delivery systems in the city of Pittsburgh, as well as the city's sewer system.

PHASING STRATEGY

The Phasing Strategy is conceived as a means of insuring that the Master Plan is sufficiently implemented and that public support for the plan’s vision is maintained over time. The plan’s strategies have been divided into three phases: Short-term, Medium-term, Long-term, or a combination of the three. Circumstances will often change and funding opportunities may arise, so that certain Medium-term strategies may be tackled before Short-term, etc. At the time of this report’s publication, strategies have been prioritized based on which are seen to be most straightforward to implement; those strategies which need to be implemented before other strategies for feasibility; and those strategies which need to be implemented soonest due to funding obligations, opportunities, or other constraints.

THEME	GOAL	STRATEGY NUMBER
Community	Improve Fresh and Healthy Food Access	Strategy 1.1
Community	w	Strategy 1.4
Community	Improve Fresh and Healthy Food Access	Strategy 1.5
Community	Improve Fresh and Healthy Food Access	Strategy 1.6
Community	Improve Fresh and Healthy Food Access	Strategy 1.7
Community	Improve education quality for all Homewood students	Strategy 2.1
Community	Improve education quality for all Homewood students	Strategy 2.2
Community	Improve education quality for all Homewood students	Strategy 2.4
Community	Improve education quality for all Homewood students	Strategy 2.7

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Form food access working group to facilitate creation of a buying club or food cooperative in Homewood that sells affordable, healthy food options	Program	Short	Public Health and Public Safety
Create garden skillshare program to encourage home gardening and foster community knowledge	Program	Short	Sustainability
Encourage corner stores and small scale food retailers to become healthy food retailers that promote healthy food options	Program	Short	Public Health and Public Safety
Create an after school healthy cooking club for parents and students to learn about healthy eating, and partner with local restaurants to host cooking demonstrations	Program	Short	Education
Provide healthy breakfast and lunch options during the school year, in after school programs, and over the summer	Program	Short	Education
Promote enrollment in pre-kindergarten and improve readiness for school	Program	Short	Education
Encourage the use of educational apps such as ReadyRosie at home to foster bonding between parents and kids	Program	Short	Education
Promote open communication with students, and identify and prioritize students’ needs, by installing comment boxes for students to provide feedback and contribute to schoolwide discussions	Program	Short	Education
Create mentor months throughout the year for locally trained mentors to be present in schools	Program	Short	Education

THEME	GOAL	STRATEGY NUMBER
Community	Improve education quality for all Homewood students	Strategy 2.8
Community	Create more and better out-of-school time options	Strategy 3.1
Community	Create more and better out-of-school time options	Strategy 3.2
Community	Create more and better out-of-school time options	Strategy 3.3
Community	Create more and better out-of-school time options	Strategy 3.4
Community	Organize community support teams that focus on public health and safety	Strategy 4.1
Community	Organize community support teams that focus on public health and safety	Strategy 4.2
Community	Organize community support teams that focus on public health and safety	Strategy 4.3
Community	Organize community support teams that focus on public health and safety	Strategy 4.5
Community	Organize community support teams that focus on public health and safety	Strategy 4.6
Community	Organize community support teams that focus on public health and safety	Strategy 4.7
Community	Increase career readiness and placement	Strategy 5.2
Community	Increase career readiness and placement	Strategy 5.4
Community	Promote and preserve Homewood's African-American heritage and culture	Strategy 6.3
Community	Promote and preserve Homewood's African-American heritage and culture	Strategy 6.4
Community	Connect people with resources the increase self-sustenance	Strategy 7.2

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Create opportunities for parents and family members to be more involved in improving school quality by encouraging parents to contribute to health activities, services, and programs at school	Program	Short	Education
Grow Homewood "out of school time" (OST) resources, funding, and quality, and create opportunities for youth to collaborate on OST opportunities and foster better communication between OST and teachers or parents	Program	Short	Education
Create volunteer time bank by hosting trainings for volunteers, seeking out partnerships with State universities, CCAC, and local universities (Pitt), and Kids Community Engagement Center, and considering new ways to share resources	Program	Short	Education
Fund alternative library options such as building a Mobile Library that travels throughout Homewood that community organizations or residents could rent books or textbooks from, or building Little Free Libraries throughout the neighborhood to promote reading at a young age	Program	Short	Education
Foster healthy living by providing physical activity programming before and after school	Program	Short	Education
Work with local drug abuse organizations to identify harm reduction strategies	Program	Short	Public Health and Public Safety
Identify how youth and young adult residents prioritize public safety and to remove barriers to reporting violent incidents	Program	Short	Public Health and Public Safety
Establish team to take people to shelters, rehabs, or hospitals on Mondays at 8:00 am	Program	Short	Public Health and Public Safety
Host facilitated community dialogues (without police presence) in rotating spaces after traumatic communal events occur	Program	Short	Public Health and Public Safety
Increase Alma Illery's presence and capacity in Homewood	Program	Short	Public Health and Public Safety
Coordinate with businesses to address issues occurring outside their place of business	Program	Short	Public Health and Public Safety
Ensure school counselors and support staff in Homewood have up to date information about career path resources	Program	Short	Workforce Development
Work with local schools and organizations to incorporate entrepreneurship classes and clubs that students can obtain college credit in	Program	Short	Education
Increase cultural education to include music, art, and Black history	Program	Short	Education
Utilize press relationships and positive media coverage to showcase Homewood's past and present	Program	Short	Public Health and Public Safety
Change the scope of Job Fairs and certificate programs to become Career + Continuing Education Fairs for living wage career paths	Program	Short	Workforce Development

THEME	GOAL	STRATEGY NUMBER
Community	Connect people with resources the increase self-sustenance	Strategy 7.4
Development	Focus on neighborhood level small business technical assistance	Strategy 8.3
Development	Focus on neighborhood level small business technical assistance	Strategy 8.5
Development	Renovate existing vacant housing to provide Homewood residents with pathways to homeownership	Strategy 12.2
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.1
Mobility	Create Safe Routes to School	Strategy 19.1
Mobility	Create Safe Routes to School	Strategy 19.4
Mobility	Create Safe Routes to School	Strategy 19.5
Community	Increase career readiness and placement	Strategy 5.6
Community	Connect people with resources the increase self-sustenance	Strategy 7.3
Development	Focus on neighborhood level small business technical assistance	Strategy 8.2
Development	Bring Homewood's regulatory framework into alignment with previous planning and shape Homewood's future growth	Strategy 9.2
Development	Encourage community led and driven development	Strategy 11.4
Development	Implement green building and energy efficiency programs and standards to reduce cost burdens for existing and future residents	Strategy 14.1
Development	Create Homewood-specific design standards for new development	Strategy 16.1
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.3
Infrastructure	Improve access to and quality of open spaces	Strategy 20.3

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Create documents checklist and empower entities to ensure Homewood residents have documentation needed to access employment	Program	Short	Workforce Development
Partner with financial institutions and business development technical assistance providers to provide guidance on securing financing for commercial property purchase	Program	Short	Business and Innovation
Provide architectural/design services for rehabs or new build commercial space for Homewood businesses	Program	Short	Business and Innovation
Provide homeownership education for Homewood residents who are working toward buying a home or who already have a home and need additional assistance	Program	Short	Housing
Conduct a pedestrian audit with a long term goal of improving sidewalks in Homewood	Program	Short	Mobility
Encourage parents, community members, elders, police and fire to volunteer as crossing guards	Program	Short	Mobility
Fund Officers to patrol school routes during morning and afternoon times	Program	Short	Mobility
Create a Play Street program in Homewood to provide free opportunities for community exercise	Program	Short	Education
Connect with regional corporations to better understand 21st century job field projections and tailor workforce programs accordingly	Policy	Short	Workforce Development
Create channels for existing organizations who aid with emergency financial need to share best practices and resources	Policy	Short	Workforce Development
Identify an individual staff liaison both at the City and the URA to serve as single point of contact for business decisions with property and technical assistance	Policy	Short	Business and Innovation
Update the City's zoning code to support the community's goals. Pursue zoning overlays to promote affordable development and access to rental income for residents	Policy	Short	Urban Design and Development
Register the Homewood Community Development Collaborative as a Registered Community Organization	Policy	Short	N/A
Ensure that all new development projects, as well as substantial rehabilitations of vacant properties, include energy efficiency standards that help keep the property's utility bills affordable	Policy	Short	Housing
Ensure contextually appropriate, sustainable and equitable development	Policy	Short	Urban Design and Development
Update pedestrian standards, including lighting and ensure new development supports pedestrian activity	Policy	Short	Mobility
Relax restrictive policies on the use of Westinghouse Park to improve equitable community access	Policy	Short	Culture and Recreation

THEME	GOAL	STRATEGY NUMBER
Development	Focus on neighborhood level small business technical assistance	Strategy 8.1
Community	Improve education quality for all Homewood students	Strategy 2.3
Community	Increase career readiness and placement	Strategy 5.5
Infrastructure	Encourage the expansion of Stormwater Management	Strategy 22.2
Community	Promote and preserve Homewood's African-American heritage and culture	Strategy 6.1
Development	Focus on neighborhood level small business technical assistance	Strategy 8.6
Development	Focus on neighborhood level small business technical assistance	Strategy 8.7
Development	Focus on neighborhood level small business technical assistance	Strategy 8.8
Development	Renovate existing vacant housing to provide Homewood residents with pathways to homeownership	Strategy 12.1
Mobility	Ensure Homewood residents have access to high quality transit that increases economic opportunity and supports everyday needs	Strategy 18.4
Mobility	Create Safe Routes to School	Strategy 19.3
Community	Improve Fresh and Healthy Food Access	Strategy 1.8
Community	Increase career readiness and placement	Strategy 5.1
Development	Prevent displacement through affordable housing development, proactive policy, and stabilization of existing residents	Strategy 15.1
Community	Connect people with resources the increase self-sustenance	Strategy 7.1

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Provide education on commercial property leasing and ownership, and create a pilot program utilizing City and URA-owned properties to promote creative ownership mechanisms (co-op, rent-to-own, leasing, etc)	Policy & Project	Short	Business and Innovation
Seek out technical assistance to increase quality of early childhood programs	Policy & Program	Short	Education
Increase academic focus on literary, math, and critical thinking skills and project-based learning	Policy & Program	Short	Education
Advocate for expansion and alignment of city policy to support green infrastructure in Homewood	Policy & Program	Short	Urban Design and Development; Sustainability
Promote Homewood's past through interpretive storytelling, neighborhood branding, murals and public art and the reuse of vacant parcels	Project	Short	Culture and Recreation
Provide pro bono or discounted assistance for Homewood business owners including legal services, business plan assistance, and mentoring	Project	Short	Business and Innovation
Formalize HBBA's role in policy decisions related to commercial and business development in Homewood	Project	Short	Business and Innovation
Fund full-time staff member (such as Homewood Main Street Manager or HBBA Director) to act as liaison among business owners, residents, developers, and City government	Project	Short	Business and Innovation
Focus on rehabilitating the following types of vacant housing stock: 1) Dividing large homes into ownership and rental units to provide owners with rental income; 2) Duplexes that can provide owners with rental income, and 3) Single family homes	Project	Short	Housing
Create sustainable partnerships that allow for pre-loaded or discounted ConnectCards or ensure other methods of transit are provided in workforce pipeline programs	Project	Short	Workforce Development
Install 15 MPH signs in school safe zones	Project	Short	N/A
Install "no idling" signage throughout the neighborhood; Enforce "no idling" areas	Program & Project	Short	Sustainability
Create a Homewood's Workforce Development Page on HCDC's website as a service to connect applicants to local employers	Program & Project	Short	Workforce Development
Grow and fund home rehabilitation programs for existing homeowners, including home repairs, tangled title services and property tax assistance	Program & Project	Short	Housing
Create outreach programs to support vulnerable populations and pursue subsidies, such as Senior Community Service Employment Program, to employ seniors	Program	Short & Medium	Public Health and Public Safety; Workforce Development

THEME	GOAL	STRATEGY NUMBER
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.4
Mobility	Ensure Homewood residents have access to high quality transit that increases economic opportunity and supports everyday needs	Strategy 18.1
Mobility	Ensure Homewood residents have access to high quality transit that increases economic opportunity and supports everyday needs	Strategy 18.2
Community	Promote and preserve Homewood's African-American heritage and culture	Strategy 6.2
Development	Encourage community led and driven development	Strategy 11.2
Development	Manage vacant properties comprehensively	Strategy 10.3
Development	Encourage community led and driven development	Strategy 11.1
Development	Encourage community led and driven development	Strategy 11.3
Development	Manage vacant properties comprehensively	Strategy 10.4
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.6
Development	Manage vacant properties comprehensively	Strategy 10.2
Development	Manage vacant properties comprehensively	Strategy 10.5
Mobility	Ensure Homewood residents have access to high quality transit that increases economic opportunity and supports everyday needs	Strategy 18.3
Community	Improve Fresh and Healthy Food Access	Strategy 1.2
Community	Improve Fresh and Healthy Food Access	Strategy 1.3
Community	Improve education quality for all Homewood students	Strategy 2.5
Community	Improve education quality for all Homewood students	Strategy 2.6

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Improve Access to grant programs for sidewalk repairs.	Program	Short & Medium	Mobility
Update existing bus shelters and provide additional shelters within the neighborhood	Project	Short & Medium	Mobility
Advocate for and improve access to information about transit organization priorities and plans	Project	Short & Medium	Mobility
Support existing community organizations and upgrade their facilities	Program & Project	Short & Medium	Culture and Recreation
Target development and redevelopment at major intersections to improve development conditions and create "tipping-points" for redevelopment	Policy & Project	Short & Medium	Urban Design and Development
Where appropriate, transfer vacant lots to adjacent property owners through a mow-to-own or sidelot program	Program	Short, Medium, & Long	Urban Design and Development
The URA should work with the Collaborative to determine a pipeline of future development sites and Request for Proposals (RFPs)	Program	Short, Medium, & Long	Urban Design and Development
Encourage neighborhood initiated development of land through tools such as Pittsburgh Property Reserve and the Land Bank	Program & Project	Short, Medium, & Long	N/A
Adopt a standard ranking system to prioritize properties for demolition and ensure community involvement and notice	Policy	Short, Medium, & Long	Urban Design and Development
Identify, advocate for and aggressively pursue federal, state, and regional funding sources to improve access to transit and parks.	Policy & Project	Short, Medium, & Long	Mobility
Apply for grant funding to secure implementation and maintenance materials. Begin with Sprout Fund and Love Your Block Grants	Program	Short & Long	Public Health and Public Safety
Initiate 311 Blitz to report the buildings as vacant and attempt to contact owners	Program	Short & Long	Public Health and Public Safety
Calm traffic on major streets and stripe crossings at intersections with bus shelters	Project	Short & Long	Mobility
Promote an increase in farmers markets and farm stands in Homewood	Program	Medium	Sustainability
Collaborate with Food Bank to increase frequency and accessibility of Green Cart Program to residents of Homewood	Program	Medium	N/A
Advocate for smaller class sizes by petitioning the superintendent, the school board, and speaking out at school board meetings	Program	Medium	N/A
Promote higher standards of academic achievement by creating college prep classes for high school students	Program	Medium	Education

THEME	GOAL	STRATEGY NUMBER
Development	Renovate existing vacant housing to provide Homewood residents with pathways to homeownership	Strategy 12.3
Development	Use innovative and targeted housing development to meet the needs of specific household demographics in Homewood	Strategy 13.3
Development	Implement green building and energy efficiency programs and standards to reduce cost burdens for existing and future residents	Strategy 14.2
Mobility	Create Safe Routes to School	Strategy 19.2
Infrastructure	Improve local air quality	Strategy 21.1
Infrastructure	Improve local air quality	Strategy 21.2
Community	Promote and preserve Homewood's African-American heritage and culture	Strategy 6.6
Development	Focus on neighborhood level small business technical assistance	Strategy 8.4
Development	Bring Homewood's regulatory framework into alignment with previous planning and shape Homewood's future growth	Strategy 9.3
Development	Manage vacant properties comprehensively	Strategy 10.1
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.2
Mobility	Create a consistent, ADA compliant network of sidewalks that facilitates economic development and serves the needs of community members	Strategy 17.5
Infrastructure	Improve access to and quality of open spaces	Strategy 20.1
Community	Increase career readiness and placement	Strategy 5.3
Community	Organize community support teams that focus on public health and safety	Strategy 4.4
Development	Bring Homewood's regulatory framework into alignment with previous planning and shape Homewood's future growth	Strategy 9.1

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Get banks' buy-in to provide closing cost/down payment assistance and appropriate loan products, and coordinate with programs that provide additional assistance with bank fees and down payments	Program	Medium	Housing
Support single-parent headed households through developments that include supportive services and communal resources for single-parent families	Program & Project	Medium	Housing
Help existing homeowners and landlords make their units energy- and water-efficient to reduce cost burdens on existing Homewood residents	Program & Project	Medium	Housing
Create signage along school routes with empowering messages and improve lighting along route	Program & Project	Medium	Mobility
Plant 5 trees for every child born in Homewood	Program & Project	Medium	Sustainability
Streamline and target specific areas for ongoing air quality monitoring	Program & Project	Medium	Sustainability
Repair and reopen the National Negro Opera Company Building	Project	Medium	Culture and Recreation
Create incubator that offers below-market rents for resident-owned businesses, minority-owned businesses, and cultural spaces	Project	Medium	Business and Innovation
Assess feasibility of a neighborhood market or small scale grocery store	Project	Medium	Business and Innovation
Review Push-to-Green parcels with community in order to establish long-term greening uses where appropriate	Project	Medium	Urban Design and Development
Implement improvements to high traffic areas, transit locations, schools, and other community assets.	Project	Medium	Mobility
Implement a neighborhood wayfinding system in coordination with community branding	Project	Medium	Mobility
Redevelop Homewood Field to improve the football field and swimming pool, to incorporate a new gathering space, and improve the connecting Westinghouse Park	Project	Medium	Culture and Recreation
Do an inventory of existing internship programs and create partnerships so that individuals can access internships in their field of interest	Program	Long	Workforce Development
Bridge connection with jail, probation, and community so that returning citizens can be connected to existing program and jobs prior to their return and immediately afterward	Policy & Program	Long	Workforce Development
Develop a neighborhood build-out strategy that includes long-term targets and initial focus areas, with substantial population growth goal by 2040	Policy	Long	Urban Design and Development

THEME	GOAL	STRATEGY NUMBER
Community	Promote and preserve Homewood’s African-American heritage and culture	Strategy 6.5
Development	Use innovative and targeted housing development to meet the needs of specific household demographics in Homewood	Strategy 13.1
Development	Use innovative and targeted housing development to meet the needs of specific household demographics in Homewood	Strategy 13.2
Infrastructure	Improve access to and quality of open spaces	Strategy 20.2
Infrastructure	Encourage the expansion of Stormwater Management	Strategy 22.1

STRATEGY TEXT	TYPE	TIMELINE	ACTION TEAM
Develop a destination museum of African-American History and Culture that tells the story of Homewood and the broader history of African American Pittsburgh	Project	Long	Culture and Recreation
Maintain and develop quality senior housing that is affordable and that includes rental and ownership options. Ensure that seniors who can no longer maintain a large single-family home do not have a high-rise development as their only other option – look at smaller and better-designed options for communal living and service provision	Project	Long	Housing
Provide a broader diversity of housing types, including more high-quality market-rate and affordable rental housing units, and options for smaller households. Target a final neighborhood composition of one-third affordable housing (<60% AMI), one-third workforce housing (60-80% AMI), and 1/3 market-rate housing (over 80% AMI)	Project	Long	Housing
Create a new, centrally located park north of Frankstown Ave	Project	Long	Culture and Recreation
Align planning and redevelopment efforts toward establishing a network of green stormwater infrastructure practices that safely allow runoff to convey toward a restored Silver Lake	Project	Long	Sustainability

APPENDIX

ACTION TEAM PARTICIPANTS

BUSINESS INNOVATION

Last Name	First Name	
Blackwell	Nisha	Chair
Clay	Brittee	
Demarchi	Gabrielle	
Hall	Lacey	
Henderson	Shad	
Horn-Pyatt	Henry	
Jethroe	Harriet	
Perkins	Ron	
Sandidge	Eleanor	
Snyder	Jason	
Sparrow	Satara	
Wakefield	Teona	

CULTURE AND RECREATION

Last Name	First Name	
Berry	Gail	
Clemm	Tayler	
Covington	Martell	
Graham	Denise	
Green	Elwin	Chair
Lockett	Kilolo	
McMillan	Gina	
Smith	Camille	

EDUCATION

Last Name	First Name	
Akers	Camille	
Bigelow	Rick	
Covington	Martell	
Fletcher	Katherine	
Hill	Virginia	
Jordan	Frances	
Lewis	Stephanie	
Lewis	Walter	Chair
Lowery	Bagumba	
McIntosh	Monique	Chair
Moore	Christian	
Noble	Kim	
Patterson	Russell	
Queen	Lisa	
Robinson	Monte	
Smith	Cheryl	
Smith-Russell	Denise	
Washington	Thomas	
Zahorchak	Ashley	

HOUSING

Last Name	First Name	
Bey	Robert	
Blackwell	Free	
Clemm	Tayler	
Coco	Noah	
Coles	Floyd	
Demarchi	Gabrielle	
Dickerman	Dan	
Frye	Milford	
Gray	Gabriel	
Hall	Dorthea	
Harrell	Lance	
Jackson	Jerome	Chair
Jellison	Natalie	
Jethroe	Harriet	
Oxley	Grace	
Sparrow	Satara	
Spurling	Maryanne	
Tinker	LeTaj	
Ware	Sam	Chair
Washington	Doreen	
Williams	Doug	
Young	Nina	

MOBILITY

Last Name	First Name	
Bricker	Scott	
Caroll	Michael	
Coles	Floyd	
Elcock	Andrea	
Jackson	Jerome	Chair
Moore	Christian	
Sandvig	Chris	
Smith	Cheri	
Washington	Natisha	
Wiens	Laura	
Young	Nina	

PUBLIC HEALTH AND SAFETY

Last Name	First Name	
Coles	Floyd	
Dean	Alvin	
Horsley	Cathy	
McClendon	Christian	
Smith	Cheri	
Townsend	Tyra	
Washington	Natisha	

SUSTAINABILITY

Last Name	First Name	
Bey	Raqueeb	Chair
Blackwell	Free	
Blackwell	Nisha	
Clemm	Tayler	
Crawford	Jeff	
Danko Day	Shelly	
Delorenze	Lauren	
Dickerman	Dan	
Ford	Ariam	
Frye	Milford	
Fuller	Cherylie	
Giles	Aftyn	
Harris Yates	Dana	
Jellison	Natalie	
Lipksy	Ian	
Meadows	Larry	
Mehalik	Matt	
Ross	Gail	
Savage	Mary	
Scott	Zinna	
Speaks	Carol	
Stephen	John	
Thorson	Russ	
Washington	Natisha	

URBAN DESIGN AND DEVELOPMENT

Last Name	First Name	
Allen	Shernise	
Bey	Robert	
Buice	Markisha	
Demarchi	Gabrielle	
Durham	Charles	
Gray	Donna	
Gray	Gabriel	
Harrell	Lance	
Hughes	Christian	Chair
Lipksy	Ian	
Ohmori	Cindy	
Scott	Zinna	
Stephen	John	
Tinker	Letaj	Chair
Tracy	Cheryl	
Wang	Angela	
Williams	Karen	

WORKFORCE DEVELOPMENT

Last Name	First Name	
Broadus	Nathaniel	
Coles	Floyd	
Covington	Martell	
Davis	Amargie	
Dickerman	Dan	
Durham	Renee	
Ellerbee	Daren	
Froelich	Paul	
Garcia	Vanessa	
Guth	Claire	
Hall	Dorthea	
Harmicar	Keri	
Hughon	Danele	
Jackson	Jerome	
Jackson	Robin	
James	Cynthia	
Jellison	Natalie	
Jones	John	
Lando	Jason	
Long	Markese	
Mrotek	Tiffany	
Shields	Cynthia	
Washington	Natisha	
Williams	Julie	Chair

HISTORY

The timeline below offers some insight into the events that have shaped what we see in Homewood today. But, these events are only part of the history important to this plan. So often, community elders talk about wanting Homewood to be “the way it used to be” - referring to their upbringing in the neighborhood in the 1950s and 60s. These stories of pride in this neighborhood are just as vital to understanding the future possibilities in the neighborhood as this timeline. Those stories are one of the many things that gives the community strength.

Additionally, reviews of over 20 previous planning initiatives that directly or indirectly impact Homewood were conducted. These plans were analyzed to capture the most up-to-date data about the history and existing conditions of Homewood to ensure this planning process builds on previous planning efforts and fully understands the neighborhood context of Homewood. A summary matrix of these plans is provided on the next page.

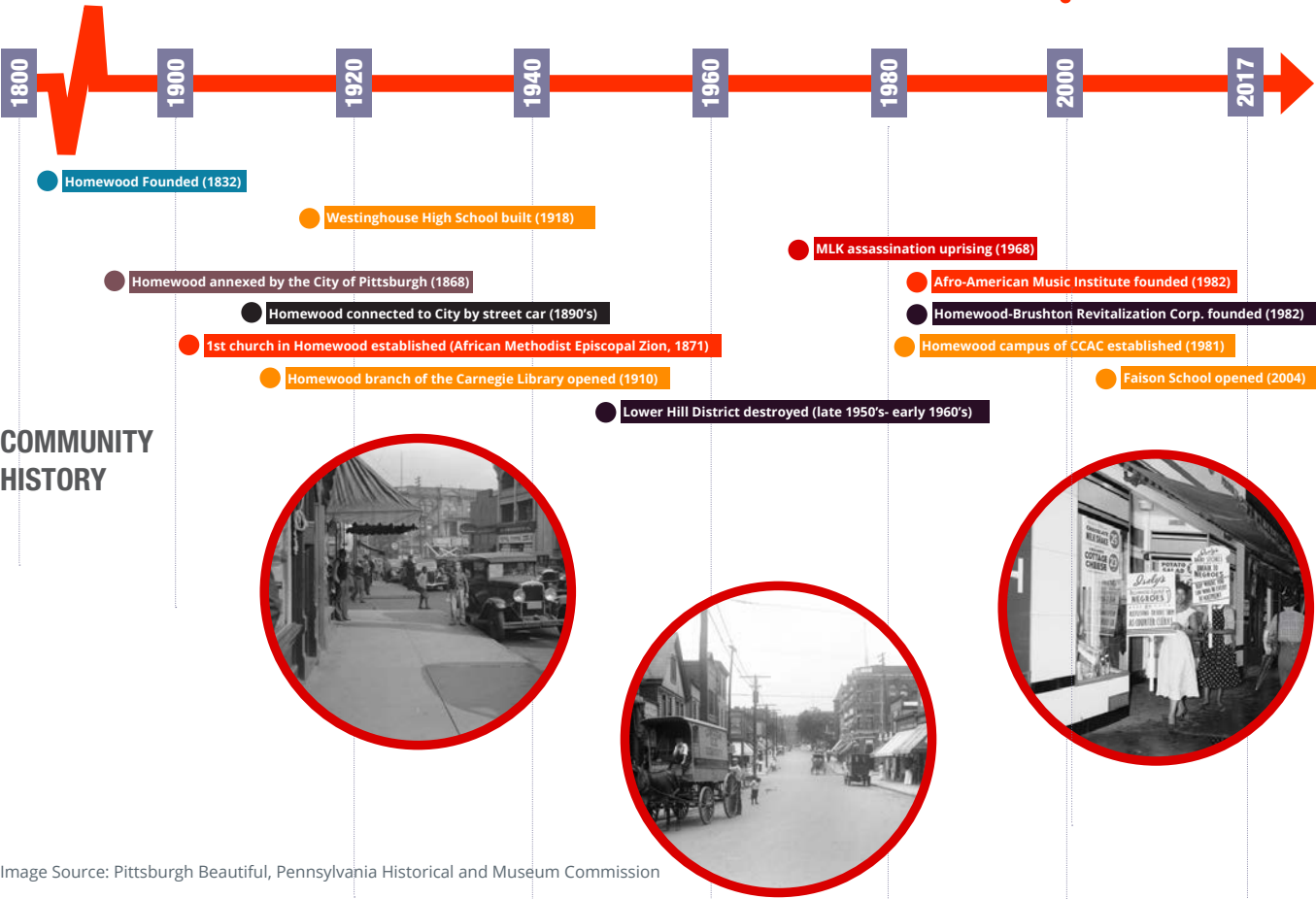
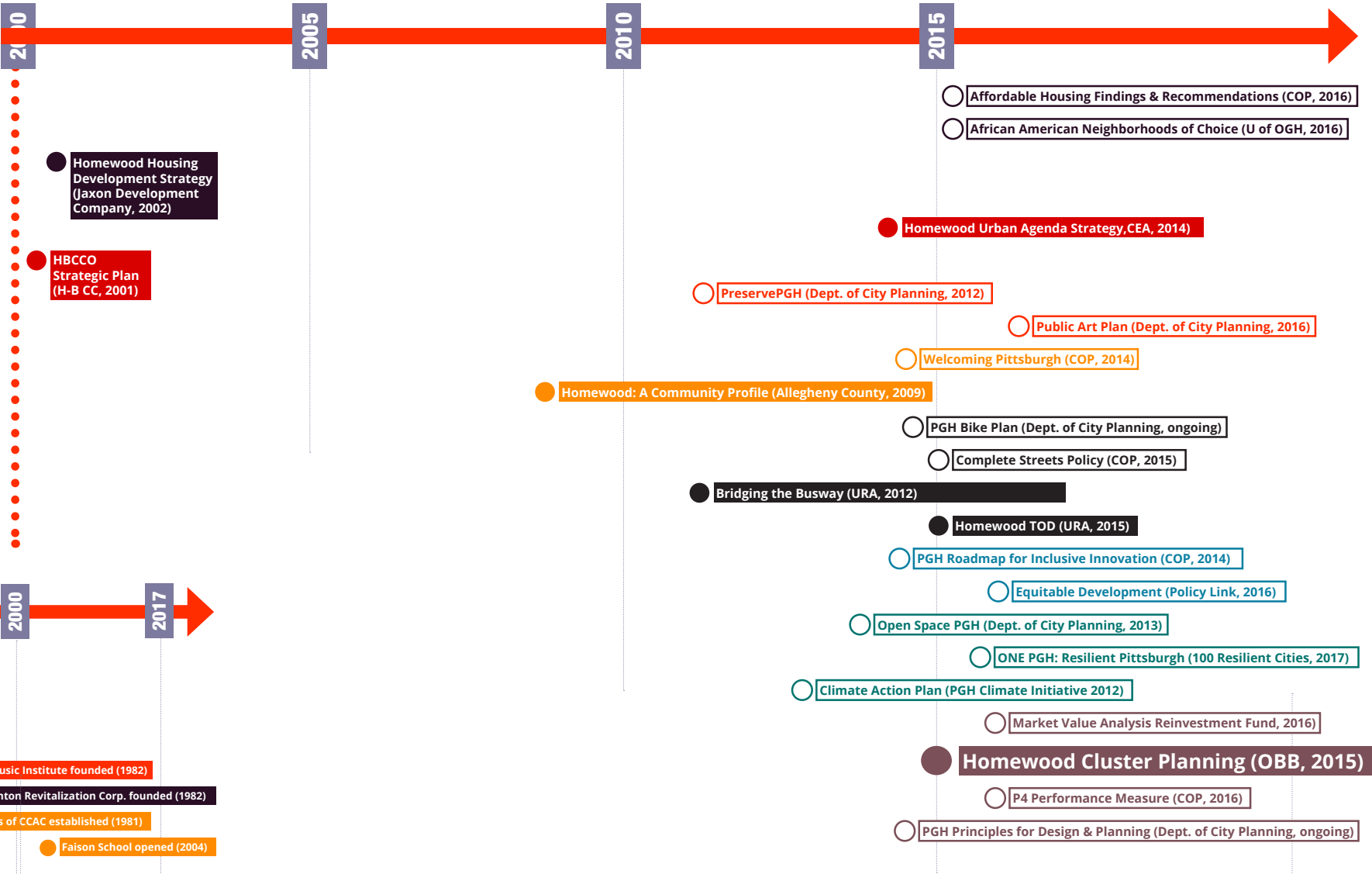


Image Source: Pittsburgh Beautiful, Pennsylvania Historical and Museum Commission

PLANNING HISTORY



- Housing
- Public Health and Safety
- Culture and Recreation
- Education
- Workforce Development
- Mobility
- Business and Innovation
- Sustainability
- Land Use & Urban Design
- City-wide Projects
- Homewood Projects

Image Source: Pittsburgh Beautiful, Pennsylvania Historical and Museum Commission

PREVIOUS PLANNING

Title	Summary
PreservePGH: Preserving the character of Pittsburgh and its neighborhoods Author: Pittsburgh City Planning Date: July 24, 2012	The plan identifies Pittsburgh’s cultural historic assets, determines how they benefit the City, and presents a plan for future preservation. Throughout Homewood the historic schools, civic buildings and churches are acknowledged as assets however the recommendations for the region are located outside of Homewood.
Public Art Plan Author: Department of City Planning Date: February 2016	The Public Art Plan provides a vision of how public art will be created, maintained, and displayed in Pittsburgh for the next 25 years. The plan is a policy-driven document that creates mechanisms within the government to protect and care for artworks and monuments and includes how artists can be involved in the design of the City and other publicly-sponsored developments.
Welcoming Pittsburgh: A Roadmap for Change Author: City of Pittsburgh Date: N/A	A plan to further integrate immigrants into the Pittsburgh Community. The plan includes a broad set of recommendations that are prioritized through short term (6 months to 1 year), mid term (1 to 2 years), long term (3 to 5 years), and ongoing interventions. The recommendations fall under ways to welcome neighbors, bridge the city and prosper together.
Homewood: A Community Profile Author: Allegheny County Department of Human Services Date: October 2009	A History and current snapshot of the neighborhood. Including: Income and Poverty, Education and Employment, Health Indicators, Housing and Home Ownership, Child and Community Safety
Anatomy of a Neighborhood: Homewood in the 21st Century Author: University of Pittsburgh, University Center for Social and Urban Research: Urban and Regional Analysis Date: March 2011	This report summarizes collaboration between UCSUR and the Homewood Children’s Village in 2010. Information from this study will also be part of the Homewood Children’s Village State of the Village (2011).
Open Space PGH: Optimizing Pittsburgh’s open space, parks, and recreation system Author: Pittsburgh City Planning Date: July 2013	OpenSpacePGH is our city’s first comprehensive guide to the optimal use of its vacant, green, and recreation spaces. As one of twelve components of PlanPGH, this plan provides clear instructions and guidelines for land use and infrastructure decisions related to the ownership, management, maintenance, connectivity, and programming of Pittsburgh’s open space system.
ONEPGH: Resilient Pittsburgh Author: 100 Resilient Cities Date: 2017	This document describes Pittsburgh’s resilience strategy. The strategy is intended to acknowledge and address the city’s recent challenges and trends proactively, applying lessons from the past and from other partnering cities to forge a stronger future for the city and region.

Goals, Objectives, and Implementation
Public art will strengthen Pittsburgh’s position as a regional hub and enhance its global significance by creating a legacy of artists’ contributions to infrastructure, buildings, and open space.
<ul style="list-style-type: none">• Strengthening Pittsburgh’s position as a regional hub and enhance its global significance.• Providing equal access and opportunities for all to live, work, play, learn, and thrive.• Growing and diversifying Pittsburgh’s economy and its tax base.• Fostering a sense of community city-wide while strengthening neighborhood identities.• Capitalizing on Pittsburgh’s diverse natural and cultural resources.• Respecting and enhancing the relationship between nature and the built environment.
The resilience framework then builds upon P4 to create a holistic, community-centered approach and to describe the specific ways in which different sectors will work collectively to make Pittsburgh a resilient city in terms of its People, Place, Planet, and Performance. The immediate next steps for strategy implementation in year one include: 1) Convene action leadership groups 2) Establish a governance and institutionalization framework 3) Establish a measurement framework 4) Integrate resilience-building into civic engagement and public events.

Title	Summary
Pittsburgh Climate Action Plan version 2.0 Author: Pittsburgh Climate Initiative Date: February 2012	Pittsburgh Climate Action Plan, Version 1.0, which outlined specific strategies for achieving greenhouse gas emissions reductions. While many of these strategies were being implemented, it became clear that an updated plan would be necessary to continue the progress of reducing local carbon and air emissions. Thus, this Pittsburgh Climate Action Plan, Version 2.0 builds on the first Plan by tracking the progress of the initial recommendations, and proposing new measures to continue to help mitigate the local effects of global climate change.
Affordable Housing Task Force Findings & Recommendations to Mayor William Peduto and the Pittsburgh City Council Author: City of Pittsburgh Date: May 2016	The report covers affordable housing policy, with background information on Pittsburgh and provides immediate, short-term, and mid-term recommendations on how to improve housing for all residents.
African American Neighborhoods of Choice Report Author: University Center for Social and Urban Research, University of Pittsburgh Date: 2016	1. Gives voice to a silent but essential segment within Pittsburgh's African American population. 2. Initiates policies, programs and projects that address the desires of this group. 3. Can be used as a guide for other underrepresented groups in an effort to continue to increase the ethnic and racial diversity throughout the Pittsburgh region.
Housing Development Strategy: The Community of Homewood Author: Jaxon Development Company, Perkins Eastman Architects PC Date: April 2002	The plan examined the perceptions of Pittsburgh residents and how they feel about their neighborhoods, what they like and don't like, and to investigate the factors that are important in their residential location choice, focusing particularly on young African American professionals and where they choose to live.
Pittsburgh Roadmap for Inclusive Innovation Author: City of Pittsburgh's Department of Innovation and Performance, and Urban Redevelopment Authority Date: 2014	The plan identifies areas of improvement for social groups, companies, and people in Pittsburgh in hopes of developing a path forward to strengthen Pittsburgh's economy. The plan is broken down into the following Focus Areas: address the digital divide, empower city-to-citizen engagement, provide open data to Pittsburgh, improve internal operations & capacity of the City, advance the Clean Tech sector, and promote the local business environment.
Equitable Development: The Path to an All-In Pittsburgh Author: Policy Link Date: 2016	The plan aims to create equitable development through a five-point agenda: raise the bar for new development, make all neighborhoods healthy communities of opportunity, expand employment and ownership opportunities, embed racial equity throughout Pittsburgh's institution and businesses, and build community power, voice and capacity.
Market Value Analysis: Pittsburgh, PA Author: Reinvestment Fund Date: November 2016	The Market Value Analysis (MVA) is a tool designed to assist the private market and government officials to identify and comprehend the various elements of local real estate markets. It is based fundamentally on local administrative data sources. Homewood is characterized as a weak market here.

Goals, Objectives, and Implementation
Installation of geothermal heating and cooling systems at three HACP family properties: Homewood North (134 units). City and County residents can contribute waste cooking oil to local biodiesel production through ReFuel PGH (www.refuelpgh.com). As of December 2011, collection sites are located in front of the Whole Foods Market in East Liberty and Construction Junction in Homewood.
Recommendations: Preservation of existing deed-restricted affordable housing. Lasting affordability requirements on public funding. Naturally Occurring Affordable Housing (NOAH) - In the community forums, a majority of participants expressed the need to support existing homeowners, improve existing rental housing, and provide resources for the rehabilitation of Pittsburgh's existing housing stock – all items which fall under the umbrella of 'naturally occurring affordable housing.
The goal of this study, funded by the Heinz Endowments, is to examine the perceptions of Pittsburgh residents of their neighborhoods, what they like and don't like, and to investigate the factors that are important in their residential location choice, focusing particularly on young African American professionals and where they choose to live.
Economic diversification of the neighborhood housing market. The introduction of strategic physical changes through real estate development that positively influences market dynamics and competitively repositions the neighborhood in the city's housing market.
The Roadmap for Inclusive Innovation lays out a number of initiatives the City of Pittsburgh should undertake in the coming months and years to remain a hub of innovation for social groups, companies and people. The objective of the City of Pittsburgh Roadmap for Inclusive Innovation is to provide a vision for Pittsburgh's future. By working together, the City and its residents can improve the quality of life for all the people of Pittsburgh.
Raise the bar for new development. Make all neighborhoods healthy communities of opportunity. Expand employment and ownership opportunities. Embed racial equity throughout Pittsburgh's institutions and businesses. Build community power, voice, and capacity.

Title	Summary
Homewood Cluster Planning: Final Consensus Vision Plans Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	A detailed land use vision for Homewood’s future based on the needs and desires of existing, present-day community stakeholders.
P4 Performance Measures Author: Pittsburgh p4 Initiative Date: October 2016	The P4 Performance Measures Project provides a quantitative method to measure impact of development. According to Mayor Peduto “The Measures will help us reach higher to achieve maximum returns from every public dollar invested in development so we can build a city that works for all of our residents; because if it’s not for all, it’s not for us.”
Pittsburgh Principles for Design & Planning Author: Pittsburgh City Planning Date: August 2016	The Design Plan acknowledges projects initiated by a broad spectrum of Pittsburgh leaders, from community organizations, to artists, to civic and academic institutions, to the private sector. The Plan focuses on equity, sustainability, innovation, performance and design excellence.
Pittsburgh Bike Plan Author: Pittsburgh City Planning Date: ongoing	The plan proposes a comprehensive set of bike infrastructure improvement projects that will enhance the quality and connectivity of our bicycling network and making bicycling accessible to more users. The bike projects will increase the city’s total bike infrastructure mileage.
Complete Streets Policy Author: City of Pittsburgh Date: 2015	The plan described the need for improved “Complete Streets” in Pittsburgh. Complete Streets is described by Smart Growth America as a road network designed for everyone including pedestrians, people with disabilities, bicyclists, transit riders, motorists and freight carriers. A Complete Streets network is needed in Pittsburgh to further the City’s land use, transportation, livability, economic, sustainability, equity and innovation goals.
Bridging the Busway: A Transit-Based Community Plan for Homewood & Point Breeze North Author: Studio for Spatial Practice Date: April 2012	Bridging the Busway, a community-driven planning vision for Pittsburgh’s Homewood and Point Breeze North neighborhoods, explores how to build market strength through transit oriented development around the MLK Jr. East Busway’s Homewood Station, Homewood’s existing institutional core and to strength the Point Breeze North housing market
Homewood Station Transit Oriented Development Study Author: Urban Redevelopment Authority of Pittsburgh, Pittsburgh City Planning Date: June 2015	The study examines development potential at Homewood Station and the feasibility of using Transit Revitalization Investment District (TRID), to initiate Transit Oriented Development (TOD) around the station. In previous planning studies conducted in Homewood and Point Breeze North, the public identified addressing poor conditions around Homewood Station, relative to safety, access and connections to the surrounding neighborhood. The projects consist of infrastructure improvements to help attract private development interest and investment.

Goals, Objectives, and Implementation
Support the formation of Cluster Associations to own and evolve the Cluster Plan Vision over time, helping to guide development as it evolves in each cluster.
The Measures were created for use by multiple parties engaged in real estate development in the city of Pittsburgh. Each Measure contains quantifiable metric or alternative methods for evaluating the degree of project benefit and impact. While the primary purpose of the Measures is to provide an evaluation tool for public investment, they may also be utilized in a variety of manners, depending on the user and their needs, as summarized below. »Practitioners. Project teams, investors, and other stakeholders may use the Measures to expand their understanding of the critical issues facing Pittsburgh, and voluntarily include new or enhanced approaches in their practice and projects.
The Department of City Planning shall work together with many other agencies. An advisory group shall be created from a broad range of transportation and public realm related stakeholders in the city. DPW shall lead development of comprehensive design standards. The City shall incorporate green infrastructure into Complete Streets projects when possible. The City shall research ways to improve other City processes and project delivery to better align with the goals of the Complete Streets policy and changing trends in the industry. The City shall partner with other agencies and stakeholders to create educational programming. The City shall produce a report every two years measuring the progress made.
1) Equitable Development, 2) Stabilize and Diversify Housing, 3) Expand Create a Neighborhood Planning Forum, Plan for future of vacant properties, Business, Arts and Culture, 4) Green the Neighborhood, 5) Build a Sustainable Community (Energy, Water, Nutrients).
Eight general recommendations were prioritized as follows: 1. Improve Homewood Busway and its surroundings 2. Help bring new businesses to Homewood 3. Add better lighting, trees and furniture to streets 4. Improve pedestrian routes to nearby schools 5. Help build new housing 6. Improve, expand and maintain nearby parks 7. Help address flooding issues 8. Improve bicycle routes and parking in the neighborhood

Title	Summary
My Brother's Keeper: Allegheny County and City of Pittsburgh's plan for addressing opportunity gaps for boys and young men of color. Author: MBK Allegheny County Date: June 2015	"MBK Playbook" outlines effective strategies to support the success of young men of color and effective and efficient means to implement the strategies. The playbook embraces the 6 core goals and focuses on the "livability index" that states data must be coupled with experiences that reflect what our young men of color see, hear and feel within their respective neighborhoods and communities.
Homewood Urban Agenda Strategy: An Inner-City Model for Urban Revitalization Author: Community Empowerment Association Date: 2014	Report identifies areas to achieve enrichment. Each section give description and context of area and a proposed solution. Areas include: Community and Economic Development, Education, Public Safety, Public Health, Political Empowerment.
A Public Health Approach To Violence: CEA Strategy For The City Of Pittsburgh And Allegheny County Author: Community Empowerment Association Date: July 2011	CEA recommends the following 12 functions as the citywide initiative to address root causes of violence for reduction, including; (1) create the Peace Alliance Network; (2) develop a Commission; and various responsibilities and roles for (3) government (Mayor, County Executive, Governor, and Public Officials); (4) faith based organizations; (5) community based organizations; (6) communities at large; (7) universities; (8) local businesses; (9) schools; (10) health institutions; (11) parents; and (12) youth.
Homewood-Brushton Community Coalition Organization Strategic Plan: Charting a New Future for Homewood-Brushton Author: Homewood-Brushton Community Coalition Organization Date: 2010	A detailed land use vision for Homewood's future based on the needs and desires of existing, present-day community stakeholders. Plan breaks up Pittsburgh into 9 clusters and a business and industrial core. OBB conducted field surveys to collect personal testimonies from residents and parcel-specific data for the target areas that informed the plan.
Initiatives: Cluster 1 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Potential Gateway. Has a concentration of City owned vacant land that could provide opportunities for developing new community-supported uses. Large number of vacant properties and delinquent landlords. Railway infrastructure poses unique challenge, physically separating portions of the neighborhood and creating a green expanse along Homewood's border with Point Breeze North.
Initiatives: Cluster 2 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Proximity to Westinghouse High School, a strong asset with rich neighborhood history. High rates of home ownership in NE section. Large number of City owned vacant properties (buildings and land) around WHS. Vacant and dilapidated homes are continually being demolished.

Goals, Objectives, and Implementation
1) Support healthy initiatives by expanding healthy meals to children involved in after school programs. 2) Highlight the importance of literacy by increasing distribution of age- (and culturally-) appropriate books to children at summer food site locations. 3) Expanding youth input and empowering youth voice by forming teams and training youth to lead initiatives such as Students in Action Teams, Black Student Unions, and other student-driven efforts. 4) Increasing the number of youth that feel "cared for" by recruiting more mentors of color for our young [people] of color. 5) Expand internet access by developing spatial analysis and mapping of free wifi hotspots, and increase public locations. 6) Encourage private and non-profit investment in workforce development by expanding number of youth served by the Learn and Earn Summer Youth Employment Program especially in jobs related to STEM. 7) Increase financial status and standard of living by expanding opportunities to be financially literate involving understanding of the banking and mortgage systems.
Coalition and base-building serve as the key tools to initiate grassroots development of communities. While it is important to establish substantive policy along the way, it is essential to further the development of community structure as well. This includes: the development of the skills and abilities of citizens and citizen groups; making social planning more accessible and inclusive; connecting social and economic investment to grassroots community groups; advocating broad coalitions and infusing social planning with a concern for social justice.
"One viable solution is to collaboratively address violence, based on a public health paradigm using an intervention system focused on prevention, rehabilitation, and development. This strategy can engage community residents in positive ways, and empower them to take ownership and sustain much needed resident commitment for long-term public safety. Unfortunately, overreliance on law enforcement in controlling violence, invites further affliction on our youth and adults in The Greater Pittsburgh region. This suppressive intervention alone is doom to a failure and will lead to endless homicides of our brothers and sisters."
Report identifies target areas of community concern: Housing, Commercial Development, Workforce Development, Youth, Education, Environment, Arts & Culture, Social Services, Public Safety, Faith-Based.
Long Term: Large-scale Neighborhood-serving Retail, Multi-Use Trail, Ecological Open Space, Stormwater Management, Enhance Gateways/Streetscapes. Zoning: Existing - mix of multi-family res, single-family low density, LNC, and urban industrial.
Long Term: Identify Infill Housing Sites, Ecological Open Space, Large Neighborhood Park, Network of Small Parks/Gardens, Zoning Recommendations, Renovate School. Zoning: Existing - mix of multi-family residential, single-family low density, LNC, and urban industrial

Title	Summary
Initiatives: Cluster 3 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Pedestrian Access to Westinghouse Park. Homewood Busway Station is important asset and provides express bus service to East Liberty, downtown Pittsburgh, etc. One block from Homewood Ave business district. Adjacent to Carnegie Library. Challenges include large number of vacant properties, delinquent landlords. Many vacant, dilapidated homes have been demolished in recent years, a practice that continues into the present day. City and Housing Authority owned vacant properties.
Initiatives: Cluster 4 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Homewood Busway Station is important asset, providing express bus service to East Liberty, downtown Pittsburgh, etc. Faison Elementary School and the Alma Illery Medical Center are important neighborhood assets. Proximity to Library, YMCA, CCAC. New single-family housing. Challenges include large number of vacant properties, high crime rates, several deteriorating buildings. The partially-vacant set of row houses lining Hamilton Ave, called Sterret-Collier by residents, are a unique challenge due to their high-visibility, ownership complications, and the small footprint of the existing housing units.
Initiatives: Cluster 5 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: High concentration of City properties, mainly vacant land, could provide opportunities for developing new community-supported uses. Adjacent to Business and Institutional Core, which could help strengthen the cluster. Contain important commuter routes. Challenges include a large number of vacant properties, delinquent landlords, deteriorating properties. Many vacant, dilapidated homes have been demolished in recent years, a practice that continues into the present day.
Initiatives: Cluster 6 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Strong Homeownership. Home to Baxter and North Homewood Parklets. Home to concentration of URA owned vacant land that could provide opportunities for developing new community-supported uses. Challenges include large number of vacant properties - particularly in the northern area on steeply sloped lots, delinquent landlords, and deteriorating properties. Many vacant, dilapidated homes have been demolished in recent years, a practice that continues into present day.
Initiatives: Cluster 7 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: High Vacancy, Challenging Terrain, Dramatic Views/Overlooks. Three separate water utilities operate in the area, creating some confusion for property owners. Street infrastructure is also poorly maintained.
Initiatives: Cluster 8 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Assets and Challenges: Urban Industrial Area; Proximity to Busway

Goals, Objectives, and Implementation
Long Term: Small-scale Neighborhood-serving retail. Zoning: Existing - mainly Multi-family residential, with small pocket of Single-family very high density, and Urban industrial. Upcoming - R1A-VH to UI (to accommodate the Animal Rescue League expansion.
Long Term: Live-Make Uses, Stormwater Management, Enhance Gateways/ Streetscape, Decommission Streets. Zoning: Existing - a mix of multi-family and medium-density single-unit residential, LNC, and UI
Long Term: Identify Infill Housing Sites, Small-scale Neighborhood serving Retail, Live-Make Uses, Ecological Open Space, Enhance Gateways/ Streetscape, Network of Small Parks/ Gardens. Zoning: Existing - a mix of multi-family residential and LNC
Long Term: Identify Infill Housing Sites, Ecological Open Space, Enhance Gateways/ Streetscapes, Network of Small Parks/Gardens, Update Baxter Park. Zoning: Existing - a mix of multi-family residential, two-unit residential low density, and LNC
Long Term: Identify Infill Housing Sites, Small-scale Neighborhood serving Retail, Wind Turbine Field, Ecological Open Space, Stormwater Management, Enhance Gateways/ Streetscape, Network of Small Parks/ Gardens, Decommission . Zoning: Existing - a mix of two-unit res low dens, multi-family residential, PUD, LNC, and park land.
Long Term: Live-Make Uses, Large Neighborhood Park, Zoning Recommendations. Zoning: Existing - an uncommon mix of residential, commercial and industrially zoned land. Historically, this has led to some conflicts between uses. Additionally, a large number of non-conforming buildings and uses do not match the current Zoning designation of the land upon which they sit.

Title	Summary
Initiatives: Cluster 9 Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Rosedale Block Cluster has a strong presence, with a playground and community garden facing Rosedale Street. Parts of area have strong homeownership, with 19 homeowners taking advantage of Pittsburgh's Sideyard Sale program. Challenges include working with a large number of vacant properties, delinquent landlords, crime and several deteriorating properties. Many vacant, dilapidated homes have been demolished during recent years, a practice that continues into the present day.
Initiatives: Business & Industrial Core Author: Operation Better Block, Studio for Spatial Practice Date: November 2015	Homewood Station is an important asset for the Business and Institutional Core, providing express bus service to East Liberty, Oakland, downtown Pittsburgh and beyond. The Business and Institutional Core includes a large number of long-standing cultural and educational Institutions including the Carnegie Library, the Community College of Allegheny County, and the Afro-American Music Institute, among others. Challenges for the Core district include working with a large number of vacant properties, delinquent landlords and deteriorating properties, sustaining and supporting existing businesses, and attracting new commercial uses.
Peace & Justice Initiative Author: Pittsburgh Black Elected Officials Coalition Date: 2017	An ongoing and systematic African American community engagement process and a resident-informed Peace and Justice Policy Agenda included: a. An overview of the current state of Black Pittsburgh, b. An overview of the initial community engagement process and findings, and c. Specific policy recommendations. The implementation of the Peace and Justice Policy Agenda utilized all interested stakeholders and available resources; and a stronger partnership between City, County and State Governments and Pittsburgh's African-American communities to improve public safety and overall quality of life in those communities.
Race Street 2020 Author: Urban Redevelopment Authority Date: 2012	Residents were asked, in a community meeting, "In the year 2020, what does Race Street look like?" URA took those responses and created this document to reflect residents' visions.

Goals, Objectives, and Implementation
Long Term: Small-scale Neighborhood serving retail, Decommission Streets. Proximity to Wilkinsburg Busway Station. Zoning: Existing - a mix of multi-family and medium-density single-unit residential, LNC, and UI
Long Term: Large-scale Neighborhood-serving Retail, Enhance Gateways/ Streetscape. Zoning: The Core area is comprised of a mix of multi-family and single family very-high residential, Local Neighborhood Commercial, and Urban Neighborhood Commercial on Homewood Avenue.
Improve community/police communication and engagement. Improve accountability & transparency for all involved in public safety, not just citizens. Increase diversity of police force to be representative of the community it serves. Improve police training. Police can increase good will by monitoring public events and keeping them safe. Increase accessibility to affordable housing. Make homeownership more affordable. Provide more accountability for stakeholders at each level of the homeownership process. Create land use plans that promote accessibility, homeownership, and accountability.
Common Themes: Infrastructure improvement, Plan for vacant & Abandoned Property, Housing Rehabilitation, Social Street, Safe Streets/Secure Neighborhood, Employment + Business Opportunities, Schools and School System Improvements, Connection to Main Street, Improve Regional Perception Each Theme identifies organizations or entities to lead strategy implementation.

