

NEIGHBORHOOD ALLIES NEIGHBORHOOD LEVEL STRATEGIES

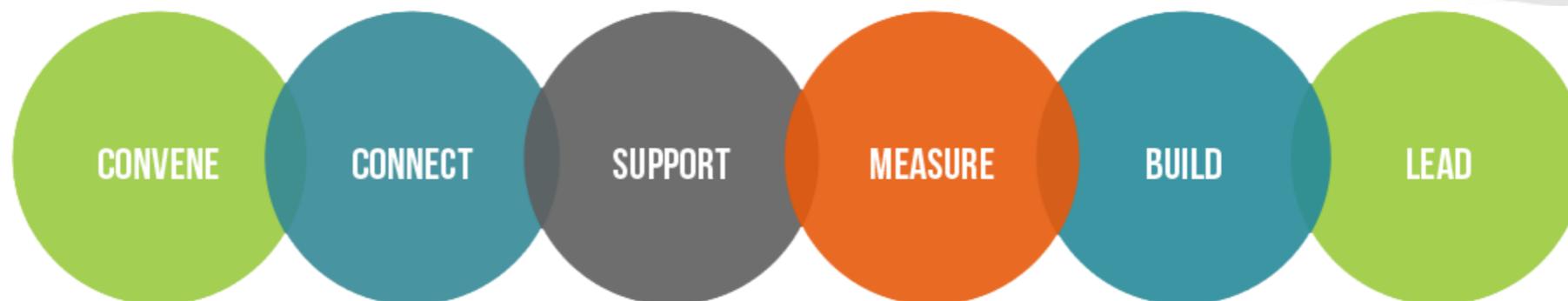
OUR HEALTHY NEIGHBORHOODS FRAMEWORK IS THE FOUNDATION OF ALL OF NEIGHBORHOOD ALLIES' WORK. WE USE IT TO PRIORITIZE CHANGE EFFORTS AND TO GUIDE US TO THE CHANGE THAT WE SEEK THROUGHOUT PITTSBURGH. OUR ULTIMATE GOAL IS TO INVEST IN, HELP BUILD AND MAINTAIN HEALTHY NEIGHBORHOODS BY EQUITABLY CULTIVATING MARKET CONFIDENCE, QUALITY OF LIFE, A CELEBRATED NEIGHBORHOOD IMAGE AND COMMUNITY OWNERSHIP.

Since every neighborhood is unique, with varying conditions, goals and visions, we have developed tailored strategies toward achieving healthy neighborhoods in each of our priority geographies. The neighborhood-specific strategies and action plans that follow have been, and will continue to be, informed by conversations with our partners, current neighborhood plans, research, data and our organizational capacity. The strategies are solid yet fluid, as conversations with community organizations, residents and experts will continue to inform them.

To ensure that we're able to achieve impact and follow through with these strategies, we have assigned a Neighborhood Allies Team Member as a lead for each of our neighborhoods to effectively deploy our complete capital model. Team Leads will spend time on the ground working in their respective communities.

Our role as a community partner at the neighborhood level is to:

- **Act as convener to support the collective neighborhood vision and strategy**
- **Support and connect aligned activities and expand broader partnerships**
- **Establish shared measurements**
- **Build public will and social capital**
- **Introduce best practices and serve as thought leaders on policy coordination**
- **Seek, develop, and mobilize Complete Capital for high-impact neighborhood projects**





Strategic Objectives to achieve Healthy Neighborhoods:

MARKET CONFIDENCE | Mobilize private and public capital to pursue non-displacement strategies and restore real estate market values so people can invest confidently.

QUALITY OF LIFE | Increase financial stability of residents, facilitate access to mental, behavioral and social support services, and improve the physical conditions of the neighborhood to advance overall health and well-being.

CELEBRATED NEIGHBORHOOD IMAGE | Cultivate hope among all residents for neighborhood change through community-driven arts and culture, improved public spaces, and the preservation of history, culture, and identity.

COMMUNITY OWNERSHIP | Strengthen neighborhood platforms that elevate and perpetuate residents as decision-makers and active participants in neighborhood change, and leverage assets to generate revenue that can be reinvested into future activities and improvement.

Hill District Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE | We will partner to pursue a “Model Blocks” strategy, creating opportunities for homeownership; develop a streamlined process to increase the number of those who access affordable home repair services; grow a property acquisition fund to make privately owned or vacant structures available for permanent/preservation of affordable housing; and assist in attracting capital for new construction and renovation projects for residential and commercial development.

- Support the development of a housing rehab strategy that engages and is accepted by both city government and community stakeholders.
- Support non-displacement strategies intended to maintain affordability and prevent displacement by connecting residents with wealth-building opportunities and financial coaching.
- Support development for neighborhood benefit by connecting neighborhood-based entrepreneurs and MBEs/WBEs to the supply chain and capital potentially through a business development fund.

QUALITY OF LIFE | We will maintain and remediate vacant lots to improve physical conditions of the neighborhood, health and well-being of residents.

- Support programs that enable lower-income and senior residents to undertake critical home repairs to improve the health, safety and appearance of their property and neighborhood and increase property values.
- Support the development of workforce development strategies and programming to help residents learn the skills needed to be employed in growing, well-paid occupations in Pittsburgh such as health care, technology, sustainable construction and financial services.

NEIGHBORHOOD IMAGE | Further integrate and embed the arts into neighborhood life and public spaces, and use our communications platform to cultivate positive messages, including the promotion of annual events that attract people to the neighborhood.

- Support efforts that build upon the African American Cultural Legacy by preserving a recognizable, graphic identity for the neighborhood.
- Support efforts to sustain artists and their work over the long-haul.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders, cultivate and sustain new leadership, and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts.

- Support the development of skills and knowledge and support existing platforms for information sharing and collective action of new leaders and residents, community groups, and organizations working to create change.



Strategic Objectives to achieve Healthy Neighborhoods:

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Hilltop Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE | We will implement anti-displacement strategies for existing businesses initially by pursuing long-term cooperative ownership models.

- Support efforts to halt the decline and restore the housing market of the neighborhood and foster increased homeownership among new residents to prevent displacement of existing residents.
- Support new businesses/entrepreneurs on Warrington Avenue Business District that are desired by and welcoming to existing residents.

QUALITY OF LIFE | We will strengthen ongoing efforts to advance trauma awareness in community building and facilitate access to mental and behavioral services.

- Support increased neighborhood focused programming, spaces and places for youth to engage, socialize, be productive and contribute to bettering their neighborhood or implementing a community development project.
- Support projects and programs that address code violations and property maintenance for existing residents.

NEIGHBORHOOD IMAGE | We will maintain and remediate vacant lots; use our communications platform to cultivate positive messages and attract people to the neighborhood; and further integrate and embed the arts into neighborhood life and public spaces.

- Support efforts to animate public spaces such as courtyards, park spaces or focal points for community gatherings.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders, cultivate and sustain new leadership, and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts.

- Support the development of skills and knowledge and support existing platforms for information sharing and collective action of new leaders and residents, community groups, and organizations working to create change.
- Support leadership efforts to increase the voice and activism of youth in the community that are directly connected to community building and revitalization.



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Homewood Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE | We will grow a property acquisition fund to make privately owned or vacant structures available for permanent/preservation of affordable housing, assist in attracting capital for new construction and renovation projects for residential and commercial development; and partner to align services and pursue a “Model Blocks” strategy along key nodes of strength in Homewood.

- Support the development and implementation of a comprehensive neighborhood plan.
- Support the coordination of an economic development strategy which includes incentives, training, infrastructure investment and aesthetic improvements to existing neighborhood retail and business nodes.
- Support the development of a strategic approach to code enforcement that aligns with the cluster plans and ongoing blight elimination and property maintenance efforts.
- Support programs that enable residents to undertake critical home repairs to improve the health, safety and appearance of their property and neighborhood and increase property values.

QUALITY OF LIFE | We will maintain and remediate vacant lots to improve the physical conditions of the neighborhood, health and well-being of residents; establish a Financial Opportunity Center in the East End; and support efforts to develop a more coordinated workforce development strategy.

- Support a network of smaller parks and gardens to address the lack of usable open space throughout the neighborhood and assist the neighborhood in enhancing youth recreational spaces
- Support neighborhood efforts to restore a vibrant mix of retail with restaurants, shops, and entertainment options.
- Support entrepreneurship training for indigenous, neighborhood-based entrepreneurs and connect minority- and women-owned businesses to neighborhood development projects.
- Support the neighborhood in addressing public safety to mitigate crime and change the negative perception of potential visitors.

NEIGHBORHOOD IMAGE | We will further integrate and embed the arts into neighborhood life and public spaces; and use our communications platform to cultivate positive messages, including the promotion of annual events that attract people to the neighborhood.

- Support the neighborhood’s efforts to create a regional African-American cultural destination in Homewood’s Business & Institutional Core.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders; cultivate and sustain new leadership; and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts.

- Support efforts to include resident leadership, capacity, and voice in the decision-making and implementation of key improvement efforts.
- Support the development of skills and knowledge and support existing platforms for information sharing and collective action of new leaders and residents, community groups, and organizations working to create change.



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COMMUNITY OWNERSHIP | Strengthen neighborhood platforms that elevate and perpetuate residents as decision-makers and active participants in neighborhood change, and leverage assets to generate revenue that can be reinvested into future activities and improvement.

Larimer Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE | We will grow a property acquisition fund to make privately owned or vacant structures available for permanent/preservation of affordable housing; and assist in attracting capital for new construction and renovation projects for residential and commercial development.

- Support efforts to create formal partnerships with the URA to re-populate the neighborhood with working families per the Vision Plan.
- Support the development of comprehensive homeownership, property stabilization and increased population strategies.
- Support projects and programs that address property stabilization and infill development.

QUALITY OF LIFE | We will assist in attracting capital for the expansion of spaces to offer more fresh food in the community; maintain and remediate vacant lots to improve the physical conditions of the neighborhood; establish an Financial Opportunity Center in the East End; and convene neighborhood partners to formulate a strategy around code enforcement and rehabilitation.

- Support efforts to create multi-generational wealth or equity among existing low and moderate income homeowners through critical home rehabilitation.
- Support the facilitation of increased neighborhood focused programming, spaces and places for youth to engage, socialize and be productive.
- Support leadership programs to increase the voice and activism of youth that have a direct connection to bettering their neighborhood or implementing a community development project.

NEIGHBORHOOD IMAGE | We will further integrate and embed the arts into neighborhood life and public spaces; and use our communications platform to cultivate positive messages, including the promotion of annual events that attract people to the neighborhood.

- Support efforts to animate public spaces such as courtyards, park spaces or focal points for community gatherings.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders; cultivate and sustain new leadership, and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts; and support the development of skills and knowledge and support existing and new platforms for information sharing and collective action.



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COMMUNITY OWNERSHIP | Strengthen neighborhood platforms that elevate and perpetuate residents as decision-makers and active participants in neighborhood change, and leverage assets to generate revenue that can be reinvested into future activities and improvement.

Millvale Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE | We will grow a property acquisition fund to make privately owned or vacant structures available for permanent/preservation of affordable housing; and assist in attracting capital for new construction and renovation projects for residential and commercial development.

- Support the development of a community land trust and strategic code enforcement to maintain affordability for residents and business owners, build community wealth and prevent displacement of residents and businesses as the market begins to become a force in the borough.
- Support Millvale's desire to grow and source fresh food for residents and local restaurants in the borough to ensure long-term food sustainability.
- Support projects that leverage Millvale's unique connection to the Allegheny River as a way to attract new residents and investors.

QUALITY OF LIFE |

- Support emerging entrepreneurs in their efforts to improve food security and increase employment opportunities.
- Support efforts to improve access to healthy food and healthy lifestyle choices in the borough such as the development of play spaces for kids and adolescents.

NEIGHBORHOOD IMAGE | We will use our communications platform to cultivate positive messages and attract people to the neighborhood; and further integrate and embed the arts into neighborhood life and public spaces.

- Support neighborhood signage installation and placemaking projects that preserve the culture and identity of the borough.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders; cultivate and sustain new leadership; and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts.

- Support current infrastructure for information-sharing and collective action by residents, community organizations, the borough, business owners, and other stakeholders.
- Support the development of skills and knowledge of residents, community groups and organizations working to create change.



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COMMUNITY OWNERSHIP | Strengthen neighborhood platforms that elevate and perpetuate residents as decision-makers and active participants in neighborhood change, and leverage assets to generate revenue that can be reinvested into future activities and improvement.

Wilkinsburg Neighborhood Level Strategies | Our Work On the Ground:

MARKET CONFIDENCE |

- Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan

QUALITY OF LIFE |

- Support opportunities to animate public spaces through placemaking to increase social connectivity, networking, civic engagement and business patronage.
- Support the development of programs for youth ages 13 - 17 that connects and empowers youth to get and stay involved with their community.
- Support the creation and preservation of activities to seniors and increase communication across the Borough to improve connectivity and awareness of events and other work.

NEIGHBORHOOD IMAGE | We will use our communications platform to cultivate positive messages and attract people to the neighborhood, and further integrate and embed the arts into neighborhood life and public spaces.

- Support the improvement in the physical appearance of the Business District through code enforcement, streetscape improvements, renovation and redevelopment.

COMMUNITY OWNERSHIP | We will identify and connect neighborhood assets and continue to build social connection and new leaders, cultivate and sustain new leadership; and continue to actively recruit residents, small business owners and other stakeholders to participate in capacity building efforts.

- Support efforts to include resident leadership, capacity, and voice in the decision-making and implementation of key improvement efforts.