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U.S. Department of Housing and Urban Development (HUD)

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Submitted By:

Housing Authority of the City of Pittsburgh *(Lead Grantee)*

The City of Pittsburgh *(Co-Grantee)*

TREK Development *(Planning Coordinator)*



BEDFORD CONNECTS
Transformation Plan

CHOICE NEIGHBORHOODS
BEDFORD DWELLINGS | HILL DISTRICT

ACKNOWLEDGMENTS

The Co-Grantees, the Hill District Choice Board and the members of the Working Groups would like to thank all those individuals and entities who gave of their time and resources to bring this plan to completion. A list of all of the participating organizations is shown below.

PRINCIPAL TEAM MEMBERS

- Housing Authority of the City of Pittsburgh (Lead-Grantee)
- The City of Pittsburgh (Co-Grantee)
- Office of Mayor William Peduto
- Department of City Planning & Public Art
- Department of Mobility and Infrastructure
- Department of Public Safety / Bureau Police (Police Department Zone 2)
- Office of Councilman R. Daniel Lavelle
- State Representative Jake Wheatley
- TREK Development Group (Planning Coordinator / Housing Co-Lead)
- Urban Redevelopment Authority (Neighborhood Planning Lead)
- Duquesne University (People Planning Lead)
- Master Planning Consultants (Wallace Roberts & Todd, Triple Aim Partners)
- Bedford Dwellings Tenant Council / Bedford Connect Action Team
- Hill Community Development Corporation (Housing Convening Partner)
- Hill House Association (People Convening Partner)
- Hill District Consensus Group (Neighborhood Convening Partner)
- Hill District Education Council
- Hill District Minister's Alliance
- Urban Innovation 21

PARTNERS

- Congressman Mike Doyle
- Allegheny County District Attorney, Stephen Zappala, Jr.
- Pittsburgh Public Schools
- Carlow University
- Allegheny County Department of Human Services
- Macedonia Church of Pittsburgh
- Center That CARES
- POISE Foundation
- Family Resources
- Reading is FUNdamental Pittsburgh
- RAND Corporation
- Greater Pittsburgh Community Food Bank
- Eastside Neighborhood Employment Center
- Carnegie Library of Pittsburgh - Hill District
- Energy Innovation Center
- Pittsburgh Parks Conservancy
- A+ Schools
- Bloomfeld-Garfeld Corporation Youth Development Director
- McAuley Ministries
- Anonymous Donor
- Neighborhood Allies
- Design Center of Pittsburgh
- Heinz Endowments
- Bridgeway Capital
- FOCUS Pittsburgh
- Thelma Lovette YMCA
- Ujamaa Collective
- Education Rights Network
- St. Benedict the Moor
- Housing Authority City of Pittsburgh, Employment Programs
- Housing Authority City of Pittsburgh, Family Self-Sufficiency Programs

- Housing Authority City of Pittsburgh, Security
- Bedford Dwellings Residents
- Allegheny County Juvenile Probation Office
- Allegheny County Adult Probation Office
- University of Pittsburgh Health Equity Violence Prevention Project
- University of Pittsburgh Medical Center - Western Psychiatric Institute & Clinic
- Matilda Thiess
- East Liberty Family Health Care Center
- Hill District Residents & Stakeholders
- Partner4Work
- Alliance for Police Accountability
- Pittsburgh Water & Sewer Authority
- Port Authority Allegheny County
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- US Department of Housing & Urban Development

The Planning Team would like to offer a special thanks to Emily Marko for the use of her graphics throughout this draft document. Ms. Marko was instrumental to the community engagement process, leading resident and community stakeholder teams around the "people" planning process. *Discover how you can organize your brain and solve problems by visiting emilymarko.com.*

LIST OF ACRONYMS

BD	Bedford Dwellings
BJWL	Beverly Jewel Wall Lovelace Children's Program
BRT	Bus Rapid Transit
CDC	Community Development Corporation
CN	Choice Neighborhood
CNI	Choice Neighborhoods Initiative
CNPG	Choice Neighborhoods Planning Grant
GPNA	Green Physical Needs Assessment
HACP	Housing Authority of the City of Pittsburgh
HUD	US Department of Housing and Urban Development
LEED-ND	Leadership in Energy and Environmental Design - Neighborhood Development
LIHTC	Low-Income Housing Tax Credit
NRO	Neighborhood Resource Officer
PSSA	Pennsylvania System of School Assessment
PWSA	Pittsburgh Water and Sewer Authority
SWOT	Strengths, Opportunities, Weaknesses & Threats
TDC	Total Development Cost
UPMC	University of Pittsburgh Medical Center
URA	Urban Redevelopment Authority

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EXECUTIVE SUMMARY

TRANSFORMATION PLAN
A SUMMARY OF THE INITIATIVE

BEDFORD DWELLINGS | HILL DISTRICT

CHOICE NEIGHBORHOOD GOALS

THERE ARE 3 OVERARCHING CORE GOALS TO THE CHOICE NEIGHBORHOODS PROGRAM:

1. **HOUSING:** Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood.
2. **PEOPLE:** Improve educational outcomes and intergenerational mobility for youth with services and supports delivered directly to youth and their families.
3. **NEIGHBORHOOD:** Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

In June 2016, the Housing Authority of the City of Pittsburgh (HACP), the City of Pittsburgh and Bedford Dwellings community partners received a $500,000 Choice Neighborhoods Planning Grant from the U.S. Department of Housing and Urban Development (HUD) to comprehensively plan for the redevelopment of Bedford Dwellings and the Middle Hill neighborhood, providing replacement housing for the 411 households in a new mixed-income community. These grant funds leveraged an additional $710,000 from local government agencies and foundations. In July 2016, the planning process began with the re-convening of the Hill District CHOICE Board, first organized in February 2016. The CHOICE Board is comprised of six leading community-based organizations, The City and HACP, the planning coordinator and a Bedford Dwellings' resident representative. This Choice Neighborhoods Transformation Plan that has resulted from this process presents a holistic vision for the redevelopment of the Target Area within the Greater Hill District.

The Greater Hill District is comprised of six neighborhoods; the Upper Hill District, Bedford Dwellings, Middle Hill, Crawford-Roberts, Terrace Village, and Uptown. The Target Area of the Transformation Plan consists of Bedford Dwellings, a substantial portion of the Middle Hill, and a small portion of the Crawford Roberts neighborhood.

This Plan creates a comprehensive plan to revitalize the Bedford Dwellings public housing site and the surrounding Target Area to improve the quality of life for residents of the Greater Hill District. The planning process has been guided by several key existing plans that were produced by Hill District stakeholders with extensive community input over recent years, such as:The Greater Hill District Master Plan, Greenprint, and the Centre Avenue Corridor Plan.



CURRENT CONDITIONS: BEDFORD DWELLINGS

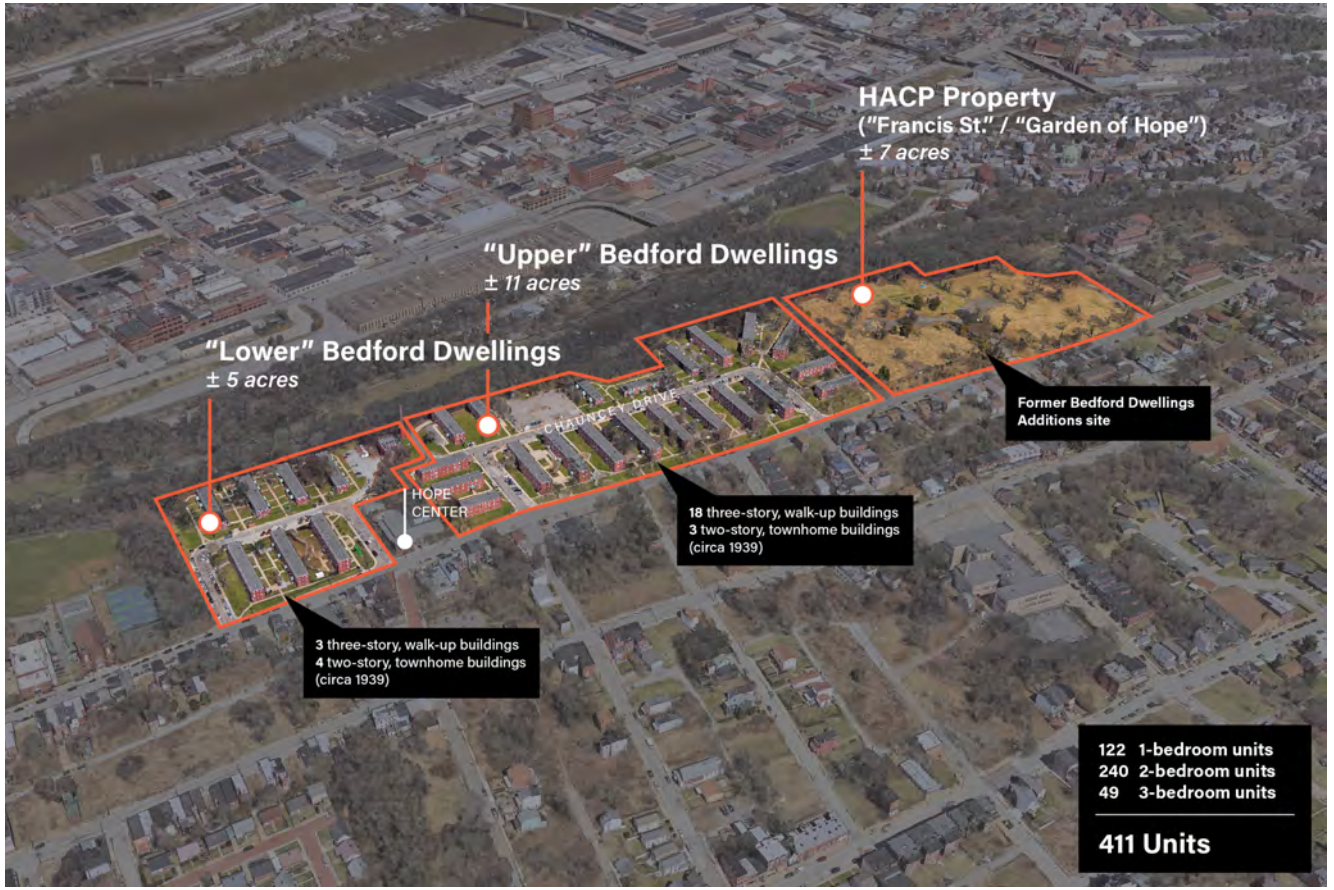
BEDFORD DWELLINGS

Number of Buildings	Total Number of Units	Occupied Units	Age of Buildings	Current Rehab Cost
30	411	394	77 Years	$65 Millions

Data Source: HACP Household Demographics, October 31, 2016. Median Income data from October 1, 2016.
U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.







BEDFORD DWELLINGS HOUSEHOLDS AT A GLANCE

BEDFORD DWELLINGS & HACP COMPARISON

31.9% Under age 18

*...of Bedford Dwellings residents are under age 18, compared with **37.0%** in all HACP Low Income Public Housing developments.*

75.2% Female-Headed

*...head of households of Bedford Dwellings are female, compared to **71.8%** in all HACP Low Income Public Housing developments.*

97.2% African American

*...households race of Bedford Dwellings are African American, compared to **86.6%** in all HACP Low Income Public Housing developments.*

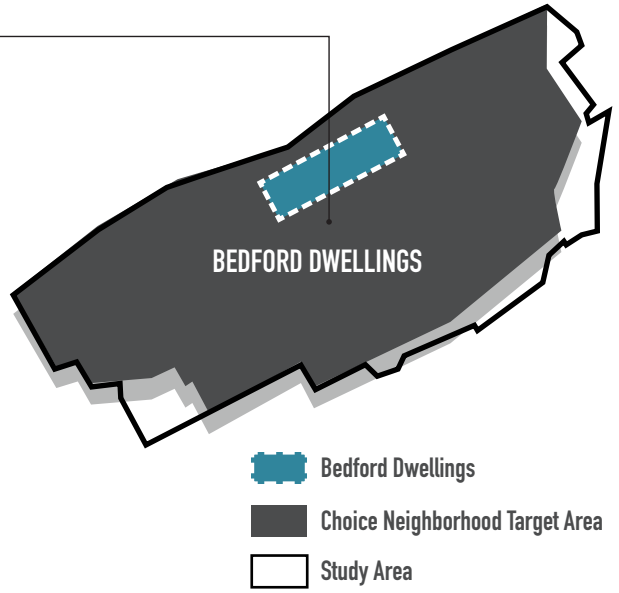
$9,036 Median Income

*...is the median household income for residents, compared to **$9,301** in all HACP Low Income Public Housing developments.*

HOUSEHOLDS:
394

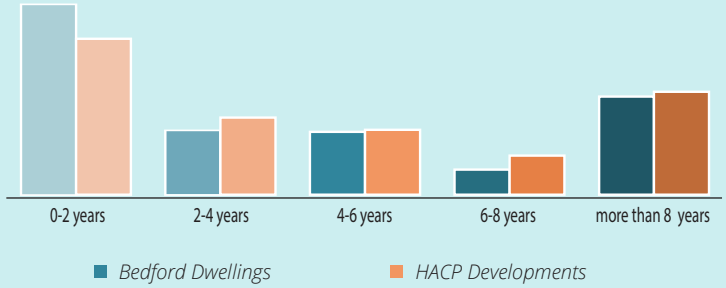
FAMILY MEMBERS:
662

AVERAGE HOUSEHOLD SIZE:
1.67



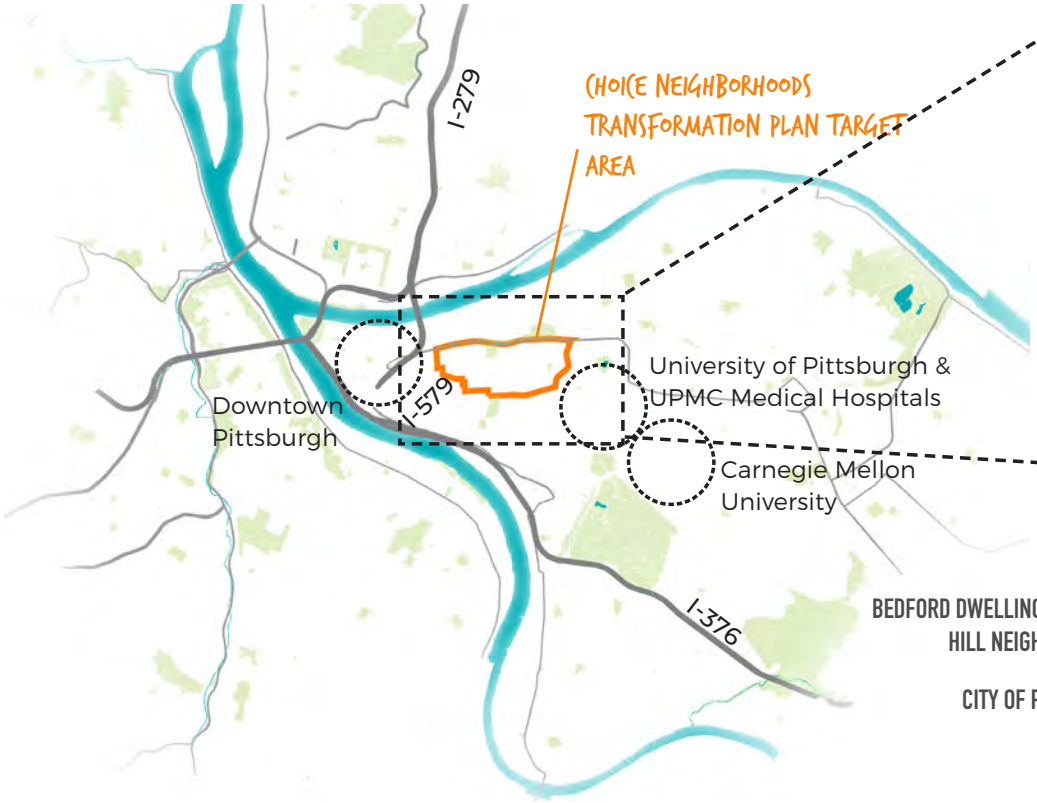
LOWER RETENTION

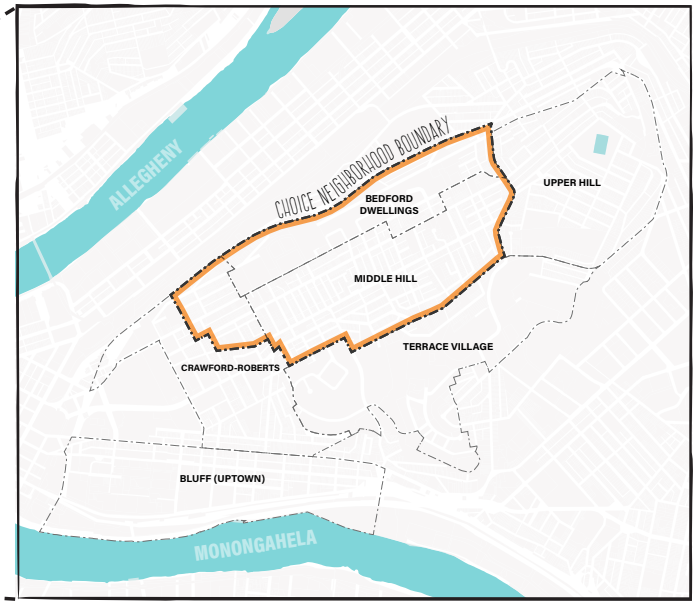
*42.9% of tenants lived in Bedford Dwellings for less than 2 years, compared to **35.3%** in all HACP Low Income Public Housing developments.*



Data Source: HACP Household Demographics, October 31, 2016. Median Income data from October 1, 2016.
U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

THE NEIGHBORHOOD





	Population	Population Change 2000–2016	2016 Average Household Size	2016 Median Household Income	2016 Poverty Rate
BEDFORD DWELLINGS / MIDDLE HILL NEIGHBORHOODS	3,554	-29%	1.86	$17,192	50%
CITY OF PITTSBURGH	309,111	-9%	2.05	$38,428	23%

The Greater Hill District is comprised of six neighborhoods; the Upper Hill District, Bedford Dwellings, Middle Hill, Crawford-Roberts, Terrace Village, and Uptown. The target neighborhood consists of all of Bedford Dwellings, a substantial portion of the Middle Hill, and a small portion of the Crawford Roberts neighborhood which is culturally and economically connected to the Middle Hill. The Greater Hill District has seen good-quality housing development over the last two decades with mixed-income development projects like Crawford Square, Oak Hill, Bedford Hill, and Skyline (former Addison Terrace), sponsored by the HACP and the URA. To the credit of community leadership and vested stakeholders, the redevelopment efforts have been of high design quality and have sensitively responded to the community fabric. However, as a result of the sheer amount of vacancy within the target neighborhood and the fact that many of the most substantial redevelopment efforts have been concentrated in areas outside the Middle Hill and Bedford Dwellings, the target neighborhood remains fragmented with pockets of strength dotted within a canvas of vacant land and structures. The Bedford Dwellings / Middle Hill Transformation Plan aspires to take the opportunity presented in replacing the Bedford Dwellings public housing project as an opportunity to design and develop meaningful connections between the neighborhood's assets and to re-form the mixed-income, mixed-use community that was once the Hill District.

TRANSFORMATIVE CONNECTIONS

Underpinning this Transformation Plan is the "BEDFORD CONNECT" Network, a network of Bedford Dwellings residents and Hill District stakeholders dedicated to creating an aspirational culture of connectedness through increased resident-led activities, coordinating collective problem solving, and establishing shared expectations and outcomes. The stewards of this network are the Bedford Dwellings residents, particularly a small group of dedicated residents referred to as the BEDFORD CONNECT Action Planning Team. Working in collaboration with the Community Builder and Planning Coordinator, the BEDFORD CONNECT Network is operationalized via pop-up engagement activities throughout the Bedford Dwellings community, weekly gatherings at the BEDFORD CONNECT Coffee Shop, and the signature engagement series, an informal, 90-minute gathering held monthly known as "BEDFORD CONNECT." Further outgrowths of the BEDFORD CONNECT model included the formation of the "BedfordChoice.com" website and development of the CHOICE logo.

The Choice Neighborhoods Transformation Plan envisions a future Hill District, rooted in its rich African American heritage, that is a connected, healthy and safe community where empowered residents are afforded new, intergenerational, family-friendly housing options and enjoy the flourishing business district and community amenities.







PLANNING APPROACH

This Transformation Plan honors the strength of connections; whether in the context of ***connecting*** the current areas of strong residential development to one another; ***connecting*** Bedford Dwellings to the Centre Avenue business district and other services; ***connecting*** the Hill District to the greater City and Region; or in ***connecting*** residents of Bedford Dwellings to their neighbors, services, job and educational opportunities.

PLAN VISION

CONNECTING A UNIFIED COMMUNITY



PLAN GOALS:

- Residents live in a physically connected neighborhood.
- Residents have housing options, integrated into the middle hill district's existing fabric, that foster neighborhood interaction and community pride.
- Residents are knowledgeable about and utilize community resources.

CONNECTING A FLOURISHING AND LIVELY COMMUNITY



PLAN GOALS:

- Street life is welcoming.
- Replacement housing, along with improvements to infrastructure and amenities, attarcts additional private investment within the target area.
- Residents live in a clean and safe community.

THE CHOICE NEIGHBORHOODS TRANSFORMATION PLAN ENVISIONS A FUTURE HILL DISTRICT, ROOTED IN ITS RICH AFRICAN AMERICAN HERITAGE, THAT IS A CONNECTED, HEALTHY AND SAFE COMMUNITY WHERE EMPOWERED RESIDENTS ARE AFFORDED NEW, INTERGENERATIONAL, FAMILY-FRIENDLY HOUSING OPTIONS AND ENJOY THE FLOURISHING BUSINESS DISTRICT AND COMMUNITY AMENITIES.

CONNECTING A HEALTHY COMMUNITY



PLAN GOALS:

- Reclaim and transform vacant / abandoned properties.
- Design and operation of new and rehabbed housing promotes health and wellness for people and our environment.
- Children and adults are physically and mentally healthy.

CONNECTING AN INTER-GENERATIONALLY EMPOWERED COMMUNITY



PLAN GOALS:

- Celebrate history & culture.
- Long-time residents are assured of a home in the revitalized community for the long term.
- Residents have access to quality education and workforce opportunities.

CONNECTING A UNIFIED COMMUNITY



RESIDENTS LIVE IN A PHYSICALLY CONNECTED NEIGHBORHOOD.

RESIDENTS HAVE HOUSING OPTIONS, INTEGRATED INTO THE MIDDLE HILL DISTRICT'S EXISTING FABRIC, THAT FOSTER NEIGHBORHOOD INTERACTION AND COMMUNITY PRIDE.

RESIDENTS ARE KNOWLEDGEABLE ABOUT AND UTILIZE COMMUNITY RESOURCES.

NEIGHBORHOOD STRATEGIES

The #83 Bus is Re-Routed from Centre Avenue to Dinwiddie Street to connect to Fifth and Forbes BRT system.

The #82 Lincoln-Centre Ave bus frequency increased to less than 15 min intervals during peak hours.

The #83 Bedford-Hill bus frequency increased to less than 20 min intervals during peak hours.

The Chauncey Street and Junilla Street Steps are Repaired and/or Replaced.

Improve Transit Facilities within Neighborhood.

HOUSING STRATEGIES

Endeavor to locate housing within the Target Area such that the housing acts as "connector" between existing areas of strength within the neighborhood.

Design new homes (and rehab opportunities where feasible) to provide universal design features, such as entrances on accessible routes and adaptable kitchens and baths. (Age in Place Design).

Design and construct housing typologies that satisfy needs within broad bands of different generations, family sizes and lifestyles.

Design and construct housing that incorporates, well-designed exterior spaces for residents to engage with one another such as stoops, porches and pocket parks.

Encourage economic diversity through income and typology mix within the replacement housing developments.

PEOPLE STRATEGIES

Every resident at Bedford Dwellings will be offered case management services to provide individual and family support for each household.

Bedford Connect will continue to develop as an inclusive network where everyone is welcome and valued.

Tapping into the power of the internet through the development of a mobile app to create a direct line of communication between residents and community.

CONNECTING A HEALTHY COMMUNITY

PEOPLE STRATEGIES

Connect Bedford Dwellings residents to physical and mental health services on site through new and existing partnerships.

Case management and collaboration across all domains through the Service Provider Network.

Increase access to fresh fruits and vegetables through expanding the outreach for existing services such as 412 Food Rescue and the Food Bank Senior Commodity Boxes in addition to created community gardens.

Increase Access to Smoking Cessation Workshops and Support.

Creating more opportunities and space for play including playgrounds, encouraging family activities in partnership with Bedford Connect.

NEIGHBORHOOD STRATEGIES

Reclaim small vacant parcels for green infrastructure to divert and infiltrate stormwater runoff from streets. Align these green infrastructure areas with PWSA's areas of need.

Integrate green infrastructure with new public gathering spaces and play areas.

RECLAIM AND TRANSFORM VACANT / ABANDONED PROPERTIES.

DESIGN AND OPERATION OF NEW AND REHABBED HOUSING PROMOTES HEALTH AND WELLNESS FOR PEOPLE AND OUR ENVIRONMENT.

CHILDREN AND ADULTS ARE PHYSICALLY AND MENTALLY HEALTHY.



HOUSING STRATEGIES

New and rehabbed housing to be energy-efficient, exceeding Code-mandated minimum standards for energy efficiency.

Provide weatherization program and loans/ grant to homeowners to make energy-efficiency improvements to existing homes.

New and rehabbed housing will be constructed with approved materials that are non-toxic and easy to maintain.

New housing will be designed with safe, well-lit exterior spaces and walking paths/ sidewalks that beckon residents to engage one another outside of their residences.

CONNECTING AN INTER-GENERATIONALLY EMPOWERED COMMUNITY

HOUSING STRATEGIES

Construction of new residences that provide one-for-one replacement (using bedroom count) of publicly-assisted housing units.

Design and construct housing typologies that satisfy needs of different generations, family sizes and lifestyles.

Create a Relocation Plan for Bedford Dwellings' residents that limits temporary displacement through a "Build First" approach to redevelopment.

Create a pathway to homeownership for new home-buyers and current Hill District renters who qualify for mortgages.

NEIGHBORHOOD STRATEGIES

Create the Bedford Heritage Trail as a way to link the historic and cultural assets of the community together.

Use public art and interpretive signage to tell the story of the neighborhood's rich historic and cultural significance.

PEOPLE STRATEGIES (EMPLOYMENT)

Evidence-based best practices in casework, training and financial incentives programming will be implemented to increase resident access to and readiness for workforce.

Sustain and increase outreach for the HACP Resident Employment Program.

Implement Entrepreneurship training program with a focused effort on outreach to those who cannot enter the traditional workforce.

Increase employment opportunities to target residents through offering on-site employment rights workshops and legal case consultations.

CELEBRATE HISTORY & CULTURE.

LONG-TIME RESIDENTS ARE ASSURED OF A HOME IN THE REVITALIZED COMMUNITY FOR THE LONG TERM.

RESIDENTS HAVE ACCESS TO QUALITY EDUCATION AND WORKFORCE OPPORTUNITIES.

PEOPLE STRATEGIES (EDUCATION)

Increase Early Learning Opportunities.

Increased outreach efforts for out of school activities such as BJWL.

Creation of a Community Schools Action Team.

Ongoing parent and student education rights workshops.

Create new Education Liaison positions to support families and schools.

Support efforts to implement innovative practices such as the Personalized Learning Model in Hill District Schools within CN target area.



CONNECTING A FLOURISHING AND LIVELY COMMUNITY

NEIGHBORHOOD STRATEGIES

Work with City planning staff to develop zoning recommendations that are permissive of densities and setbacks that contribute to an active street life and support amenities.

Work with City and other sources to identify additional funding sources for street and streetscape infrastructure repair.



STREET LIFE IS WELCOMING.

REPLACEMENT HOUSING, ALONG WITH IMPROVEMENTS TO INFRASTRUCTURE AND AMENITIES, ATTARCTS ADDITIONAL PRIVATE INVESTMENT WITHIN THE TARGET AREA.

RESIDENTS LIVE IN A CLEAN AND SAFE COMMUNITY.

PEOPLE STRATEGIES

Increase non-crime-related presence of NRO in Bedford Dwellings.

Create a youth mentoring programing.

HOUSING STRATEGIES

Key intersections and corridors will be targeted to create early catalytic impact.

Identify and/or create a loan/ grant fund targeted to long-term home-owners for repairs to existing homes.

Identify and/or create a loan program to encourage Purchase-Rehabs for now vacant structures.

Housing development and housing rehab phasing will be sequenced to create intra-neighborhood connections and open-up more of the Hill to private investment.

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CONTEXT

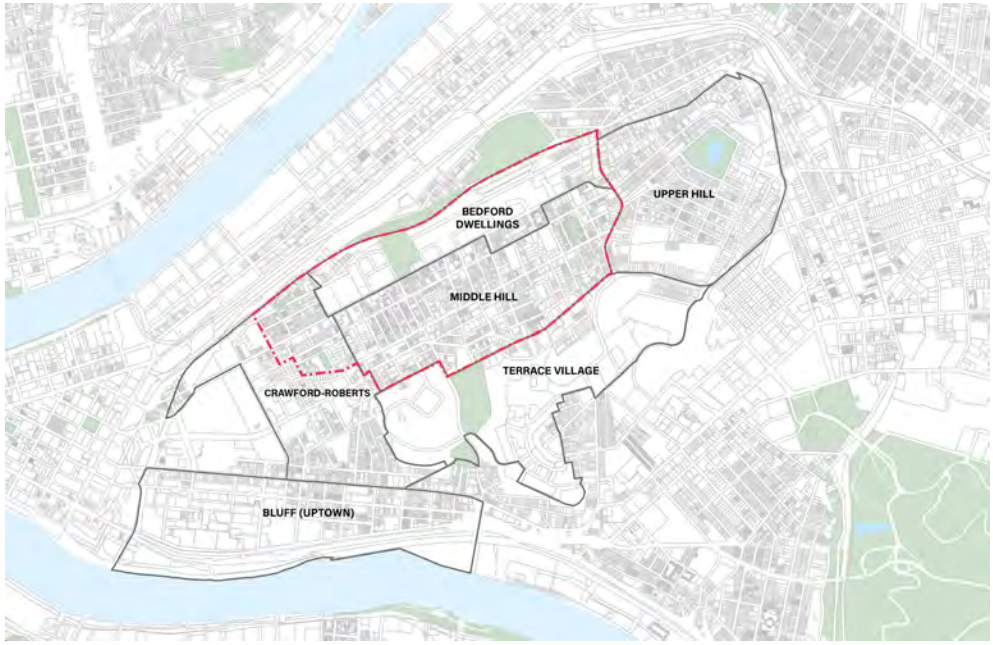
TARGET HOUSING SITE DESCRIPTION

The target housing site for this planning effort is the Bedford Dwellings, a site with a total of 411 public housing units. Currently 17 of the on-site units are vacant and 394 are occupied. Bedford Dwellings displays severe structural and design deficiencies, making rehabilitation financially infeasible. The 24-acre site (7 acres of which consists of vacant land) has primary access from Bedford Avenue, with housing clustered around the Somers and Chauncey Drive loop streets. Situated in the middle of the target housing site at the corner of Bedford Avenue and Somers Street is the Bedford Hope Center, the community resource center and management office for Bedford Dwellings, featuring tenant council office, computer lab, child daycare facility, GED classroom, meeting space, and multi-media lab. Bedford Dwellings is also adjacent on its western edge to three key community assets: Macedonia Church, Ammon Recreation Center, and Josh Gibson Field. To the east of Bedford Dwellings are three publicly-assisted senior developments: Christopher A. Smith Terrace, Milliones Manor, and Western Manor.

TARGET NEIGHBORHOOD

The target neighborhood is comprised of Bedford Dwellings, the Middle Hill and a corner of the Crawford-Roberts neighborhood. All three of these neighborhoods lie within the footprint of the Greater Hill District within the City of Pittsburgh. The study area incorporates both sides of Centre and Herron Avenues – a decision that was supported by the community and stakeholders to maximize impact of the plan and pull in additional assets/stakeholders into the plan.

The location of the neighborhood is one of its primary strengths. The target neighborhood is centrally located, and immediately bounded by economically and residentially strong neighborhoods to the west (Downtown), east (Oakland, Bloomfield and Shadyside), and south (Uptown and the South Side Flats). Owing to the steep topography and lack of bus and roadway infrastructure, connections to neighborhoods to the north are not as strong, but could be accomplished by means of improvements to public transportation along Herron Avenue. The centrality of the neighborhood provides for a potential key to its economic and cultural revival. Ironically, although the neighborhood enjoys desirable proximity to employment, transit, and health care services, the neighborhood averages for employment and educational attainment lag considerably behind the averages for the City of Pittsburgh.



▲ Surrounding Neighborhoods

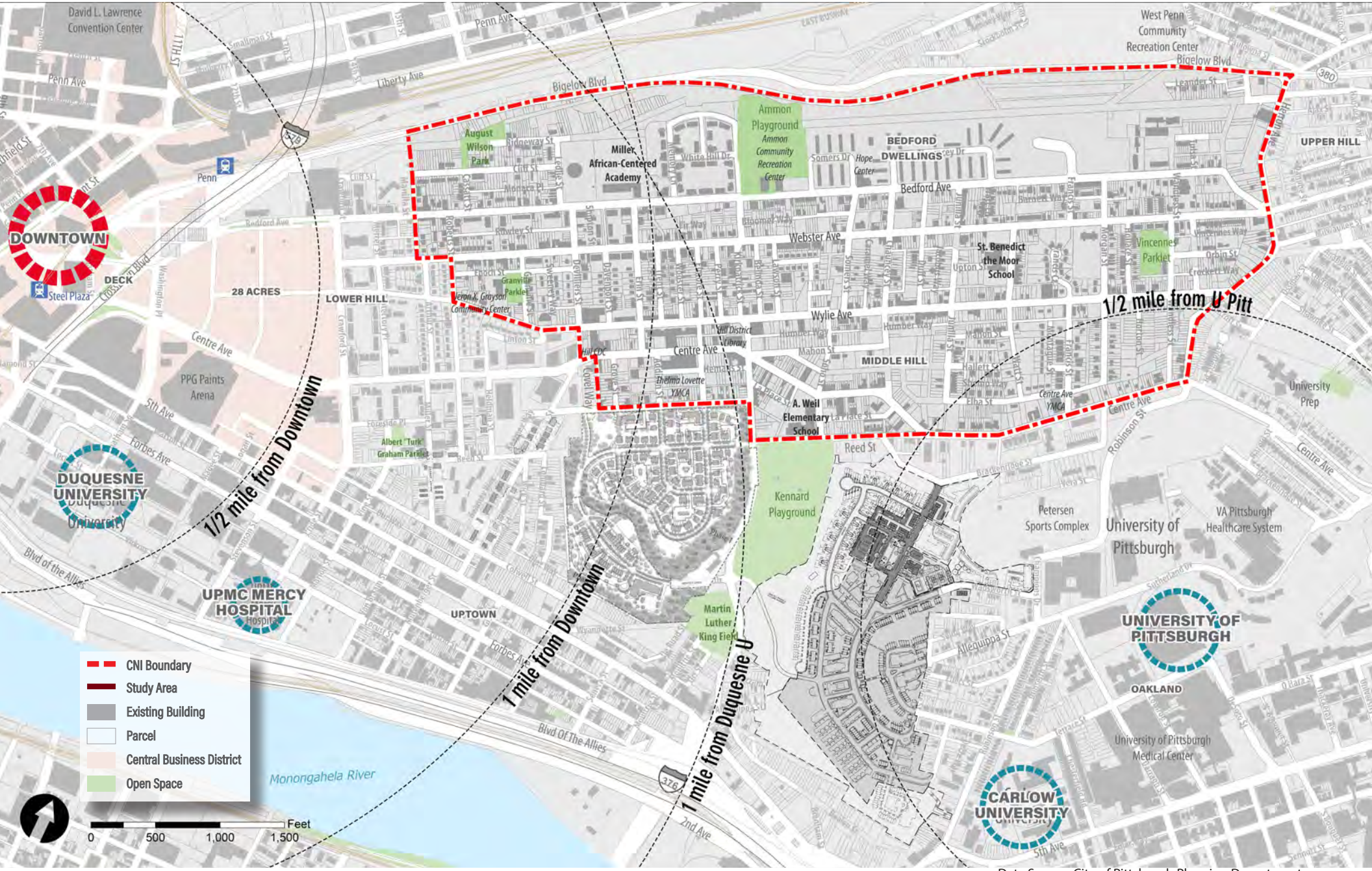


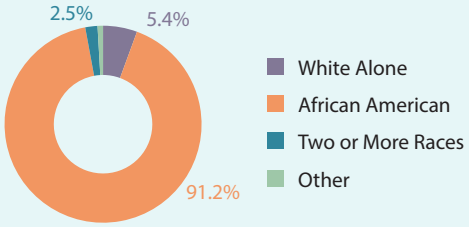
Figure 1. Neighborhood Map

Data Source: City of Pittsburgh Planning Department

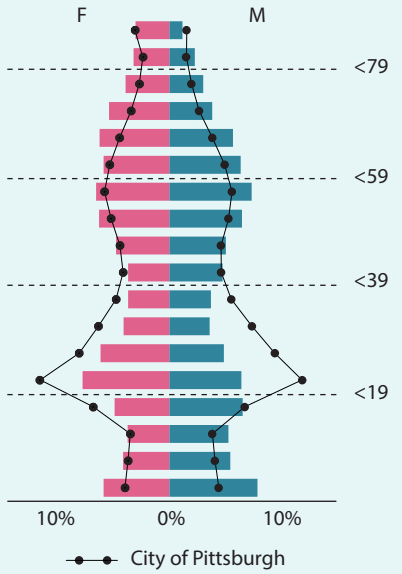
NEIGHBORHOOD PROFILE

DEMOGRAPHICS

Although having faced significant population decline, the Bedford Dwellings/Middle Hill Neighborhood still retains its history as a largely African American neighborhood.



AGE AND GENDER PYRAMID

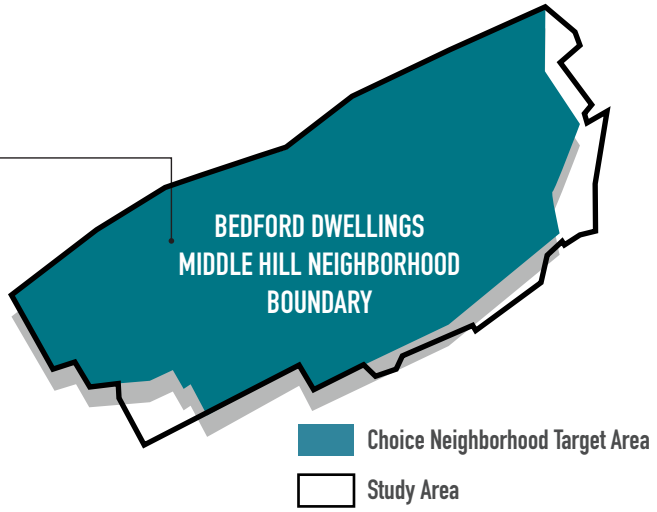


POPULATION: 3,554

AREA: .51 SQ MI

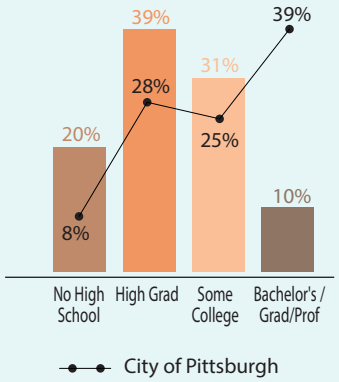
HOUSEHOLDS: 1,882

AVERAGE HOUSEHOLD SIZE: 1.86



EDUCATIONAL ATTAINMENT

Lower percentage of the Neighborhood's population has higher education degrees (some college or higher) compared to the city, at 41% (31%+10%)compared to 64% (25%+39%) in Pittsburgh.



ECONOMY

$17,192 MEDIAN HOUSEHOLD INCOME

The neighborhood has a substantial lower median household income than the City, which is $59,618.

44.7% *...of households earn less than $15,000 annually (21.7% in city).*

50% POVERTY RATE

...compared to 23% in the city of Pittsburgh.

18.7% UNEMPLOYMENT RATE

...compared to only 6.6% in the overall City of Pittsburgh.

Data Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.



Data Source: City of Pittsburgh Planning Department

VACANCY

LEGEND

- CNI Boundary
- Existing Building
- Central Business District
- Study Area

Vacant

- Commercial
- Industrial
- Land
- All other vacant
- Condemned/Boarded up

Figure 2. Vacancy Map

The target neighborhood is slightly over half a square mile, with a total population of 3,554 people and 1,882 households. The median household income in the target neighborhood stands at $17,192, which is $42,426 less than the regional median household income of $59,618 and $25,258 less than the City median household income of $42,450. Of the 1,882 households in the target neighborhood, 44% of those households earn less than $15,000 annually, while 21.7% of total households in the City of Pittsburgh (138,441) earn less than $15,000 annually. The income demographics are compounded when paired with educational attainment, as only 41% of the households in the target neighborhood have higher education degrees (some college or higher), compared to the citywide average of 64%.[1]

1 Information obtained from 2016 American Community Survey https://factfinder.census.gov

Vacancy is a major challenge in the target neighborhood, with 41.9% of the total number of parcels within the target neighborhood identified as vacant land or structures (this is equal to 20.4% of the land area within the neighborhood boundary)[2] . Much of the vacancy is a result of the steady population decline that has occurred in the neighborhood, specifically, between 2000 and 2010, a population loss of nearly 30%. Population loss, and subsequent vacancy and blight, has led to declining public infrastructure as well, with many streets in the target neighborhood lacking adequate pedestrian and stormwater infrastructure. The present conditions have substantially altered the land use and architectural integrity of the neighborhood, as many streets in the neighborhood consist of "missing teeth," vacant land that used to have a dense residential fabric in prior generations. The community, however, has worked to preserve and build upon the remaining architectural fabric, encouraging new residential housing to reflect the character of the Hill as a moderately-dense, walkable residential community.

2 Information obtained from GIS Parcel Data from the City of Pittsburgh, October 2016

Although the statistics presented above may present the community as fighting an uphill battle, community based institutions--notably the Hill House Association, Hill Community Development Corporation, and the Hill District Consensus Group--have addressed these challenges head on, spearheading efforts such as the Greater Hill District Master Plan and Hill District Vacant Property Strategy to put in place the appropriate strategies to advance the neighborhood. As a result, these strategies have led to significant investments in new mixed-income housing, retail and commercial uses, and community facilities, which can be capitalized upon through this Transformation Plan.

NEIGHBORHOOD STATS

	Bedford Dwellings Middle Hill Neighborhood	City of Pittsburgh
Total Population	3,554	309,111
Population Change 2000-2016	-29%	-9%
2016 Total Households	1,882	138,441
2016 Average Household Size	1.86	2.05
2016 Median Age	43.5	34.3
2016 Population 55+	36.1%	27.5%
2016 % African American	91.2%	26.3%
2016 Median Household Income	$17,192	$38,428
2016 Poverty Rate	50%	23%
2016 Unemployment Rate (16+)	18.7%	6.6%
2016 Total Housing Units	2,184	159,668
% Owner-Occupied Units	19.2%	38.8%
% Renter-Occupied Units	65.9%	48.1%
% Vacant Units	14.8%	13.4%

Data Source: U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

BEDFORD DWELLINGS HOUSEHOLDS AT A GLANCE

BEDFORD DWELLINGS & HACP COMPARISON

31.9% Under age 18

*...of Bedford Dwellings residents are under age 18, compared with **37.0%** in all HACP Low Income Public Housing developments.*

75.2% Female-Headed

*...head of households of Bedford Dwellings are female, compared to **71.8%** in all HACP Low Income Public Housing developments.*

97.2% African American

*...households race of Bedford Dwellings are African American, compared to **86.6%** in all HACP Low Income Public Housing developments.*

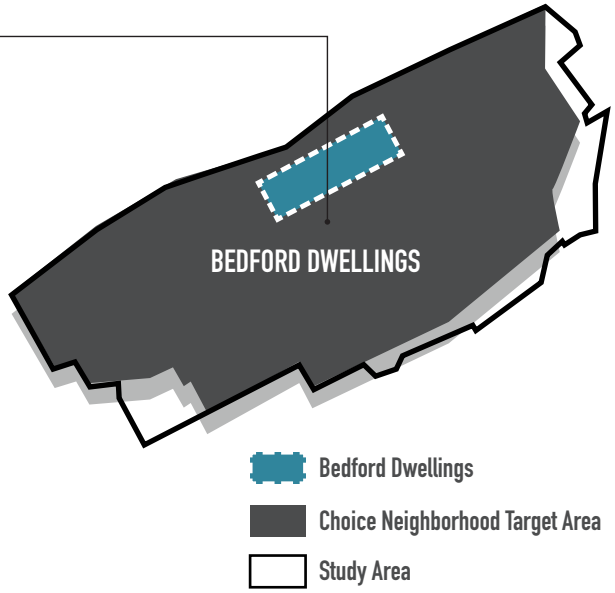
$9,036 Median Income

*...is the median household income for residents, compared to **$9,301** in all HACP Low Income Public Housing developments.*

HOUSEHOLDS:
394

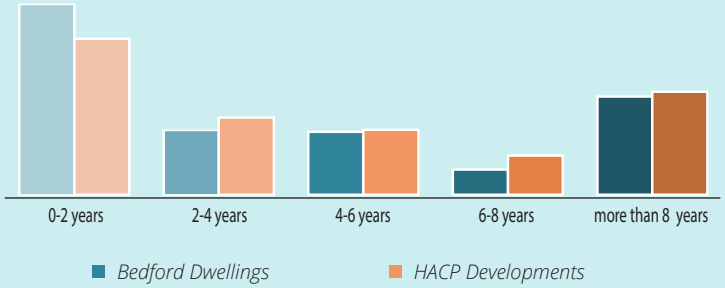
FAMILY MEMBERS:
662

AVERAGE HOUSEHOLD SIZE:
1.67



LOWER RETENTION

*42.9% of tenants lived in Bedford Dwellings for less than 2 years, compared to **35.3%** in all HACP Low Income Public Housing developments.*



Data Source: HACP Household Demographics, October 31, 2016. Median Income data from October 1, 2016.
U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2016 and 2021 Esri converted Census 2000 data into 2010 geography.

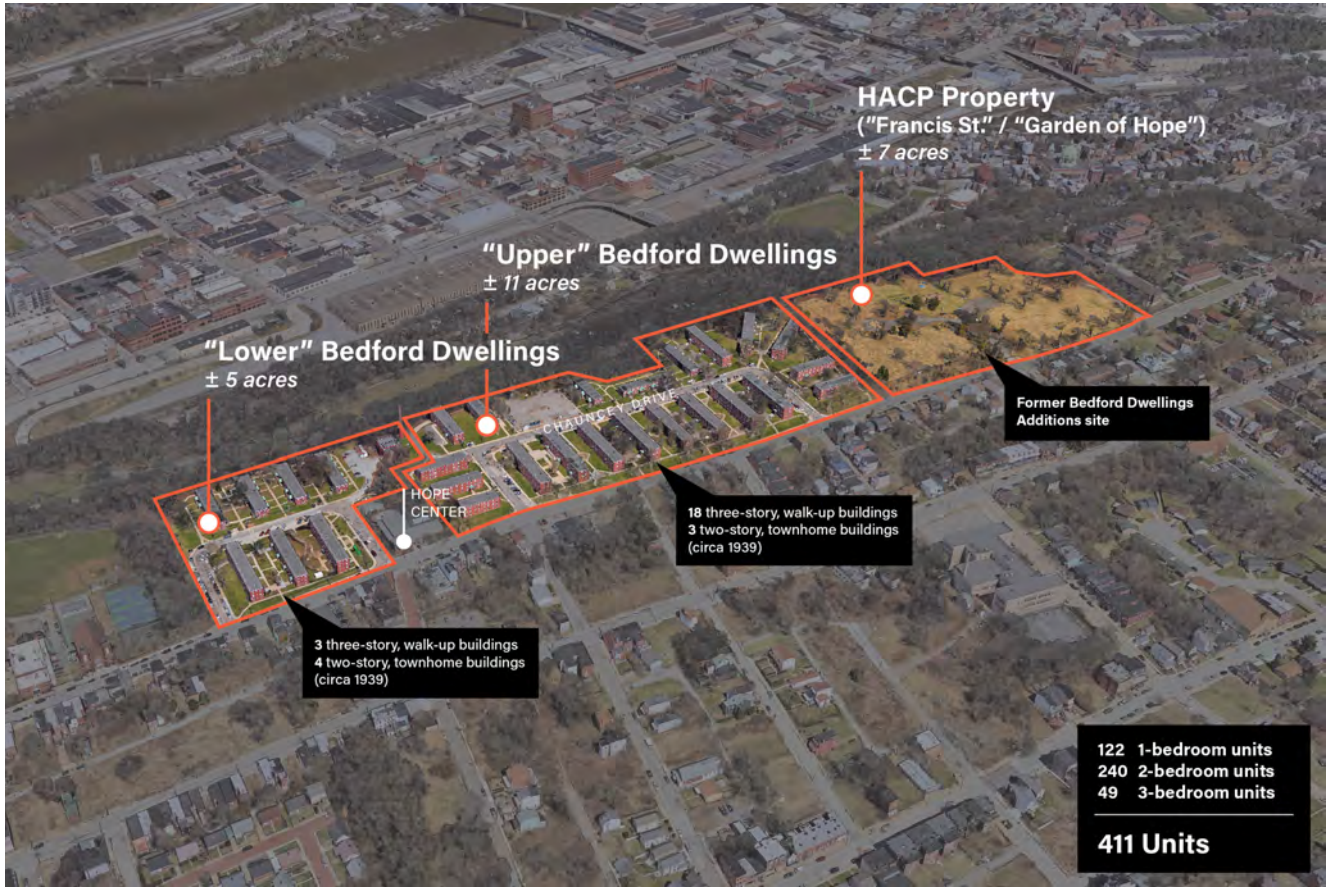
CURRENT CONDITIONS: BEDFORD DWELLINGS

BEDFORD DWELLINGS

Number of Buildings	Total Number of Units	Occupied Units	Age of Buildings	Current Rehab Cost
30	411	394	77 Years	$65 Millions







The Choice Neighborhoods Planning Grant focuses on severely distressed and/or HUD – assisted housing, the focus of this planning effort is the revitalization of the Bedford Dwellings site. The 24 acre site includes 411 units. Currently 17 of those units are vacant and 394 occupied. Bedford Dwellings displays severe structural and design deficiencies, making rehabilitation financially infeasible.

Based on a Physical Needs Assessment performed by EMG, the Bedford Dwellings site meets HUD's definition of severe physical distress in that it would 'require major redesign, reconstruction or redevelopment in order to correct serious deficiencies in the original design which may include deferred maintenance, physical deterioration, or obsolescence of major systems'.

STRUCTURAL DEFICIENCIES EMG completed a Green Physical Needs Assessment (GPNA) for the Bedford Dwellings Public housing site on January 28, 2015 and updated the GPNA on February 3, 2016. A further update has been started and will be completed in the near future. The GPNA identified major structural deficiencies in several building systems and on-site infrastructure needs.

Building Systems:

» The site's central domestic hot water system is fed by three 1,800 MBH domestic boilers which are in poor condition and in need of immediate replacement.

» The electrical and mechanical distribution within the buildings is over seventy-five years old and therefore beyond expected useful life (EUL). Replacement of the electrical and mechanical systems will necessitate significant exposure of building structure and replacement of interior finishes.

» On-Site Infrastructure:

» The utility infrastructure at Bedford Dwellings, significant sections of which are original to the ca. 1940 date of construction, has exceeded its Estimated Useful Life (EUL).

» Onsite utility distribution is provided via multiple underground pipe systems, partially under onsite road systems. Replacement of these systems will require significant excavation and site disruption.

» The concrete paving in head-in parking stalls is suffering from spalling, cracks and deterioration.

» Asphalt paving in the roads on site is also in poor condition, with significant areas of failure and deterioration with alligator cracks and localized depressions.

» Potholes in the asphalt streets need to be filled and the entire street system must be milled and overlaid within the next two years.

» Concrete sidewalks and curbs are also in poor condition and require immediate replacement.

» **CURRENT REHABILITATION COSTS:** The GPNA shows a need of over $65million in needed repairs.

» **MINIMAL STREET AND NEIGHBORHOOD CONNECTIVITY:** The site is laid-out in a superblock configuration, with only three of the five adjacent city streets continuing through the site and buildings presenting their narrow ends towards Bedford Avenue. Bedford Dwellings is also grade-separated from Bedford Avenue and the buildings on the opposite side of the street.

» **LACK OF DEFENSIBLE SPACE:** The site layout, with building entrances facing onto common pedestrian courts, do not allow for defensible space between buildings.

» **BUILDING CONFIGURATIONS:** The buildings are 3 story barracks configurations with common entry hallways to serve six apartments per hallway. This differs from the adjacent neighborhood, where single-family attached homes with individual entrances predominate.

» **POOR UNIT DESIGN:** 1. Small windows(Inadequate Light and Air and Lack of Egress) 2. Unfurnishable Unit Layout (Lack of Adequate Dining Space) 3. Poor Ratio of Circulation to Living Space

» **EXTREMELY HIGH DENSITY:** The existing 22 dwelling units/ acre density of Bedford Dwellings is over two- times the density of the surrounding neighborhood.

NEIGHBORHOOD HISTORY

The Greater Hill District is the historic and cultural center of Pittsburgh's African-American community. New immigrants to the City, including the City's first African-American residents settled the Hill starting in the years immediately following the Revolutionary War, seeking an affordable place to live within walking distance to jobs and economic opportunity . By the 1920s the Hill was not only home to a thriving African-American middle class, but the stores, businesses, churches and jazz clubs of the Hill created a nationally-renowned African-American economic and cultural center. Musical luminaries such as Duke Ellington, Ella Fitzgerald, Count Basie and Cab Calloway played regularly at the New Granada Theater in the 1930s. One of the first African-American owned Negro League baseball franchises operated in the Hill from 1921 to 1922 at the Central Amusement Park stadium (The Pittsburgh Keystones). This stadium was located at the top of Chauncey Steps (near the corner of Chauncey Street and Humber Way). The stadium was designed by Louis Arnett Stuart Bellinger. He also served as architect for the former Knights of Pythias temple, now known as the New Granada Theater.

Unfortunately, the Great Depression and post WWII Federal housing policies wreaked economic havoc on the Hill. Built in the 1940s, Bedford Dwellings was the first public housing project constructed in the neighborhood and the City. By 1954 there were nearly 3,500 public housing units in the Hill. Within the next decade, the Hill suffered another blow when 95 acres in the Lower Hill were leveled under the Urban Renewal Program and the Federal Aid Highway Act to build the Civic Arena; former home to NHL's Penguins. More than 5,000 residents, businesses and institutions were forced to relocate. This massive displacement severely impacted the once vibrant Hill District, resulting in block upon vacant block, seeming to forever doom the neighborhood's economic prospects.

Despite the economic and social dislocations that occurred during the 1940s through the 1960s the Hill continued to be a center of African-American culture in the region and continued to foster cultural creativity. For example, internationally-renowned playwright August Wilson, born in 1945 at 1727 Bedford Avenue, co-founded the Black Horizon Theater in the Hill District in 1968. His Pittsburgh (Century) Cycle of plays, nine of which were set in the Hill District, gave the Hill literary significance by depicting the lives and struggles of African-Americans in the Hill District throughout the decades for the 20th Century. This cultural legacy of the Hill District lives on in the people and in the many historic structures and locations within the neighborhood.



▲ Designed by African American architect Louis Bellinger, the Pythian Temple on Centre Avenue was completed in 1928. The building was originally built by the Knights of Pythias an African American social organization to serve as their headquarters and community social center. The first floor was turned into the New Granda Theater in the 1930s. Between the 1930s and the 1950s, numerous jazz luminaries performed in the ballroom.



▲ Owners of historic Pittsburgh Keystones professional baseball team,



▲ Built in the 1940s Bedford Dwellings was the first public housing development by the Housing Authority of the City of Pittsburgh.



▲ Hill District Intersection of Herron Avenue and Milwaukee Street c. 1942-1946



▲ Efforts are underway to restore leading African American playwright August Wilson's childhood home at 1727 Bedford Ave. The property is listed on the National Register of Historic Places.



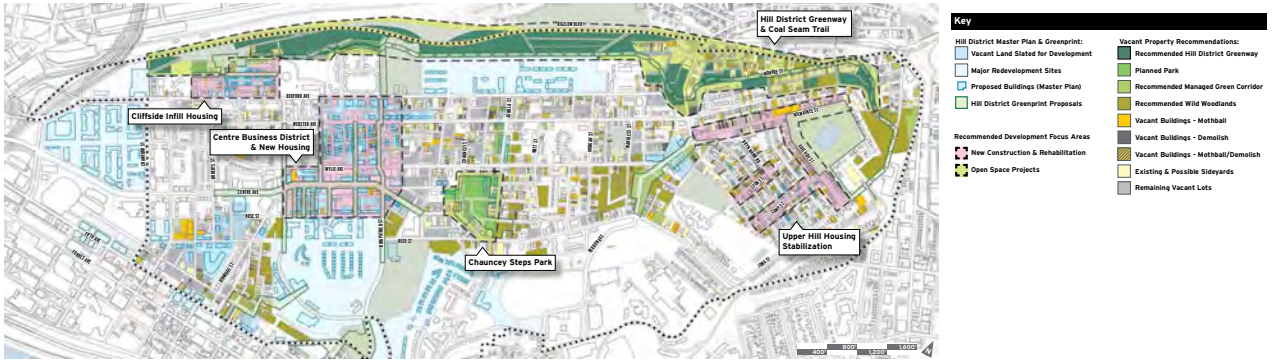
▲ View of the Lower Hill District in 1961 following urban renewal and the development of the Civic Arena.

REVIEW OF PRIOR PLANNING WORK

The Hill District's strategic location, proximate to downtown Pittsburgh, the PPG Paints Arena (home of the NHL Penguins), Duquesne University, Carlow University, University of Pittsburgh and a concentration of top-rated medical facilities including University of Pittsburgh Medical Center, makes it a neighborhood with true market potential. At no other time in the past 20 years has this discussion been so critical to the Hill District. The demolition of the Civic Arena in 2012 has provided 28 acres of great development opportunity coupled with perceived threats to the Hill. Hill District residents, through recent planning, expressed a desire for mixed-income communities but also feared gentrification and the loss of affordable housing due to proximity to strong and growing commercial and residential markets in Downtown, Oakland, and Uptown. To this end, a number of quality planning studies have been sponsored and initiated by community based organizations within the last several years that have had meaningful resident involvement.

The planning work (listed at right) has been analyzed for alignment with the goals of the Choice Neighborhoods Transformation Plan. Initiatives from prior plans have been incorporated into the Bedford Dwellings Transformation Planning process so that the hard work and years of public forums of the community are honored and not duplicated. A matrix to show how each plan has influenced aspects of the neighborhood and housing plans has been included on page 15.

Recommended Development Focus Areas



▲ Hill District Vacant Property Strategy: The report offers an effective inventory of vacant Hill District properties and analyzed their optimum use through key indicators including previous planning recommendations, parcel ownership, tax status, and topography and undermining risk.

RECENT STUDIES

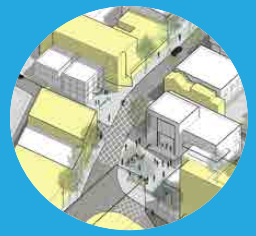
1. The Greater Hill District Master Plan (2011), a comprehensive plan identifying program goals and principles for the Hill District, including a non-displacement strategy,
2. The Centre Avenue Corridor: Redevelopment and Design Plan (2015) which identifies three redevelopment strategies for Centre Avenue,
3. The Greenprint Plan (2009) and its successor, The Hill: A Village in the Woods (2010) sponsored by the Pittsburgh Parks Conservancy which maps a potential green space network of through the Hill,
4. Hill District Vacant Property Strategy (2013) which inventories vacant property ownership and potential interim and long term uses,
5. Bedford Pattern Book (1999), and
6. The Greater Hill District Housing Strategy that was commissioned in fall of 2015 and finalized summer 2017.



▲ The Greater Hill District Master Plan: The most comprehensive plan so far, the Greater Hill District Master Plan examines all areas of the Hill, re-imagines the neighborhood by reinforcing the current stabilized communities, identifying new places for investment to form connections between key corridors and infill development.

DEVELOPMENT PROPOSALS

The Centre Avenue Redevelopment and Design Plan will showcase the reborn spirit of Centre Avenue as a place of exchange—where resides come to meet, visitors are welcomed, institutions share their resources, and businesses showcase their offerings. It will be reborn as a place for the exchange with Centres of Culture, Opportunity, and Cultivation.



Centre of **CULTURE**

The Centre of Culture is the front door to the Hill, highly visible and with unique attractions and amenities that bring visitors from the two rapidly growing neighborhoods next door and from the region.



Centre of **OPPORTUNITY**

The Centre of Opportunity is the heart of the entrepreneurial community in the Hill. Its strong character is built on the historic buildings that invite small businesses, shops, cafes, galleries, and others to own or rent space.



Centre of **CULTIVATION**

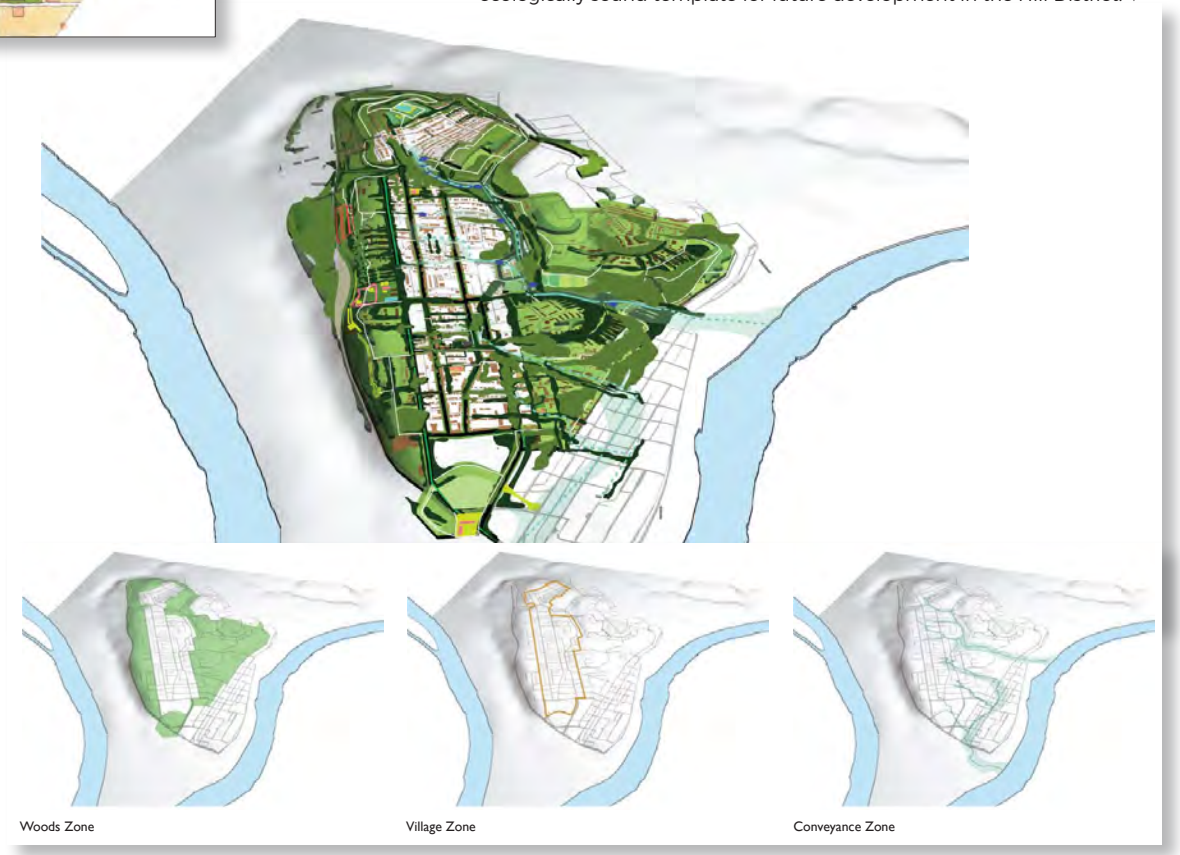
The Centre of Cultivation is a place to learn and to do, where things are grown, restored, and made. It is a place of production, where the do-it-yourself spirit reigns, and all share in teaching and learning.

▲ The Centre Avenue Corridor: Redevelopment & Design Plan: The plan establishes a vision and revitalization strategies for the Centre Avenue Business corridor that builds off of the neighborhood's existing assets and establishes a new identity for the corridor.



▲ The Bedford Pattern Book: The Bedford HOPE VI Revitalization Plan proposes a traditional mixed-income neighborhood with 660 units of new or rehabilitated housing. The plan proposes all existing public housing buildings at Bedford Additions will be demolished and vacant off-site parcels be acquired for development.

The Greenprint Plan: Different from a traditional master plan, this project aims to create an ecologically sound template for future development in the Hill District. ▼





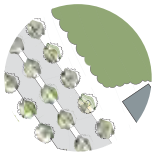
Greater Hill District Master Plan
Sasaki and Stull & Lee, Sept 2009



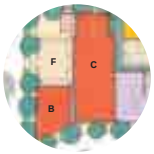
Greenprint- The Hill: A Village in the Woods
HOOD Design Studios, Sept 2009



ARCENA Connections
Klavon Design Associates, [date unknown]



Herron Avenue Corridor Coalition Design Group
Klavon Design Associates, 2008



Centre Avenue Mixed-use Feasibility Study
Urban Design Associates, Jan 2005



Lower Hill Predevelopment Plan
Urban Design Associates+ LaQuatra Bonci Associates Sept 2012



Hill District Vacant Property Strategy
Studio for Spatial Prctice, 2013



UDREAM Centre Avenue Projects
CMU UDREAM Students, July 2014

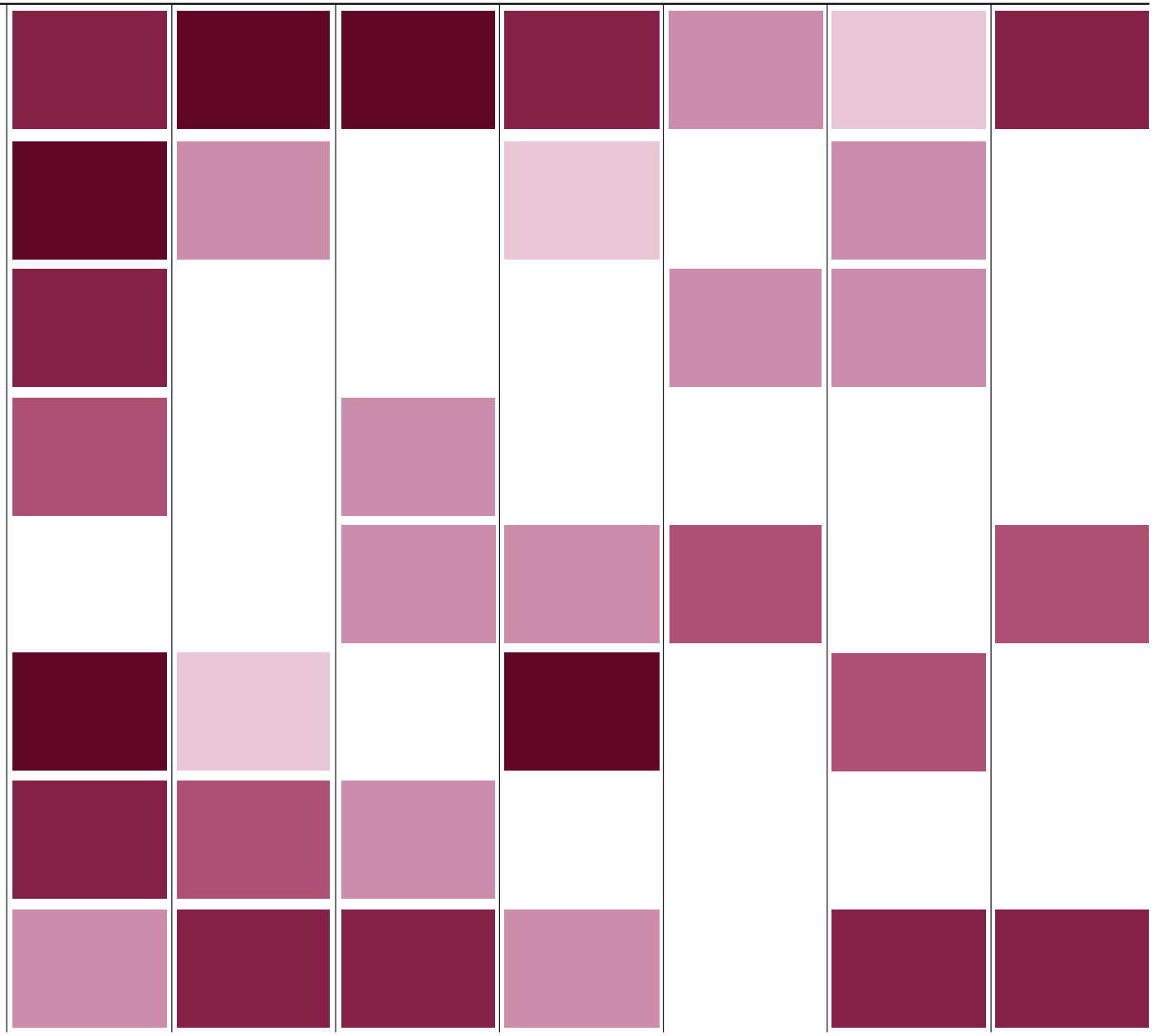


Figure 3. Matrix of prior planning efforts

* Some of these plans are not mentioned here.

02

BEDFORD CONNECT!

STAKEHOLDER ENGAGEMENT

COMMUNITY MEETINGS

On October 4, 2016, over 100 Hill District residents, community members and leaders attended the Kick-Off Community Meeting at Ammon Recreation Center for the Bedford Dwellings/ Middle Hill Choice Neighborhood planning process. Complete with music provided by the Pittsburgh Jazz Orchestra, the night was a celebration of the grant award as well as an opportunity to seek feedback from community members about the important questions the planning team needed to consider during the planning process. After a brief video introducing the Choice Board members and a presentation about the planning process, smaller group discussions were held to allow residents and stakeholders to introduce themselves to each other and express their aspirations for the planning process. Subsequent meetings and engagement sessions were held on the following dates:

- November 3, 2016 – HACP and City of Pittsburgh hosted a Planning Process update session
- November 17, 2016 – HUD Kick-off and Resident Meeting
- May 25, 2017 – Community Meeting to Review Preliminary Findings
- July 27, 2017 – Community Visioning Session 1
- October 12, 2017 - Community Visioning Session 2
- November 30, 2017 – Community Meeting/ Presentation of Draft Plan
- May 10, 2018 - Community Design Charrette
- June 26, 2018 - Final Transformation Plan Report Out to Community

BEDFORD CONNECT – A RESIDENT ENGAGEMENT PROCESS

The Bedford Connect Network was formed in February 2017 for Bedford Dwellings residents to inform the Transformation Plan, have the opportunity to reconnect with their neighbors, and take individual and collective action, setting



▲ Pittsburgh Police were in attendance at the May meeting to answer questions and share information



▲ Community Visioning Session 1



▲ Residents of all ages shared their ideas for the neighborhood

the stage for 100% resident success. The creation of the network was supported through Triple Aim Impact, collaboration between National Initiatives on Mixed Income Communities and Trusted Space Partners. Initially, a team comprised of HACP, TREK, and Triple Aim started intentionally connecting with residents through street outreach, door knocking, and by hosting monthly gatherings. This team grew to include a part time Community Builder and 6 Bedford Dwelling residents.

The core component of this network is the monthly gathering which is a fun, 90-minute gathering where residents are invited to connect with each other, have conversations about their thoughts, ideas, concerns, and to exchange goods and favors. Completely different from a typical meeting, it's a fast-paced gathering where everyone has equal power, no one has the floor for more than 60 seconds, and it's designed to create meaningful exchanges among those present. There are five components to the gathering each with a specific purpose. Two key moments are Table Talk and Marketplace. Table Talk allows for multiple conversations to take place at the same time, with anyone in the room able to host a 20 minute conversation about an idea, concern, or thought they have and those in attendance can choose which conversation they want to be a part of. Marketplace is an opportunity to practice neighboring by creating an easy, safe space for people to exchange goods and favors.

The first Bedford Connect gathering was on February 28, 2017 and has been held on the fourth Tuesday of every month thereafter. Bedford Connect has become a catalyst for staff and residents to innovate, activate their skills/ gifts, and to lead others. Residents, staff and members of the planning team have held 47 table talks since February on topics such as ideas for resident events, problem solving on community issues such as public safety, visioning for the community, and developing healthy habits. Local organizations have utilized Bedford Connect as a way to get information to residents through having an informational table at the beginning of the gathering or by participating in the meeting and holding a table talk conversation. The Choice Planning team participated in the Network and hosted table talk conversations for additional feedback on planning questions.

These small conversations have resulted in SummerFest, Halloween Party, Sisters Circle, Old School Game Afternoon, Bedford Connect Coffee Shop, Senior Luncheon, Hill District History Trivia Bowl, Clean Hallway Contest, and a Walking Circle. The Bedford Connect Coffee Shop is open twice a week at the Bedford Hope Center and is hosted by resident leaders. The Coffee Shop has become a place for residents, HACP staff, planning partners and community organizations to come together in a casual setting to talk and plan together. Members of the various working groups have brought key planning ideas and questions to the coffee shop to get immediate feedback from residents.



▲ Planning Team members, staff, and residents dancing at the Bedford Connect



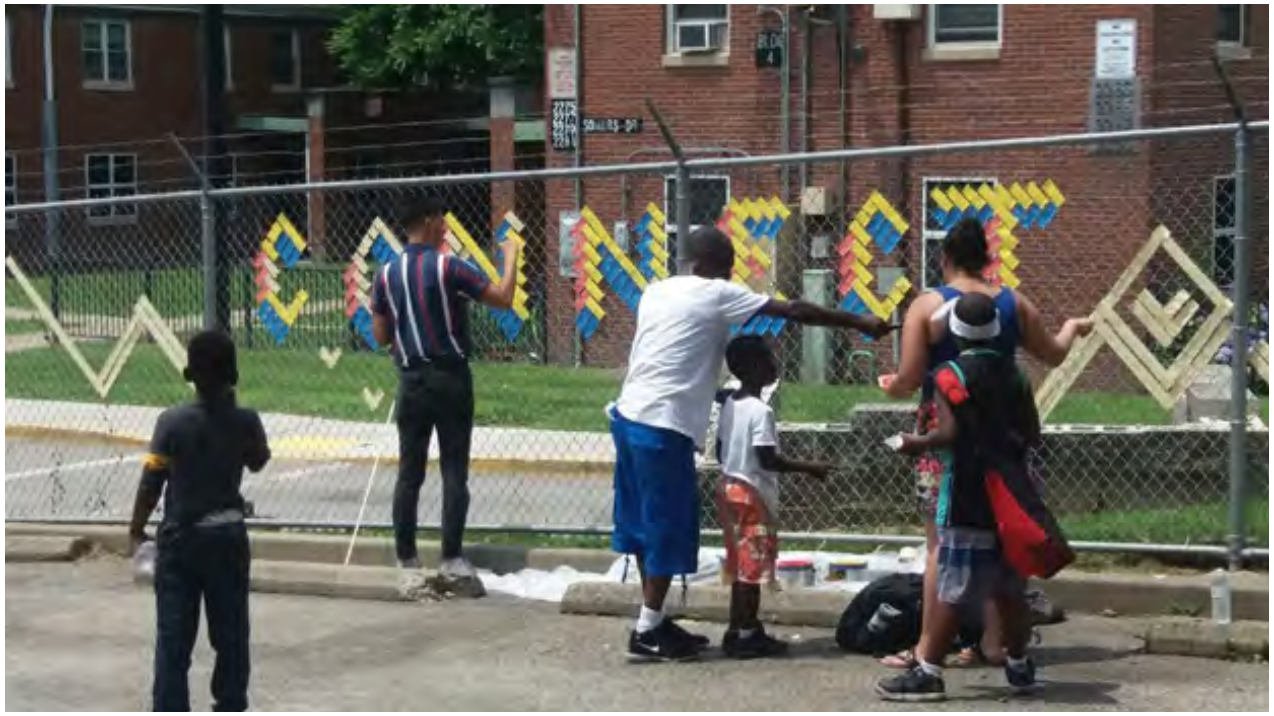
▲ Residents share in facilitating the monthly gathering

Growing the network is imperative to its success. Network stewards use Street Outreach and Pop-Up activities as a way to spread the word about Bedford Connect and the Choice Neighborhood Planning activities. Staff and residents have gone door to door at Bedford Dwellings inviting residents to attend the monthly gathering and share information about the planning efforts. This outreach added to the particularly high response rate to the Resident Needs and Assets Assessment. Pop up activities served as a consistent and active locus for connection and information which has been a critical set piece for connecting with residents in Bedford Dwellings. In February 2017, a Pop-Up event was held in front of the Bedford Hope Center serving food and drinks as a way to spark interest in Bedford Connect. In the month of April 2017, the Planning Coordinator held Pop Up office hours at the Hope Center to share information about the planning process and to have individual and small group conversations about questions important to residents. Within the spring months, preparations began for an outdoor PopUp space near the Hope Center. The Design Center, a local Pittsburgh nonprofit, held table talks in February and April on design ideas and use of the Pop Up Planning space. In June 2017, the outdoor Pop Up Planning Space became activated starting with the Survey Completion Cook-Out Celebration. Over 100 residents enjoyed an afternoon with dancing, games, and planning activities. The Bedford Connect Action Team hosted 19 Pop Up Activities such as a community art project on a nearby fence, an afternoon of nostalgic play for children, and a cookout on Chauncey Street all spread the word about the activities and provided an opportunity for residents to learn more about the planning efforts while having meaningful and fun conversations.

Over 221 residents, HACP staff and planning partners have experienced Bedford Connect to be a fun, meaningful and authentic way to participate in the planning process.



▲ Yerodin Avent from Triple Aim doing Street Outreach in February



A pop up activity: community art project ▲



▲ Property Manager, Tammy Chaffin, went door-to-door inviting residents to participate in Bedford Connect



▲ Members of the Survey Team celebrating their hard work at the June 9th Cook Out



▲ As an added incentive for completing the survey, residents who completed the survey by the end of April were entered into a raffle for one of two gift cards. Data Collector, Simone Turner, is pictured here with one of the winners.

RESIDENT NEEDS ASSESSMENT SURVEY

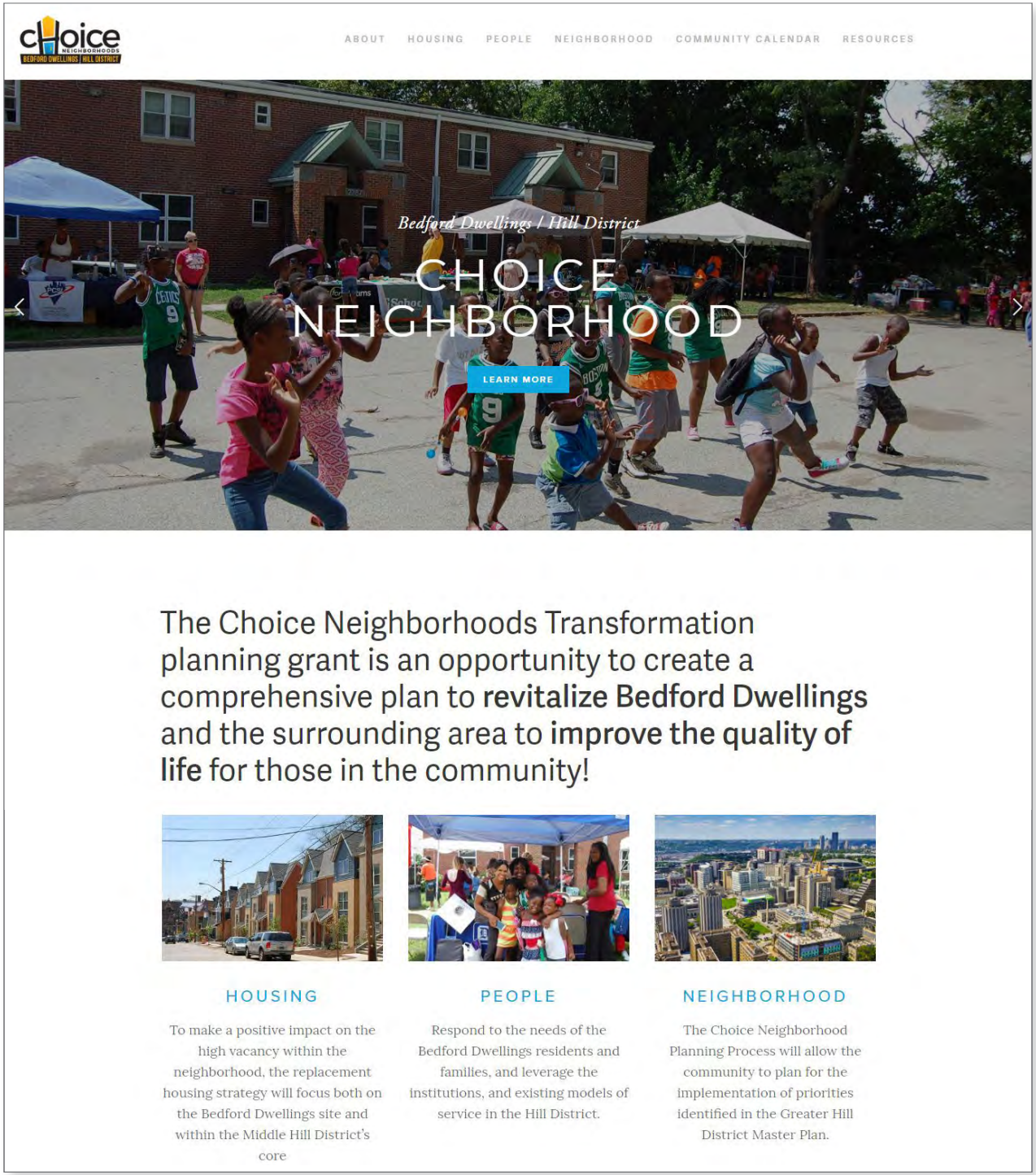
Duquesne University, in partnership with HACP and TREK Development Group, and with assistance trained survey takers from the RAND Corporation, conducted an intensive household level needs and assets assessment. The approach to the needs and assets assessment followed the principles that guide the overall planning process, including extensive resident and community involvement, a focus on building trusting relationships, allowing for creativity and ingenuity matched with a high commitment to rigor and quality, and a focus on resident networking and capacity-building wherever possible.

The Survey Team, in partnership with the Community Builder, Montia Robinson Dinkins, utilized a series of engagement techniques, including direct door-to-door surveying supplemented by phone and street outreach, walk-in hours at the Bedford Hope Center, attendance at community activities and through close collaboration with HACP's Family Self Sufficiency staff, Management staff, and Tenant Council.

The survey team surveyed 303 of the 394 households at Bedford Dwellings in 11 weeks and used the opportunity to inform residents about the Planning Process, to share resources about local services, and to extend an invitation to participate in the Bedford Connect Network and planning process. A full data set of the Needs Assessment is provided in Appendix D.

CHOICE WEBSITE

The Transformation Plan website: www.BedfordChoice.com, is another tool used by the engagement team to communicate with residents and community stakeholders. The website regularly posts updates to the planning process, and informs residents on key meeting dates and dates of community presentations related to the plan. The plan going forward is to maintain the website through at least the first year of implementation of this Transformation Plan.

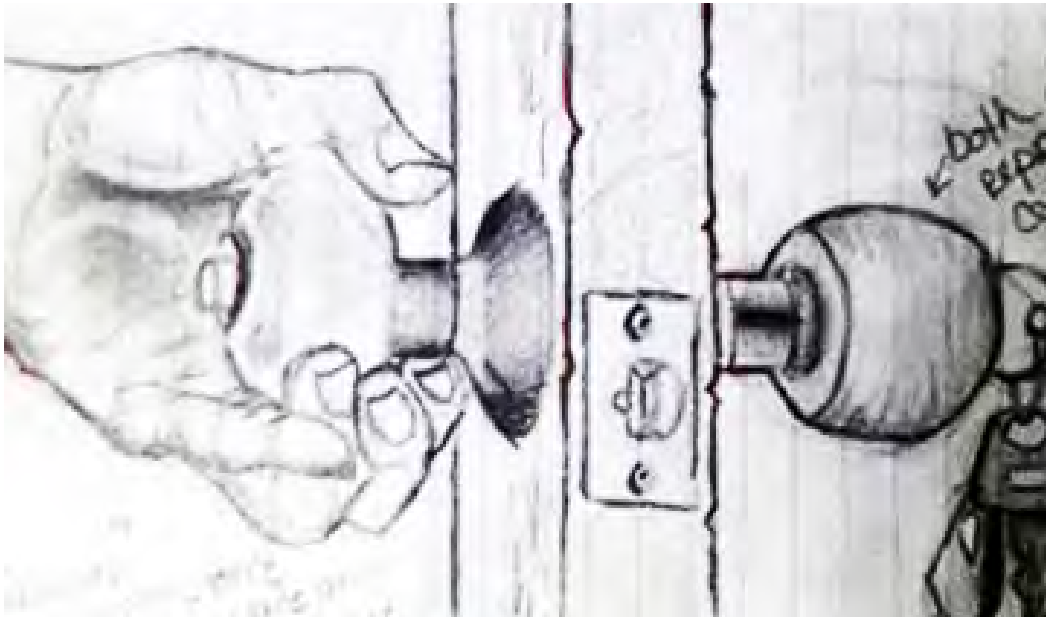


The Bedford Choice Transformation Plan website. ►

CHOICE IDENTITY!

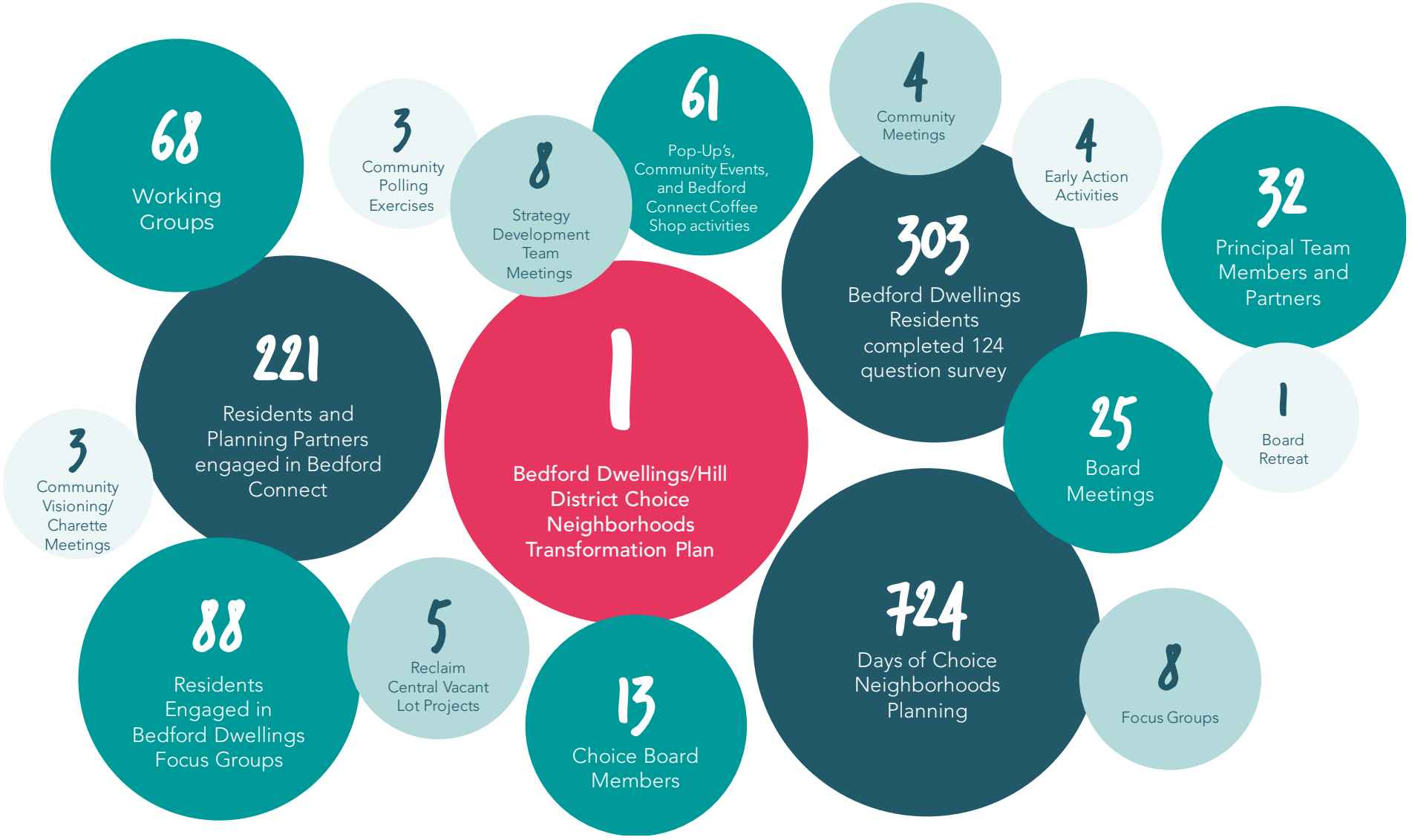
CHOICE LOGO

The Transformation Plan logo was developed through the creative efforts of a group of young people engaged in an afterschool program through the Hill District Consensus Group. Several youth with an interest in the arts had been informed about Choice Neighborhoods and were asked to create an image that reflected their interpretation of its meaning and impact on the Hill District. Their proposed logo designs symbolized an evolving community, with existing residents welcoming residents back or into the neighborhood. The images and explanation were shared with a local graphic designer and were used to create four different choice logos. The logos were presented to the residents at the Bedford Connect gathering on May 23, 2017 and were voted on at the Community Meeting on May 25, 2017.



▲ Original logo sketch

WHERE WE'VE BEEN!



SWOT

The data from the resident survey was supplemented by a SWOT analysis of programs and services in the community was completed by the Hill House Association, data gathering in collaboration with the Department of Human Services, and RAND's PHRESH study.

Some of the strengths identified through the SWOT are:

» 11 afterschool programs

» 3 recreational facilities

» 2 workforce development programs

» At least 9 food pantries

» 1 pediatric dental clinic

» 1 community pharmacy

» 1 therapeutic nursery and trauma treatment center for young children

» 1 Autism support program for toddlers

Some areas of opportunity identified through the SWOT are:

» Youth focused work development

» Health and Wellness services

» Community strategy to inform and connect residents to services

FOCUS GROUPS

Seventy-two Bedford Dwelling adult residents participated in the focus groups; twelve in each group. Sixteen youth between the ages of 12-17 participated in two youth focus groups. Each group lasted two hours and were facilitated by Justin Laing from Hillombo and illustrated by Emily Marko.

There were several common themes through each of the focus groups, they included:

» There is a need for high-quality services.

» There is a desire for a variety of services to be offered in one location.

» The illegal drug trade is the single largest problem in Bedford Dwellings. Most people believe that most drug dealers are from outside Bedford Dwellings and that there are at least a moderate amount of drug users in Bedford Dwellings.

» The common areas of Bedford Dwellings are in need of significant improvement.

» Bedford Dwellings residents need opportunities for recreational activities.

FINDINGS

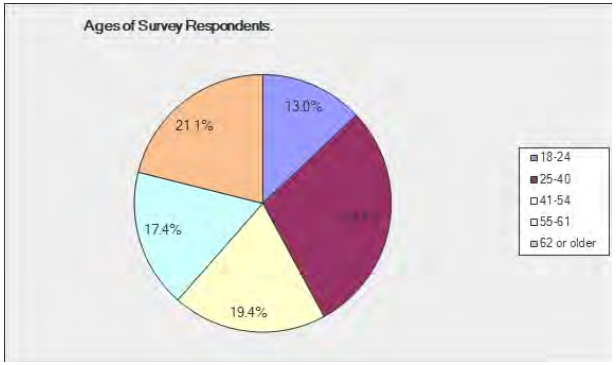
DEMOGRAPHICS

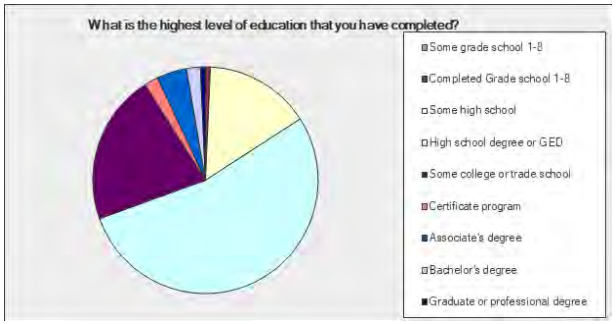
Of the three hundred and three heads of households surveyed approximately 37% of those households have children totaling 183 children under the age of 18. Approximately 76% of residents have lived at Bedford Dwellings for eleven years or less with 50% having been at Bedford Dwellings for five years or less. 68% of those surveyed chose to move to Bedford Dwellings because it was an affordable place to live; 47% chose Bedford Dwellings because of its convenient location and 25% were relocated to Bedford Dwellings from another HACP redevelopment project.

Fifty-three percent of the surveyed residents have their high school degree and 30% have some college/trade school, certificate program, Associates degree, Bachelor's degree, or graduate Degree.

How would you describe your race? (You may choose more than one.)	
Answer Options	**Response Percent**
White	2.00%
Black or African American	97.70%
Hispanic or Latino	0%
American Indian or Alaska Native	0.70%
Asian	0.30%
Native Hawaiian or Pacific Islander	0%
Mixed Race	1%
Preferred not to respond	0.30%
Other (please specify)	

Marital Status	
Single	81.30%
Single, living with a partner	1.30%
Married	2.00%
Divorced or separated	8.40%
Widowed	7.00%





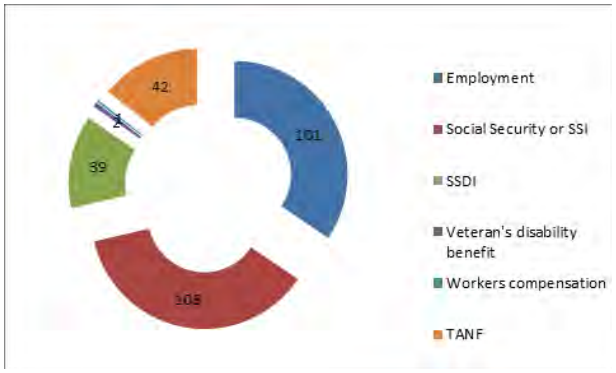
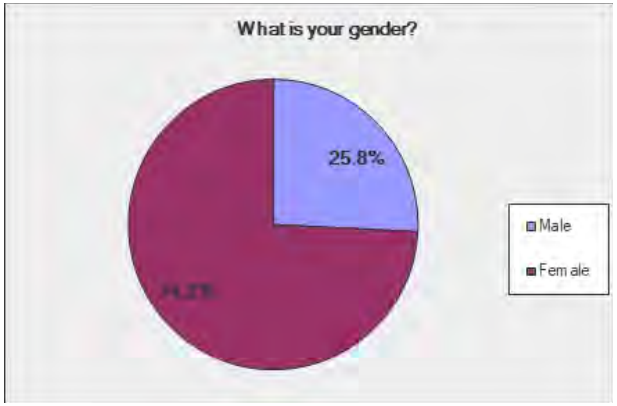


Figure 1 Sources of Income



TRANSPORTATION

The main mode of transportation for resident respondents is public transportation (65%) followed by walking (49%). Ninety-seven percent of residents use the 83 Bus route frequently. Thirty-two percent of residents reported using both the Jitney and a ride from someone else to get to their destinations. Only 14% of respondents indicated having their own car or vehicle. When utilizing public transportation to get to work, school, appointments or meet other daily needs respondents indicated the following obstacles:

Multiple route transfers	15.7%
Bus doesn't follow the schedule (no show or late)	60.8%
Overcrowded bus	48.2%
Traveling with children	17.5%

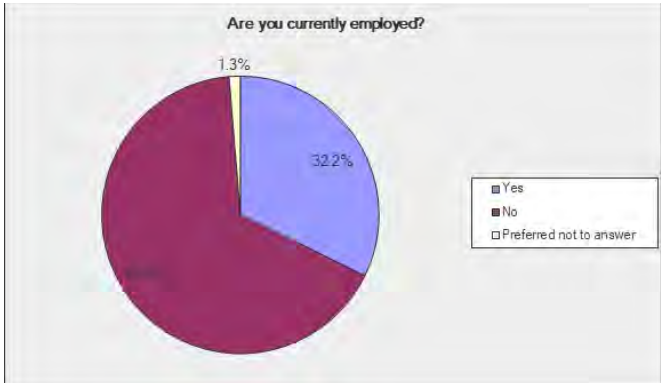
SERVICES

Nearly all of the respondents (97%) indicated that having social services and social service providers in Bedford Dwellings was important and 96% more social services were needed. However, when given a list of 25 services, programs, or benefits that are offered in or near Bedford Dwellings, nearly 100% of respondents indicated they do not use them and they do not need them. The most utilized service by Bedford Dwellings residents (46%) were utilizing food benefits including food stamps and supplemental programs such as pantries. The second most utilized service by Bedford Dwellings residents (12%) are computer training programs followed by job training programs (10% of residents). The most needed services as indicated by residents were Supplemental food programs (18%); Job training programs (11%), Financial Education (9%), and Computer training (9%). When asked why they are not utilized needed services, resident's respondents expressed three main reasons: Did not know that they service is available (36%), services are offered at inconvenient times (22%), and it takes too long to get services/waitlist (17%). During the focus groups, residents expressed frustration with services not giving the results they desired, particularly about employment programs that offer trainings without job opportunities. Residents expressed learning about resources and programs through recommendations from friends and family members.

When asked in the survey to rate various local services as excellent, good, or poor most respondents indicated they do not use the service. The highest utilized service was UPMC Mercy Hospital (42%). According to the survey respondents, the following local services were identified as good or excellent: Carnegie library (25%), HACP Computer Lab (25%), FOCUS (21%), Hill House Association (16%), No Strings Shop (12%), and Thelma Lovette YMCA (8%).

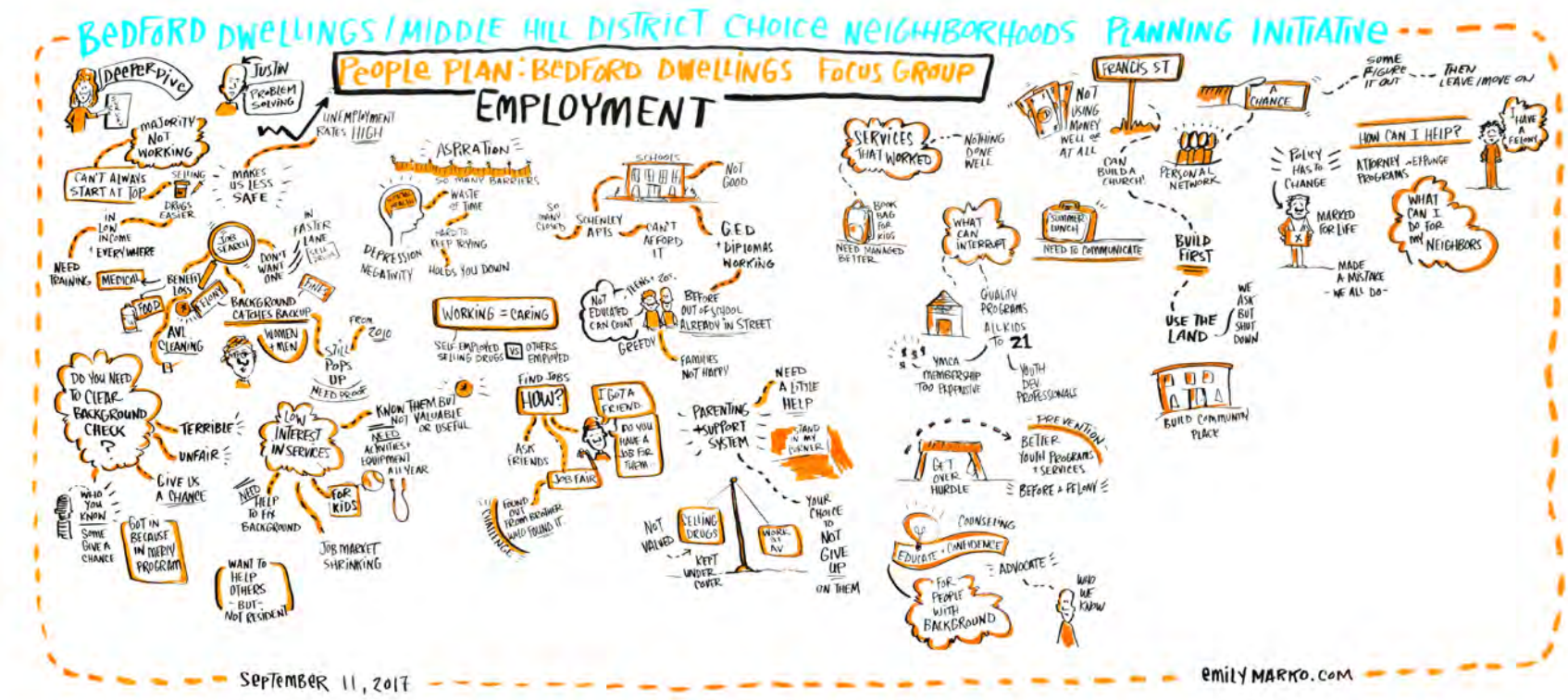
EMPLOYMENT

Eighty-seven percent of survey respondents believe that unemployment is a major issue in Bedford Dwellings. Two-thirds (66%) of all respondents indicated they were unemployed. Among those who were employed, a little more than ¼ (28%) held a health-related position such as home health aide, CNA, child care or youth worker. Overall, the job titles reflected predominately unskilled labor positions such as clerks, cashiers, food service workers, janitors, housecleaners or security personnel.



Of those who are looking for work, 45% stated they their disability makes it difficult to find or retain a job.

Residents identified several key components as needed to address unemployment in the community. They include: Increase literacy support services, life skill management classes to return to new housing, Collaboration and case management across services, Resume development of all residents aged 14 and up and Streamlining services in one location.



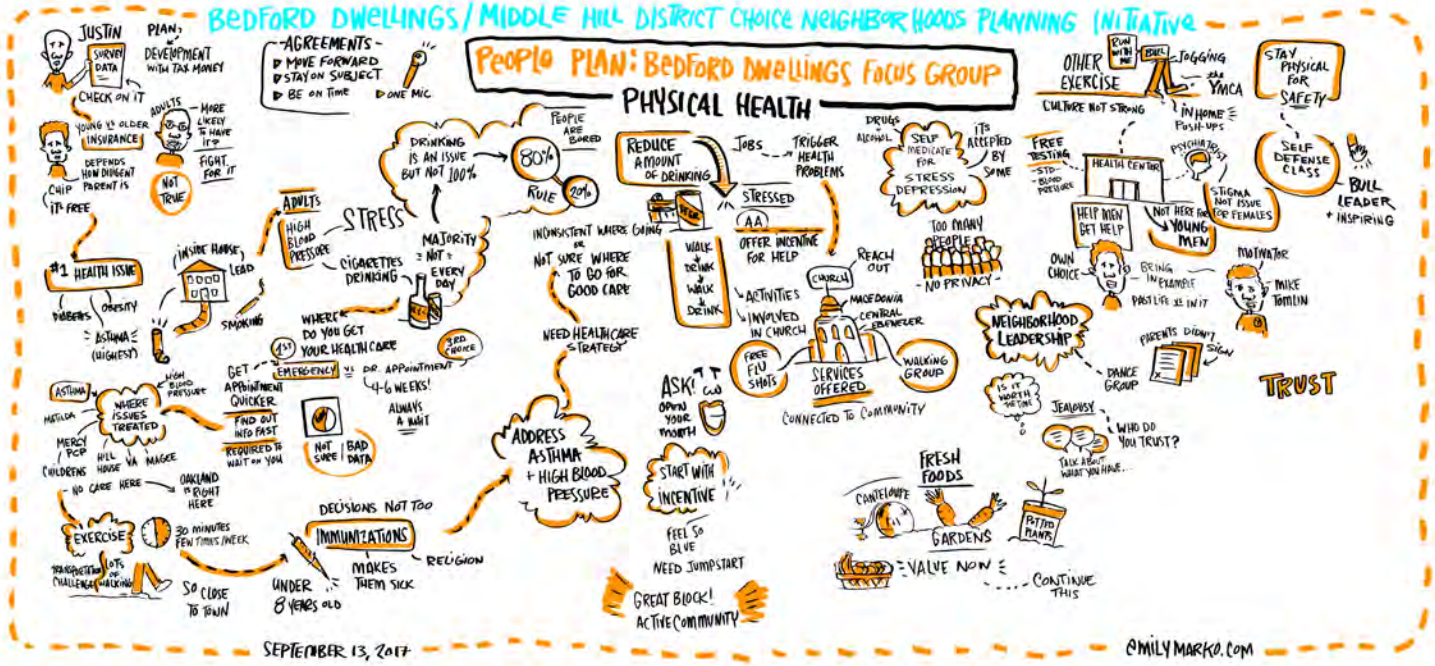
HEALTH

Nearly every respondent (99%) rated health care as very important or important and most adult respondents (94%) reported having health insurance for themselves but almost ¼ (24%) reported not having insurance for their children. The most common health issues reported included high blood pressure, asthma and diabetes, which were reported by 62%, 27% and 21% of respondents respectively. Regarding physical health, needs assessment data shows the prevalence of asthma (27%), diabetes (21%), high blood pressure (62%), and other chronic diseases. Additionally, approximately half of respondents reported being smokers.

The Survey data shows the prevalence of depression, anxiety, drug/alcohol use, trauma, and other psychological issues. In an open-ended question asking about mental health needs in Bedford Dwellings, the overwhelming theme in responses was that there was a need for increase awareness and increased MH services in the area. Depression was among the second most identified health issue (31%) and approximately 1/3rd of respondents (30%) answered affirmatively when asked if they had experienced a time when they felt sad, blue or depressed for two weeks or more in a row in the past 12 months. Focus groups reveal that the depression and anxiety are closely related to poverty and its attendant stresses. Thirty-one percent of respondents indicated experiencing depression. Additionally, residents report a lack of meaningful mental health services as well as the need to have those services near housing.

More than 1/4th of the respondents (27%) rated access to health care as "poor" in Bedford Dwellings and particularly identified a need for more doctor's offices/health clinics, drug stores and pharmacies and dental offices. When asked about health care needs, residents indicated having access to dental services (83%), eye care (86%), primary health care (93%), treatment for high blood pressure (33%) in addition to healthy lifestyle (healthy eating, exercise) programs (56%).

While most respondents reported regularly engaging in brisk physical activity (75.4%), many felt there was a need for more outdoor recreational space for both children and adults. In addition to more space for physical activity, residents want more consistent access to fresh fruits and vegetables.

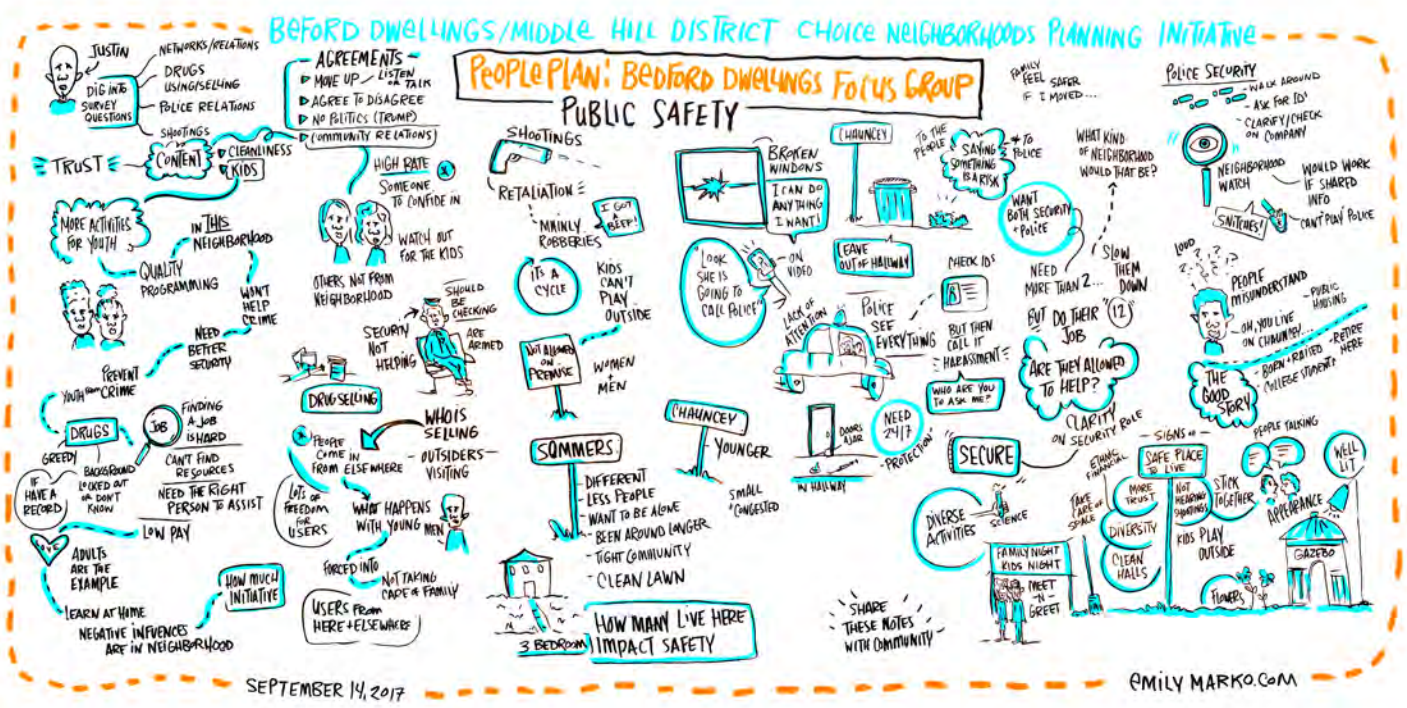


PUBLIC SAFETY

In the resident needs survey, residents were asked about traditional crime and safety issues, as well as quality of life issues. Overall, nearly three quarters of all respondents indicated that they feel safe in Bedford Dwellings. Similarly, 70% of respondents indicated that it is very important for Bedford Dwellings to have a safe environment, making it the number one feature that residents felt was important. In terms of crimes and offenses, residents have a clear indication of what they believe are the issues: using and selling drugs, guns, and to a lesser extent, loitering. In addition to the Needs survey, residents spoke with a nearly unified voice in indicating that there is a pervasive culture of drug-selling at Bedford Dwellings which must be eradicated in order for Bedford to move forward in a positive manner. Residents opined that enforcement of Housing Authority policies related to visitors, a stronger law enforcement presence (both crime and non-crime related), and improved youth programming are likely to reduce drug activity in the area. Residents have a strong understanding of the nuanced causes of drug dealing and related crime, and have also, throughout the process, voiced the need to provide employment, educational, and mentoring opportunities for those who may be selling drugs in the area.

Although residents do not always feel comfortable reporting crime, many residents do report having at least one neighbor to whom they can reach out and in whom they can confide. Residents want to see significant improvements to the physical plant of Bedford Dwellings, including lighting in all areas and hallways that are free of dirt and debris.

Residents identified four key strategies to improve public safety in the community (1) Implicit bias training for all police officers (2) Creating an ongoing police presence that is not related to crime (3) Work on building trust between the community and police and (4) Increate officer participation in local sports leagues.



EDUCATION

According to Department of Human Services 2017 data, 189 youth within the target area are enrolled in a Pittsburgh Public School; 91 of whom live in the Bedford Dwellings neighborhood. Of Bedford Dwellings students, 53% attend their local school, 47% attend another Pittsburgh Public Magnet or Charter. Most of Bedford's school-age children attend the neighborhood public schools, each of which is a failing Pittsburgh Public School. At the time of the resident needs survey, there were 97 school-aged children, of them, two are in pre-school, 48 attend Miller Pre-K through 5), 2 attend Weil (Pre-K through 5), 12 attend University Preparatory School (6-12), and 33 attend other non-neighborhood schools (i.e., charter, private, parochial, and public magnet schools). Although the majority of respondents to the survey reported being highly satisfied with the quality of education provided to their child in their neighborhood school, focus groups made clear that parents needed more information about objective standards of educational success as well as tools for advocacy on behalf of their child. During the youth focus groups that were hosted in the Spring of 2018 with sixteen youth between the ages of 12-17, students explained the various reasons they did not attend in their neighborhood school including, they attended magnet or charter schools in other neighborhoods and the negative perceptions (perceived or real) kept them from attending Milliones for middle school.

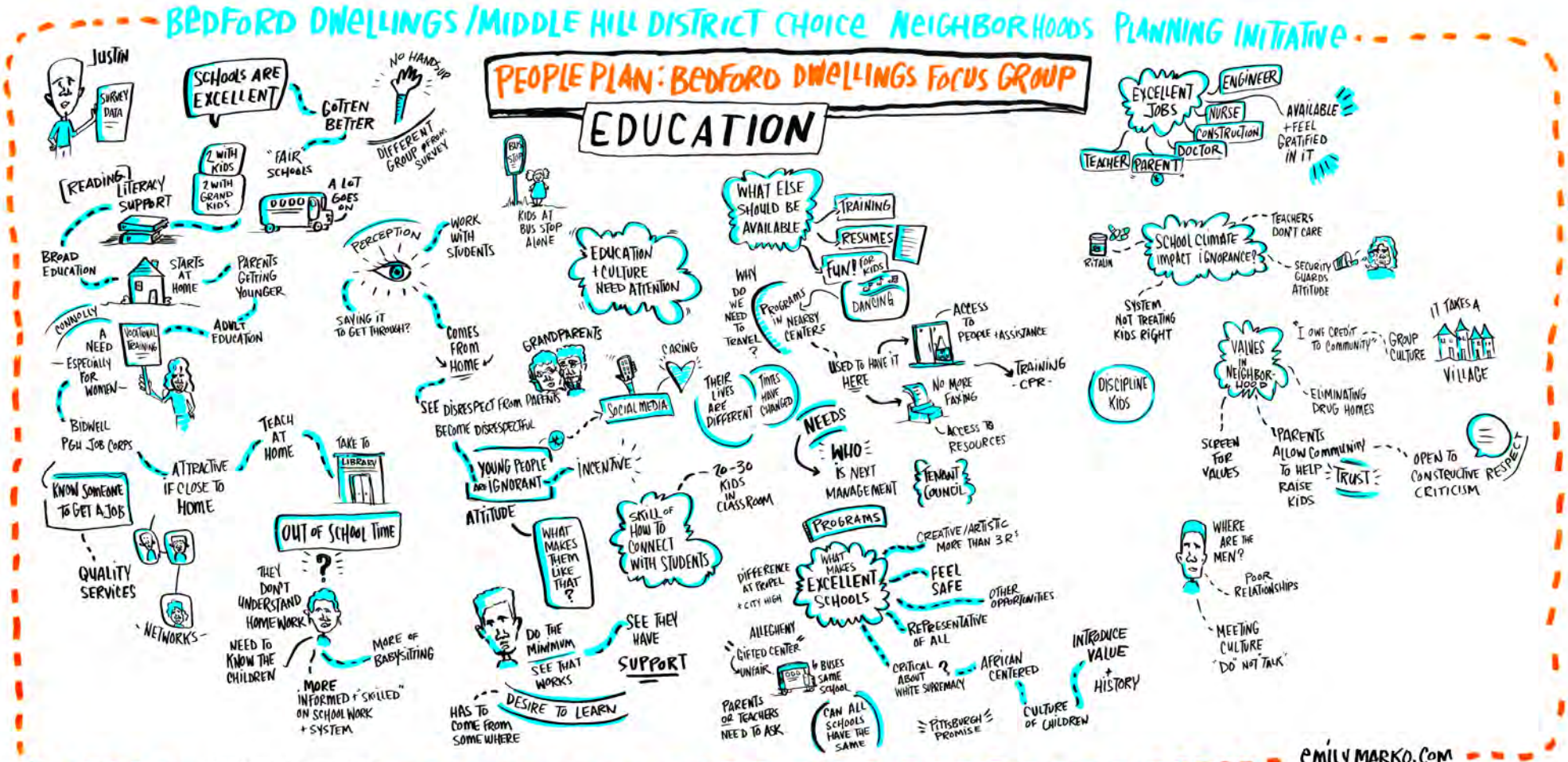
According to the Resident Needs Survey, just over half of those who responded with school age children report that their children attend 48% report going home or to a friend or family members afterschool. Those who participated in afterschool programing did so at school, BJWL, Faith- based programs, city parks and the library. The number one reason residents reported that their child/children do not participate in afterschool programs was that the programs do not address their child's interests. Residents additionally expressed the need for a strong mix of both professional and resident employees in afterschool programming, as the current programming is seen as more akin to babysitting than academic engagement for students. Residents very specifically expressed the need for non-traditional, unique opportunities for school-aged children (e.g., horseback riding, fine arts, etc.) to expose them to different life paths.

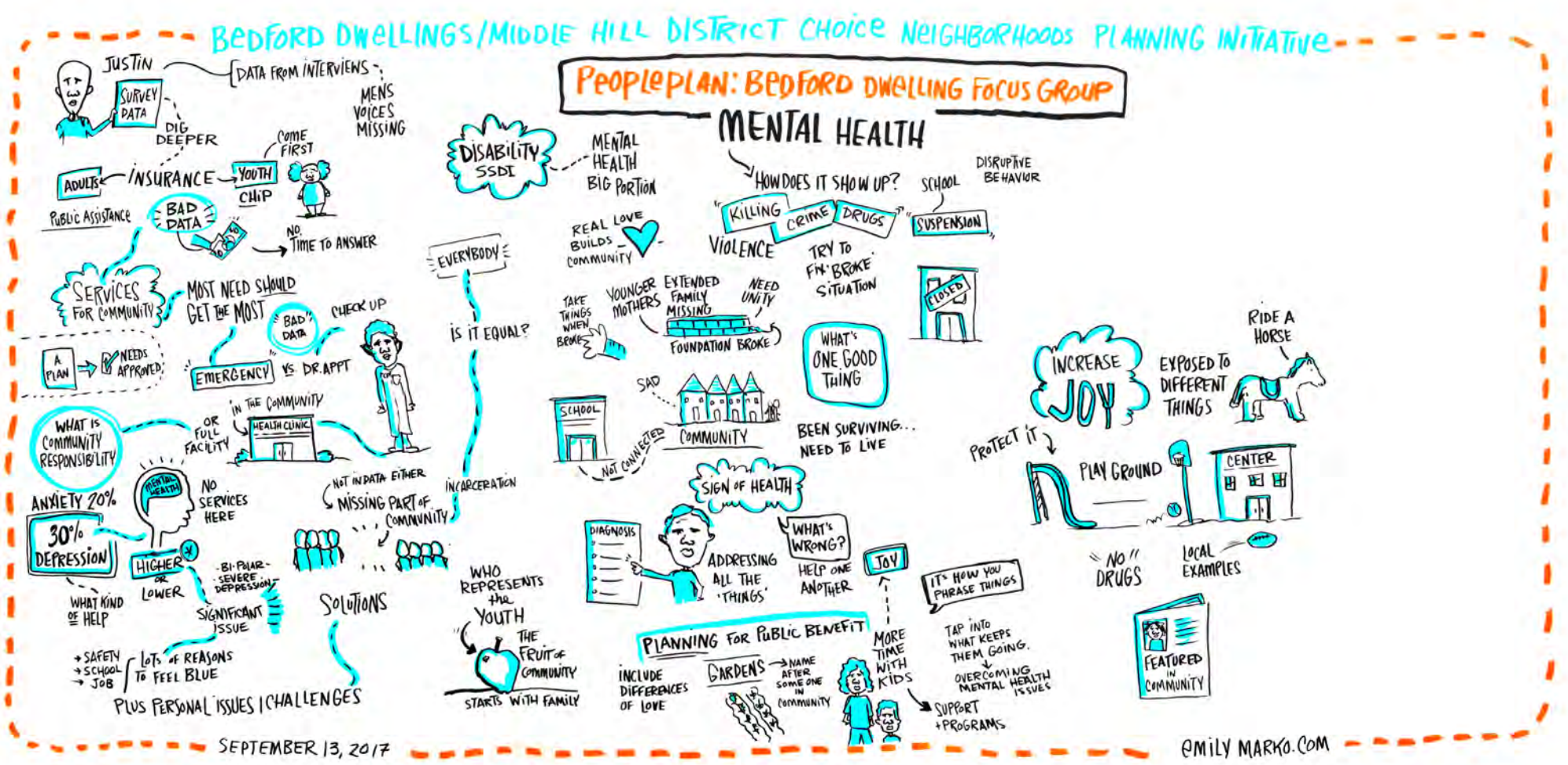
Of the residents who responded to the resident needs survey with children 5 years or younger, 67% reported not having their children in childcare. In describing challenges to managing childcare, residents expressed the following: the location of the childcare was indicated as the greatest challenge (83%), hours and availability was indicated by 58%, and the quality of care was rated as the primary challenge by 33% of respondents.

Residents indicated strategies to improve educational outcomes for youth in the community include: (1) Creating parent action plans around micro and macro strategies (2) Parent advocate training (3) Community/ holistic schools model and (4) Requiring parent involvement in the educational process.

2015-2016 PSSA Data	
Percentage of students at Miller with Proficient or Advanced scoring in Math PSSA	5%
Percentage of students at Miller with Proficient or Advanced scoring in Reading PSSA	19%
Percentage of students at Weil with Proficient or Advanced scoring in Math PSSA	13%
Percentage of students at Weil with Proficient or Advanced scoring in Reading PSSA	17%
Percentage of students at Milliones 6-12 with Proficient or Advanced scoring in Math PSSA	2%
Percentage of students at Milliones 6-12 with Proficient or Advanced scoring in Reading PSSA	14%

2015-2016 School Year Absentee Rate	
Milliones 6-12	62% of students missed 10% or more school days
Miller	16% of students missed 10% or more school days
Weil	31% of students missed 10% or more school days


BEDFORD DWELLINGS / MIDDLE HILL DISTRICT CHOICE NEIGHBORHOODS PLANNING INITIATIVE
PEOPLE PLAN: BEDFORD DWELLINGS FOCUS GROUP
EDUCATION
JUSTIN
SURVEY DATA
SCHOOLS ARE EXCELLENT
GOTTEN BETTER
NO HANDS UP
DIFFERENT GROUP FROM SURVEY
"FAIR" SCHOOLS
2 WITH KIDS
2 WITH GRAND KIDS
A LOT GOES ON
READING
LITERACY SUPPORT
BROAD EDUCATION
STARTS AT HOME
PARENTS GETTING YOUNGER
ADULT EDUCATION
CONNOLLY
A NEED ESPECIALLY FOR WOMEN
VOCATIONAL TRAINING
BIDWELL
PGH JOB CORPS
ATTRACTIVE IF CLOSE TO HOME
TEACH AT HOME
TAKE TO LIBRARY
KNOW SOMEONE TO GET A JOB
QUALITY SERVICES
NETWORKS
OUT OF SCHOOL TIME
THEY DON'T UNDERSTAND HOMEWORK
NEED TO KNOW THE CHILDREN
MORE OF BABYSITTING
MORE INFORMED + "SKILLED" ON SCHOOL WORK + SYSTEM
PERCEPTION
WORK WITH STUDENTS
SAYING IT TO GET THROUGH?
COMES FROM HOME
SEE DISRESPECT FROM PARENTS
BECOME DISRESPECTFUL
YOUNG PEOPLE ARE IGNORANT
ATTITUDE
WHAT MAKES THEM LIKE THAT?
INCENTIVE
DO THE MINIMUM
SEE THAT WORKS
SEE THEY HAVE SUPPORT
DESIRE TO LEARN
HAS TO COME FROM SOMEWHERE
KIDS AT BUS STOP ALONE
EDUCATION + CULTURE NEED ATTENTION
GRANDPARENTS
SOCIAL MEDIA
CARING
SKILL OF HOW TO CONNECT WITH STUDENTS
20-30 KIDS IN CLASSROOM
WHAT ELSE SHOULD BE AVAILABLE
TRAINING
RESUMES
FUN! FOR KIDS
DANCING
WHY DO WE NEED TO TRAVEL?
PROGRAMS IN NEARBY CENTERS
THEIR LIVES ARE DIFFERENT
TIMES HAVE CHANGED
NEEDS
WHO IS NEXT MANAGEMENT
TENANT COUNCIL
USED TO HAVE IT HERE
ACCESS TO PEOPLE + ASSISTANCE
TRAINING - CPR -
NO MORE FAXING
ACCESS TO RESOURCES
PROGRAMS
WHAT MAKES EXCELLENT SCHOOLS
CREATIVE / ARTISTIC MORE THAN 3R'S
FEEL SAFE
OTHER OPPORTUNITIES
REPRESENTATIVE OF ALL
CRITICAL ABOUT WHITE SUPREMACY
AFRICAN CENTERED
CULTURE OF CHILDREN
INTRODUCE VALUE + HISTORY
PITTSBURGH PROMISE
DIFFERENCE AT PROPEL + CITY HIGH
ALLEGHENY GIFTED CENTER
UNFAIR
6 BUSES SAME SCHOOL
PARENTS OR TEACHERS NEED TO ASK
CAN ALL SCHOOLS HAVE THE SAME
EXCELLENT JOBS
ENGINEER
NURSE
CONSTRUCTION
DOCTOR
TEACHER
PARENT
AVAILABLE + FEEL GRATIFIED IN IT
RITALIN
SCHOOL CLIMATE IMPACT IGNORANCE?
TEACHERS DON'T CARE
SECURITY GUARDS ATTITUDE
SYSTEM NOT TREATING KIDS RIGHT
DISCIPLINE KIDS
VALUES IN NEIGHBORHOOD
I OWE CREDIT TO COMMUNITY
GROUP CULTURE
IT TAKES A VILLAGE
ELIMINATING DRUG HOMES
SCREEN FOR VALUES
PARENTS ALLOW COMMUNITY TO HELP RAISE KIDS
TRUST
OPEN TO CONSTRUCTIVE CRITICISM
RESPECT
WHERE ARE THE MEN?
POOR RELATIONSHIPS
MEETING CULTURE
"DO" NOT "TALK"
SEPTEMBER 11, 2017
EMILY MARKO.COM


BEDFORD DWELLINGS/MIDDLE HILL DISTRICT CHOICE NEIGHBORHOODS PLANNING INITIATIVE
PEOPLEPLAN: BEDFORD DWELLING FOCUS GROUP
MENTAL HEALTH
JUSTIN
DATA FROM INTERVIEWS
SURVEY DATA
DIG DEEPER
MENS VOICES MISSING
DISABILITY SSDI
MENTAL HEALTH BIG PORTION
HOW DOES IT SHOW UP?
SCHOOL
DISRUPTIVE BEHAVIOR
KILLING
CRIME
DRUGS
SUSPENSION
VIOLENCE
ADULTS
INSURANCE
YOUTH CHIP
COME FIRST
PUBLIC ASSISTANCE
BAD DATA
NO TIME TO ANSWER
REAL LOVE BUILDS COMMUNITY
TRY TO FIX BROKE SITUATION
CLOSED
EVERYBODY
IS IT EQUAL?
SERVICES FOR COMMUNITY
MOST NEED SHOULD GET THE MOST
TAKE THINGS WHEN BROKE
YOUNGER MOTHERS
EXTENDED FAMILY MISSING
NEED UNITY
FOUNDATION BROKE
A PLAN
NEEDS APPROVED
BAD DATA
CHECK UP
EMERGENCY VS DR. APPT
WHAT'S ONE GOOD THING
INCREASE JOY
EXPOSED TO DIFFERENT THINGS
RIDE A HORSE
SAD
SCHOOL
COMMUNITY
NOT CONNECTED
BEEN SURVIVING... NEED TO LIVE
PROTECT IT
PLAY GROUND
CENTER
WHAT IS COMMUNITY RESPONSIBILITY
IN THE COMMUNITY
OR FULL FACILITY
HEALTH CLINIC
NOT IN DATA EITHER
MISSING PART OF COMMUNITY
INCARCERATION
SIGN OF HEALTH
DIAGNOSIS
ADDRESSING ALL THE 'THINGS'
WHAT'S WRONG?
HELP ONE ANOTHER
JOY
IT'S HOW YOU PHRASE THINGS
TAP INTO WHAT KEEPS THEM GOING.
OVERCOMING MENTAL HEALTH ISSUES
"NO" DRUGS
LOCAL EXAMPLES
ANXIETY 20%
30% DEPRESSION
MENTAL HEALTH
NO SERVICES HERE
HIGHER OR LOWER
BI-POLAR-SEVERE DEPRESSION
SIGNIFICANT ISSUE
WHAT KIND OF HELP
SOLUTIONS
WHO REPRESENTS the YOUTH
THE FRUIT OF COMMUNITY
STARTS WITH FAMILY
PLANNING FOR PUBLIC BENEFIT
INCLUDE DIFFERENCES OF LOVE
GARDENS
NAME AFTER SOME ONE IN COMMUNITY
MORE TIME WITH KIDS
SUPPORT + PROGRAMS
FEATURED IN COMMUNITY
+ SAFETY
+ SCHOOL
+ JOB
LOTS OF REASONS TO FEEL BLUE
PLUS PERSONAL ISSUES | CHALLENGES
SEPTEMBER 13, 2017
EMILY MARKO.COM


BEDFORD DWELLINGS / MIDDLE HILL DISTRICT CHOICE NEIGHBORHOODS PLANNING INITIATIVE
PEOPLE PLAN: BEDFORD DWELLINGS FOCUS GROUP
NEEDS/WANTS
JUSTIN
PLAN
FUND DEVELOPMENT
SYSTEMS
SURVEY
SOME JUST ANSWERED TO BE DONE
AGREEMENTS
MOVE UP, MOVE UP
SPEAK 1 at TIME
LISTEN
RESPECT
SERVICES OFFERED
WHAT % USE?
50
20
15
LESS THAN 10%
HIGHER USE
412 FOOD
FOOD RESCUE
THIS GROUP ARE HIGH SERVICE USERS
COMPUTER LAB
A BUSY SPACE
CURRENTLY USING
LIKE/DISLIKE
WHY
WHY USE?
DON'T USE YET
JOB APP
HOW TO USE
JOB SEARCH
INFO ON COMPUTERS
WE WANT BETTER THINGS BUT DON'T USE WHAT'S HERE...
JOB SERVICE
NOT EFFECTIVE
USE IT UP → WHAT'S NEXT
102
MUSIC STUDIO
DO LIKE
412 FOOD
NO STRING SHOP
WE ARE USING
BOOK MOBILE
TAXES
SELF SUFFICIENCY
BJWL AFTER SCHOOL
HUMAN HEALTH CARE TRAINING
HAVE AN OUTLOOK ON PEOPLE NEEDS
IMPROVED LIFE
FINANCIALLY BENEFICIAL
LIGHT BULB GOES OFF!
JOY
FIND OUT ABOUT PROGRAMS
DID YOU HEAR
WORD OF MOUTH
THIS COMMUNITY IS A NETWORK
NEED A LIST
SOMETHING IS MISSING
SERVICES USED
GREYSON
IN THE HILL
ENERGY INNOVATION CTR
THE YMCA
HILL HOUSE (CONSENSUS GROUP)
BJWL
NA MTG EBENEZER
MACEDONIA CHURCH
JOB TRG @ TREK
EIC
SOME AWARE
SOME NOT
FOOD BIZ UP TOWN
IF ITS NOT
RENT STATEMENT
NOT FOR OLDER GROUP?
IF I NEED IT I USE IT
A LOT HERE TO PURCHASE
USERS LIVE HERE
DRUG USERS LIVE IN DIFFERENT WORLD
ESTIMATE 75-85% OR MORE ARE USING
DRUGS + ALCOHOL
A LOT OF TEENAGERS SMOKING
CPR
NO CARD
SERVICES DON'T LIKE
LOTS OF PEOPLE IN TRAINING
ONLY 5 JOBS AVAILABLE
PLACEMENT
JOB-TRAINING
[DIDN'T PAN OUT AS I THOUGHT]
= UNFULFILLED PROMISE
DIVERSIFIED HEALTHCARE
KEN
UNFULFILLED PROMISES
WE GIVE UP
HOPE CENTER (NON-RESPONSIVE)
ACCESS TO OFFICE CRITICAL = HOPE CENTER
JOB APP
DRUG TEST
NOT PREPARED TO TAKE ADVANTAGE
SCHOOLS CLOSED
MILLER SCHENLEY
CLOSED SPACE NOW
DREAM BIG
BUSINESSES PARTICIPATE + GIVE BACK
THE JITNEY
NEIGHBORHOOD
WELL LIT
HEALTH CLINIC
IN WALKING DISTANCE
YARD
DRIVEWAY
PLAYGROUND
FLOWERS
CLOSE
GROCERY
SOMEONE WHO IS A RESIDENT
"BE PEOPLE" PEOPLE AT "HOPE CENTER"
SERVICES IN ONE PLACE
ONE STOP
DISTRICT ATTORNEY
NEEDS TORN DOWN...
AMAZING COME OUT OF HERE WITH ALL THE CHALLENGES
BEDFORD DWELLINGS
YES
CONNECTED TO HILL
PEOPLE NOT BAD
NO REASON TO DRIVE THROUGH
STREETS TAKE YOU NO WHERE
HERO
POLICE STATION
MUCH SAFER
- NO DRUGS -
- NO LOITERING -
CLEAR THE SPACES
ASK FOR IDS
NO JIMMY WAPO
GET RID OF GUNS
IF NOT CLEAN CAN'T GO IN JOB TRAINING
- BUT - MAYBE TRYING TO GET CLEAN
ADDICTED BUT NEED A CHANGE
DRUG TESTING
CONSTRUCTION
NURSING
SAFETY ISSUE
DRUG TREATMENT SERVICES AVAILABLE
MIXED INCOME
WILL THERE BE "OUTSIDERS"?
MORE OPEN SPACE
- NOW - A LOT OF PEOPLE LIVING IN HALLWAYS
HANG OUT
SOCIAL SPACE
SAFE
STAFF HELPING US
MISS KELLY
MISS PEGGY
LLOYD
JOO BOO BOO
CLASS ON SMART PHONE
BYRON
IS A GREAT HELP
COMCAST
LOW COST INTERNET + COMPUTERS
MANY KINDS OF COMMUNITY MEMBERS NEEDED
KEEP THE GOOD PARTS
COMMUNITY RELATIONS
SAME PEOPLE
SEPTEMBER 20, 2017
EMILY MARKO.COM

EARLY ACTION ACTIVITIES

The Bedford Dwellings/Hill District Choice planning team believes strongly in "doing while planning" in order to build trust, excitement, and momentum throughout the two-year planning effort. Working collaboratively, the Choice planning team identified four early action projects which both responded to existing community plans and Choice Neighborhoods requirements for early action activities, and ultimately, had the potential to generate excitement. The four projects chosen were:

IMPROVEMENTS TO THE BEDFORD DWELLINGS' RESIDENT-OPERATED "NO STRINGS" SHOP

For over 15 years, the "No Strings" shop has been offering donated items to anyone in the community with "no strings attached" from a space within the public housing site. The shop originated as a resource for Bedford Dwellings residents but has grown to become a resource for residents of the Hill District and residents of other public housing communities. Since early 2017, the HACP team has worked with the residents to identify a wish-list and completed various improvements on exterior lights, doors, and equipment including new washers/dryers inside and outside of the shop. Work on the No Strings shop is now 100% complete.

HILL DISTRICT VACANT LOT RECLAMATION

The goal of this initiative is to engage, equip and empower 'Ambassador' resident stakeholders of the community to take stewardship of a vacant, unmaintained parcel. The Ambassador will be awarded a micro grant to design and implement a green project within the target neighborhood. To do so, Ambassadors will take ownership of the process and will be required to develop a network of volunteers to assist with transitioning a vacant parcel into a useful community asset. To support the community efforts and planning process, HACP has funded the reclamation of five highly visible lots within the target neighborhood and will further advance the work of the Hill District Vacant Property Strategy. STATUS: This project, facilitated and managed by Hill District Consensus Group and the local nonprofit GTECH Strategies, with additional support from Hill District-based nonprofit FOCUS Pittsburgh, has recruited and trained 11 "Ambassadors" within the target neighborhood (three from Bedford Dwellings) to work collectively on improving four vacant lots. The nonprofits and numerous resident volunteers have successfully completed all of the five vacant lot beautification projects in the Middle Hill. For more information on the completion of this Early Action Activity, please see the GTECH website below: https://gtechstrategies.org/projects/reclaim-central/ .

The Bedford Dwellings/Hill District Choice planning team believes strongly in

"DOING WHILE PLANNING"



redit: Steve Mellon/Post-Gazette

▲ The No-Strings Shop in Upper Bedford Dwellings benefitted from building improvements

FAÇADE IMPROVEMENT GRANTS FOR CENTRE AVENUE STOREFRONTS

A $30,000 gap financing investment will be made to the Hill CDC to advance their HillWorks program that is presently funded at $65,000. The HillWorks program goals are twofold: to beautify the Centre Avenue corridor with retail façade improvements and then to activate economic development in the District with 'right-now retail'; small, local proprietors that can occupy the ground floor spaces immediately. STATUS: As of the completion of this report, the Hillworks program is 50% complete.



▲ Centre Avenue façade improvements will be funded

FRESH & HEALTHY EATING DEMONSTRATION CART

The Hill House Association will further its healthy eating / fresh food initiative by engaging residents in cooking demonstrations and providing easy menu materials that coordinate with the demonstrations. The use of a Fresh & Healthy cart allows the demonstrations to have a consistent presence throughout the planning process. An investment of $15,000 will be made to purchase and program the Fresh & Healthy cart to promote better eating habits in the community. STATUS: Planning stage.

BEDFORD DWELLINGS - CHAUNCEY STREET PLAYGROUND

During the Planning Grant term the HACP contracted with KaBOOM for a $15,000 grant to create a design for a new playground at Bedford Dwellings, The construction for the playground will be completed bythe end of summer 2018. This project is not funded by the Planning Grant, but represents another "early-action" activity requested by the residents and completed within the Planning Grant period.



▲ Cats Corner at Junilla and Bedford Ave.



▲ Middle Hill Parklet at 712 Kirkpatrick Street



▲ Planning has begun to bring a Fresh & Healthy cart to the neighborhood

03

PLAN VISION

PLAN ORGANIZATION

The Bedford Connects Transformation Plan is organized around four core vision statements that are essential to all three aspects of this Choice Transformation Plan; Neighborhood, Housing and People:

CONNECTING A UNIFIED COMMUNITY

– The revitalized target housing site and neighborhood will be connected to the greater city and region of Pittsburgh in ways that improve residents' access to services and opportunities. In the case of the neighborhood plan, this is manifested in terms of investments in pedestrian pathways and crosswalks and enhancements to public transit. In the case of housing, it means making housing investments that connect other areas of housing density and strength to create linkages and healthy corridors within the community. It also means designing housing with universal design features to provide options to support multi-generational neighborhoods and allow residents to age in-place. In the case of the people plan, connection is about access to education, jobs and economic opportunity.

CONNECTING A HEALTHY COMMUNITY

– The revitalized site and neighborhood will foster and support healthy living. Strategies for this vision goal include neighborhood initiatives to utilize vacant land to create new public green space, community gardens and green infrastructure; housing plan strategies to improve the environmental sustainability and durability of both new and existing housing; to people plan strategies like improvements in access to mental and behavioral health programs, smoking session programs, and to healthy food.



CONNECTING AN NTER-GENERATIONALLY EMPOWERED COMMUNITY

– The transformed neighborhood must provide a physical manifestation of its history and culture which can be celebrated as part of everyday life. The housing plan must ensure that long-term residents of the neighborhood, whether renters or owners, have a place in the revitalized community. Residents must have access to quality education and job opportunities.



CONNECTING A FLOURISHING AND LIVELY COMMUNITY

– Connected and healthy communities must be flourishing and lively. The neighborhood must be able to support active street life that is welcoming to both residents and visitors. Replacement housing built as part of this Transformation Plan must catalyze private investment to further drive neighborhood development. Residents must be able to live in a neighborhood that is clean and safe, and in-turn, they must be empowered to sustain its cleanliness and safety.



An elaboration on the strategies and outcomes for Neighborhood, Housing and People is illustrated in the following four chapters (one for each of the core vision elements).


CONNECTING A UNIFIED COMMUNITY
CONNECTING A HEALTHY COMMUNITY
PEOPLE
HOUSING
NEIGHBORHOOD
CONNECTING AN INTER-GENERATIONALLY EMPOWERED COMMUNITY
CONNECTING A FLOURISHING & LIVELY COMMUNITY

04


CONNECTING
A UNIFIED
COMMUNITY





OUR VISION

- IMPROVE NEIGHBORHOOD MOBILITY.
- RESTORATIVE HOUSING OPTIONS.
- RESIDENTS ARE KNOWLEDGEABLE AND UTILIZE COMMUNITY RESOURCES.

NEIGHBORHOOD GOAL:

IMPROVE NEIGHBORHOOD MOBILITY.



▲East Liberty Transit Center, Pittsburgh, PA | Source: 90.5 WESA [Pittsburgh's NPR

RESIDENTS LIVE IN A COMMUNITY THAT IS MULTI-MODAL AND ACCESIBLE.

The Bedford Dwellings/Middle Hill community is physically stunning, rising above downtown Pittsburgh and presenting sweeping views of the Monongahela and Allegheny river valleys. However, the steep topography results in numerous mobility challenges, especially for an aging, transit-dependent community. The high vacancy of the neighborhood reinforces these challenges, creating a lack of residential density and connectivity, limiting transportation options. These challenges place a burden on many residents, particularly in providing accessible retail, employment and health service options. With 63% of Bedford Dwellings residents identifying they often walk or use public transportation, and 42% expressing access to retail and shopping centers as poor, the neighborhood strategies put forth respond to the needs of the Bedford Dwellings/ Hill District residents by focusing on strengthening north-south transit and pedestrian connections. These connections will be strengthened through investments in the re-alignment and augmenting of existing transit services, and repair of critical pedestrian infrastructure. Investments are designed to connect the disparate parts of the neighborhood into a connected and cohesive whole.

OUR CHALLENGES



▲ Vacant land

There is too much vacant land in the neighborhood as a percentage of total land area.



▲ Lack of density and connectivity.

The lack of density & connectivity causes a lack of public transportation options and a lack of access for residents who do not own cars.



*Original artwork by Emily Marko emilymarko.com

Pockets of housing & commercial density are disconnected & isolated by large areas of vacancy, steep terrain & poor pedestrian infrastructure.



▲ Poor pedestrian infrastructure

CONNECTING A UNIFIED COMMUNITY

OUR STRATEGIES

STREET INFRASTRUCTURE IMPROVEMENTS

The improvements to the bus routes and key stops will be complemented by other infrastructure improvements, such as upgrades to pedestrian crosswalks, which would be bulbed-out at intersections to shorten street crossings, andcrossings and crossing signals to make the crossings safer for pedestrians. Neighborhood improvements are clustered around critical corridor "connectors" between Centre Avenue and Bedford Avenue. These connectors: Kirkpatrick Street, Chauncey Street, Junilla Street, Morgan Street and Herron Avenue serve to provide linkages between the commercial corridor of Centre Avenue and the densest collections of residential housing.

IMPROVED BUS SHELTERS AT KEY LOCATIONS

The first bus shelter is proposed to be installed in front of the Bedford Dwellings Hope Center to support and encourage ridership of the #83 and to access to the enhanced services which are planned for the Bedford Hope Center. Presently, the front porch of the Hope Center acts as a de facto bus shelter. Ideally, these shelters will offer enhanced environments that attract riders and improve the aesthetics of the connector corridors; thus, improving public perception of the neighborhood.

CHAUNCEY STREET STEPS & JUNILLA STEPS

Upgrades to the Chauncey and Junilla Street steps would serve to provide safer, more navigable pedestrian connections between Bedford Avenue and Centre Avenue where formal street connections are not possible due to the steep terrain. These stairs, though once well-traversed fell into disrepair as a vacancy increased in the residential blocks for which they were designed to serve.

The Bedford Connects Transformation Plan proposes a new residential community at the top of the Chauncey Street Steps that would front on a new greenspace, "Keystone Park". Keystone Park will be located on land that was once the baseball stadium known as "Central Park" for the historic, though short-lived, Pittsburgh Keystones, one of the first Negro League Baseball Teams in the nation.

RE-ROUTING OF #83 BUS LINE

The re-routing of bus lines serves to provide better and more frequent bus connections between Bedford Dwellings and commercial destinations both within and outside the neighborhood. The #83 will be re-routed to extend down Dinwiddie Street into the Fifth-Forbes corridor, improving accessibility for Bedford Dwellings residents to the emerging BRT Corridor in the Uptown, the expansion of UPMC Mercy, and employment opportunities in the innovation corridor linking Oakland-Uptown-Downtown. Bus frequency will also be enhanced to improve access and experience. Improvements to bus facilities will occur at the Bedford Hope Center and the intersection of Dinwiddie/Centre. Port Authority (the local public transit provider) has assumed leadership in implementing these changes, with support from the city's Department of Mobility & Infrastructure (DOMI) and the City Planning Department. Bedford Tenant Council has also expressed interest in these changes, along with the Hill District Consensus Group.

INCREASED FREQUENCY OF #82 & #83 BUS LINES

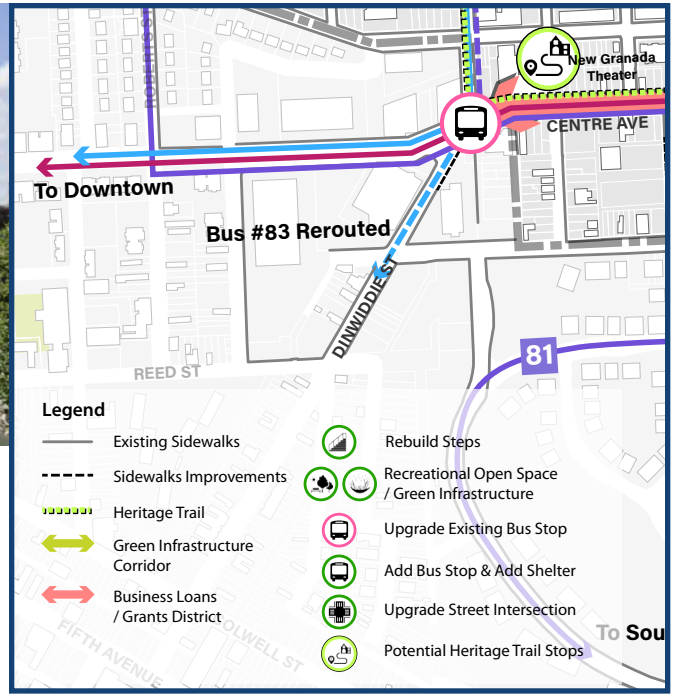
The frequency of the #82 and #83 routes will be improved to facilitate more routine travel for Bedford Dwellings/Hill District passengers to access points in Oakland and East Liberty. Increased frequency will also assist in the de-congestion of the existing route.

OUR OUTCOMES

OVERALL NEIGHBORHOOD MOBILITY IS IMPROVED. CHAUNCEY AND JUNILLA CITY STEPS RECEIVE INVESTMENT AND SERVE AS NORTH-SOUTH CONNECTOR BETWEEN BEDFORD AND CENTRE. PUBLIC TRANSPORTATION ACCESS IN ENHANCED AND ACCOMPAYING TRANSIT FACILITIES ARE IMPROVED. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.



▲ Example of successful bus stop with a large shelter



▲ Excerpt from overall map, indicating the re-routing of #83 Bus Line



▲ Example of successful connectivity strategy (Hillclimb, Seattle, WA)



▲ Example of public stair utilizing public artwork

CONNECTING A UNIFIED COMMUNITY

HOUSING GOAL:

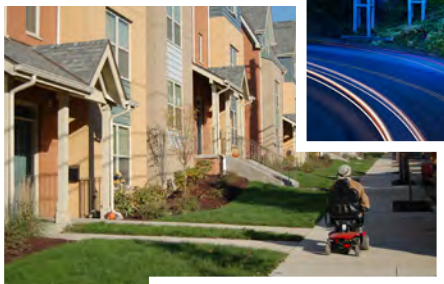
RESTORATIVE HOUSING OPTIONS.



RESIDENTS HAVE HOUSING OPTIONS, INTEGRATED INTO THE MIDDLE HILL DISTRICT'S EXISTING FABRIC, THAT FOSTER NEIGHBORHOOD INTERACTION AND COMMUNITY PRIDE.

Between 2000-2010, the target neighborhood experienced a population loss of 30%, deepening the level of blight and vacancy already plaguing the neighborhood. In 2016, 42% of the total number of parcels within the target neighborhood were identified as vacant land or structures, equal to 20% of the land area within the target neighborhood boundary. These conditions mostly impacted the Middle Hill, leaving behind blocks of abandonment, and creating physical barriers between Bedford Dwellings and the Centre Avenue business core of the Hill District. With 62% of Bedford Dwellings residents expressing they would be excited moving to replacement housing in the Middle Hill, there was a clear mandate to explore strategies that would successfully integrate replacement housing within the Middle Hill. The housing strategies established in this chapter prioritize the rebuilding of the Hill District into one cohesive neighborhood that re-stitches the Middle Hill to Bedford Dwellings. This will be accomplished through the development of replacement housing that is age-friendly, supported by neighborhood amenities, and designed to foster neighborly interactions.







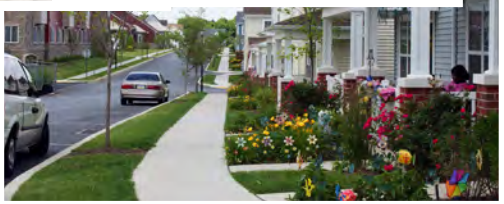












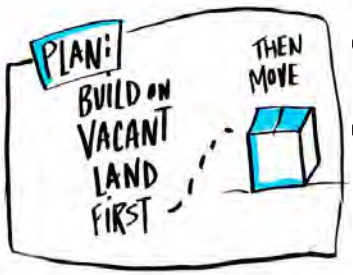
CONNECTING A UNIFIED COMMUNITY

OUR CHALLENGES

PLANNING FOR PUBLIC BENEFIT

Residential developments in the Target Area are separated from each other and from the neighborhood-serving retail and services by blocks of vacancy.

The existing, century-old housing stock, comprised mainly of narrow rowhouses, has limited flexibility to accommodate universal design and a variety of lifestyles; young and old.



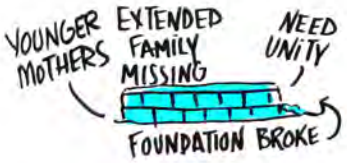
Bedford Dwellings lacks defensible, exterior spaces that encourage casual, positive interactions among residents.

Historically public housing communities have negative stigmas due to higher concentrations of poverty.

OUR STRATEGIES

RESTORE RESIDENTIAL BLOCKS WITHIN THE MIDDLE HILL

Residential developments in the target neighborhood are separated from each other and from the neighborhood-serving retail and services by blocks of vacancy. The Bedford Connects Transformation Plan endeavors to locate mixed-income, replacement housing developments within the target area such that the newly-constructed housing acts as a “connector” between existing areas of strength within the Hill District and creating healthy corridors within the community.





*Original artwork by Emily Marko emilymarko.com

HOUSING WITH INTENTIONALLY DESIGNED EXTERIOR SPACES

The Bedford Connects Transformation Plan will endeavor to design and construct housing that incorporates well-designed exterior spaces for residents to engage with one another such as stoops, porches and pocket parks. Frequent, positive interactions between neighbors, be it a wave from the front porch or a casual conversation while on the playground, will set a foundation for a closer resident community that is more prideful, more likely to respect one another, and more likely to work together towards shared goals. This strategy seeks to develop physical spaces within the housing developments that are aligned with the principles of the **Bedford Connect Network** aspirations.

HOUSING WITH UNIVERSAL DESIGN

A majority of the Bedford Dwellings residents that responded to the Needs Assessment Survey indicated that they would be over the age of 62 in three years. Bedford Dwellings has an aging, yet active population that also expressed a strong desire to remain in a family development. As these seniors age and encounter mobility challenges, the goal will be to allow a senior to either age in place or move to an accessible unit within their existing housing community so that their social network is preserved. Though the concept of universal design is often applied to senior residences, this architectural approach has recognized benefits for household members of all ages that face unexpected challenges.

ECONOMIC DIVERSITY THROUGH MIXED-INCOME DEVELOPMENT

Historically public housing communities have negative stigmas due to higher concentrations of poverty. The Transformation Plan encourages economic diversity through income and housing typology mix within each of the replacement housing developments. The results of the Needs Assessment survey responses relating to the Housing Plan convey that the large majority of residents of Bedford Dwellings desire to stay within the Hill District neighborhoods and, in fact, an overwhelming majority of residents desire that the new housing developments are mixed-income communities.



OUR OUTCOMES

DESIRE TO REBUILD THE HILL INTO ONE COHESIVE NEIGHBORHOOD. BUILD ON VACANT LAND TO CREATE SAFER STREETS. BRING RESIDENTS CLOSER TO THE BUSINESS DISTRICT AND AMENITIES. HONOR THE LOCATIONS RESPONDED TO POSITIVELY BY THE RESIDENT NEEDS ASSESSMENT SURVEY. USE THE ARCHITECTURE TO BOLSTER POSITIVE NEIGHBORLY INTERACTIONS. ONE-STORY LIVING; AGING IN PLACE; EXTERIOR SPACES. BEDFORD DWELLINGS' RESIDENT SURVEY EVIDENCED AN OVERWHELMING DESIRE FOR RESIDENTS TO LIVE IN A MIXED-INCOME COMMUNITY WITH DIVERSITY. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.



PEOPLE

GOAL:

RESIDENTS ARE KNOWLEDGEABLE ABOUT AND UTILIZE COMMUNITY RESOURCES.



CONNECTED & UNIFIED COMMUNITY

The Hill District and more specifically the community of Bedford Dwellings has many supportive services available in and near the target area; these services range from workforce development opportunities to services that meet basic needs such food pantries. No matter the location, residents of Bedford Dwellings reported experiencing a disconnect and not knowing that some services existed. In the resident needs survey, residents were asked if they use or need twenty-six different services ranging from emergency food assistance, parenting classes to senior service and domestic violence services. Overwhelmingly, residents reported not using these services, the most used service reported was emergency food pantry/food support (31% of respondents indicated they use these services.) Throughout the various group gatherings, Bedford Connect or community meetings, when one resident would raise a concern about a lack of a particular program and another resident would speak up indicating that such a program did exist.

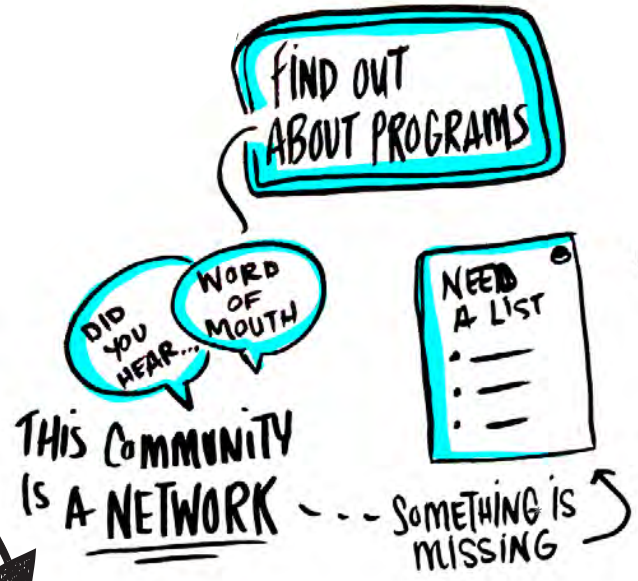
During the deeper dive focus group on this question, residents expressed they learned about programs through their personal networks. When a friend or family member had a good experience with a service or program, they let others know. When coming from a trusted source, residents were more interested in reaching out and using it. Moreover, residents reported wanting a central location where information could be kept in an efficient manner. Residents rejected, as largely ineffective, the traditional methods of mass mailings, posting on billboards, flyering and other methods that are currently being used. With such a wealth of resources available to residents in and near the Hill District, it's important that residents are knowledgeable about and utilize community resources. Additionally, as residents develop connections with new residents in the redeveloped Bedford, they will have opportunities to expand their personal networks thereby expanding their information base. Nearly 100% of residents reported having access to the internet either at home or in the community. Fifty-four percent of residents indicated using the internet to connect to friends and family and fifty percent reported using it for social media purposes. Tapping into the power of the internet through the development of a mobile app to create a direct line of communication between residents and community resources will be vital to the sustain success of residents.

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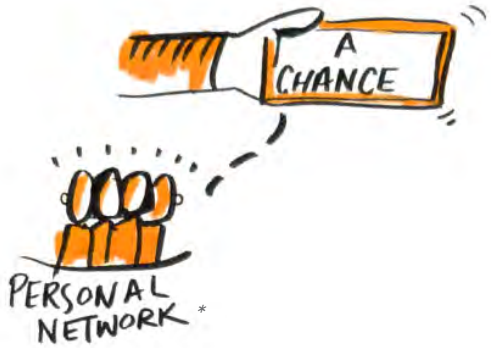
CONNECTING A UNIFIED COMMUNITY

OUR CHALLENGES

There are gaps in knowledge about what services are available on-site and in the surrounding areas.







Residents reported learning about programs and services through their personal networks.

Location of services causes transportation concerns for some residents.



*Original artwork by Emily Marko emilymarko.com





Photo Credit: blackenterprise.com

CONNECTING A UNIFIED COMMUNITY

OUR STRATEGIES

CASE MANAGEMENT

Every resident at Bedford Dwellings will be offered case management services to provide individual and family support for each household. Residents will make a life plan with their case manager who will provide advocacy, technical assistance and supportive, non-therapeutic counseling through development of a trusted professional relationship. Following a team conferencing model, residents will be the leader of their plan and will meet at a minimum of twice a year with their whole team to ensure a proactive and collaborative approach. There will be close coordination with all of the services at the Hope Center including HACP's relocation specialists and Familylink's Eviction Prevention Specialist housed at the Hope Center.

SMARTPHONE APP

A smartphone app will be used to incorporate the use of technology to inform the Hill District and surrounding communities about resources and services made accessible through smartphones. The goals for the mobile app include:

1. To implement the mobile app as marketing tool and to foster partnership(s) and information sharing among organizations, churches, schools, and businesses. The mobile app will serve as a resource to streamline information about social services and other resources.
2. A tool or resource that case managers can share as well as use to refer residents to services or connect them to resources to meet their needs.
3. Increase awareness and education of residents of existing organizations and resources; therefore, decreasing the number of residents that go without getting basic needs met because of lack of awareness.
4. A tool that provides an up to date calendar to communicate community happenings/ensure non-duplication of activities.

BEDFORD CONNECT

As an added layer to foster a unified and connected community, Bedford Connect will continue to develop as an inclusive network where everyone is welcome and valued. Bedford Connect was established in February 2017 to engage residents in the Choice Planning Initiative, build individual and collective capacity while strengthening connections among staff, residents and planning partners. At the core of everything that is associated with Bedford Connect are the operating principles established by the stewards of the network, the Network Action Team in December 2017: (1) Everyone is welcome (2) Bring your best self (3) Respect everyone as a person (4) We are not afraid to have hard conversations (5) We are equal, with equal voices (5) There is no "I" in team.

It has been a well-received method of fostering a connected Bedford community through which neighbors help neighbors with a variety of issues that affect residents. In the spirit of honoring what works, Bedford Connect will continue to foster innovation and collaboration with residents and community partners. The Network Action Team will remain as stewards of the network and will continue to host monthly gatherings to sustain communication with neighbors about



community events, services and opportunities. These gatherings also serve to connect neighbors with neighbors, share information, wisdom and support of each other while taking community action. The growth of Bedford Connect will ensure that residents are connected to local resources, informed on relocation and other important information as way as are able to contribute to the quality of life for everyone.



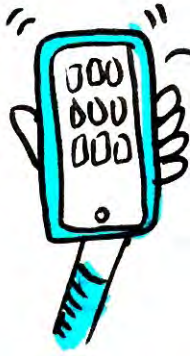


OUR OUTCOMES

EVERY HOUSEHOLD WILL HAVE A LIFE PLAN AND ACCESS TO THE SUPPORTS THEY MAY NEED TO REACH THEIR SELF-CREATED GOALS. THROUGH TRUSTED SUPPORTS, CONNECTION TO LOCAL RESOURCES AND AN INCREASED SOCIAL CAPITAL, RESIDENTS WILL HAVE AN ENHANCED QUALITY OF LIFE. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.









05

CONNECTING A HEALTHY COMMUNITY


Cantelop
Pumpkin Patch



OUR VISION

- INCREASE PRESENCE OF ACTIVE PUBLIC SPACES.
- NEW AND REHABBED HOUSING IS SAFE, EFFICIENT, & DURABLE.
- CHILDREN AND ADULTS ARE PHYSICALLY AND MENTALLY HEALTHY.

NEIGHBORHOOD GOAL:

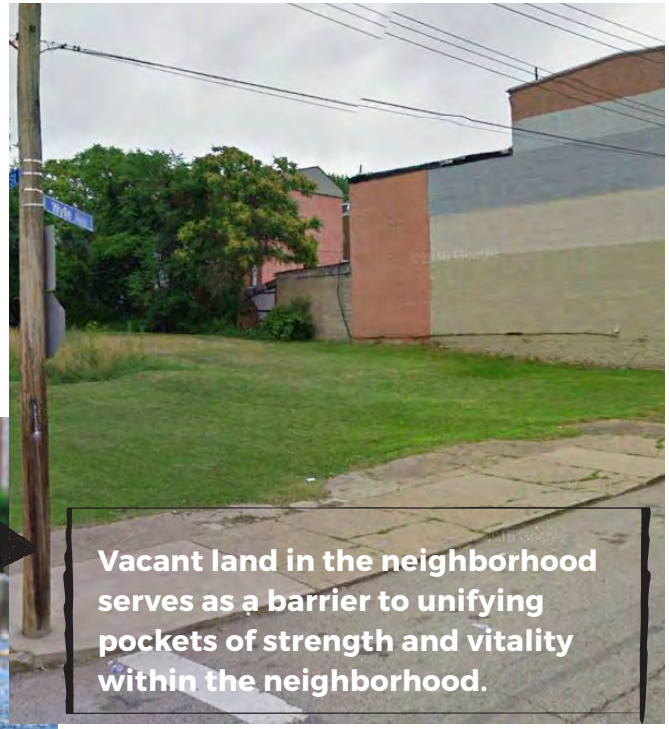
INCREASE PRESENCE OF ACTIVE PUBLIC SPACES



VACANT/ABANDONED PROPERTIES ARE RECLAIMED AND TRANSFORMED, INCREASING OPPORTUNITIES FOR RECREATION AND ECOLOGICAL RESTORATION.

The neighborhood SWOT analysis produced for the Bedford Dwellings Connects Tranformation Plan approached the vacancy within the neighborhood as an opportunity rather than solely a weakness. Overlaying the SWOT with results of the Needs Assessment, particularly the findings that 99% of the residents expressed improving the appearance of the neighborhood as very important, and 80% expressed community gardens as a needed improvement, the plan began to explore how investing in the vacancy of the neighborhood could creatively reposition vacant land and connect the residents of Bedford Dwellings to healthier, more active uses. It was also understood the imperativeness of the plan to connect to broader environmental planning happening citywide, utilizing the resources of the Pittsburgh Water and Sewer Authority (PWSA) and their City-Wide Green First Plan to underpin strategy development. The strategies outlined in this chapter leverage the vacancy of the neighborhood through the prioritization of green infrastructure and open as opportunities for community gathering, resident-empowerment, and neighborhood beautification.






Stormwater management infrastructure is insufficient ▼

Stormwater management is a significant issue within the neighborhood, with too little infrastructure to manage large rain events.





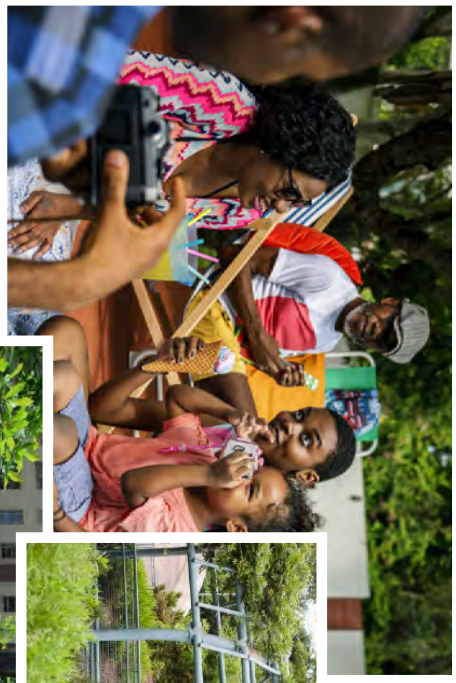


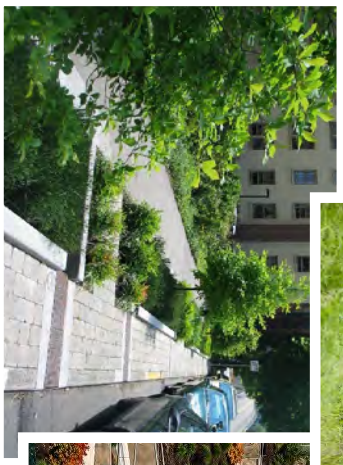


*Original artwork by Emily Marko emilymarko.com

CONNECTING A HEALTHY COMMUNITY















OUR STRATEGIES

GREEN INFRASTRUCTURE

Green infrastructure within the Middle Hill will help alleviate storm water runoff within the Hill, support PWSA's federal mandate to divert storm/sewer, and improve infrastructure with an environmentally sensitive approach. The improvements focus on developing green corridors, re-using vacant/abandoned parcels are demonstration projects, and addressing storm-water mitigation through the re-design of the Chauncey steps. PWSA, along with the URA and City Planning, have been leading efforts to guide the design and implementation of the green infrastructure study. The RFP for design is currently in the procurement department of PWSA.

OPEN SPACE/PARKLETS

To support the vibrancy of new replacement housing communities, providing open space amenities for gathering, passive-use, and urban agriculture has been included as a key implementation aspect of the plan. Building off the momentum of the Grounded Central Ambassador Program which was a successful Early Action Activity, Grounded (fka. GTech Strategies) has been approached to take a more active role in repeating that program for vacant lots that do not have programmed uses identified for the short or middle term.



▲ Reclaiming small vacant parcels



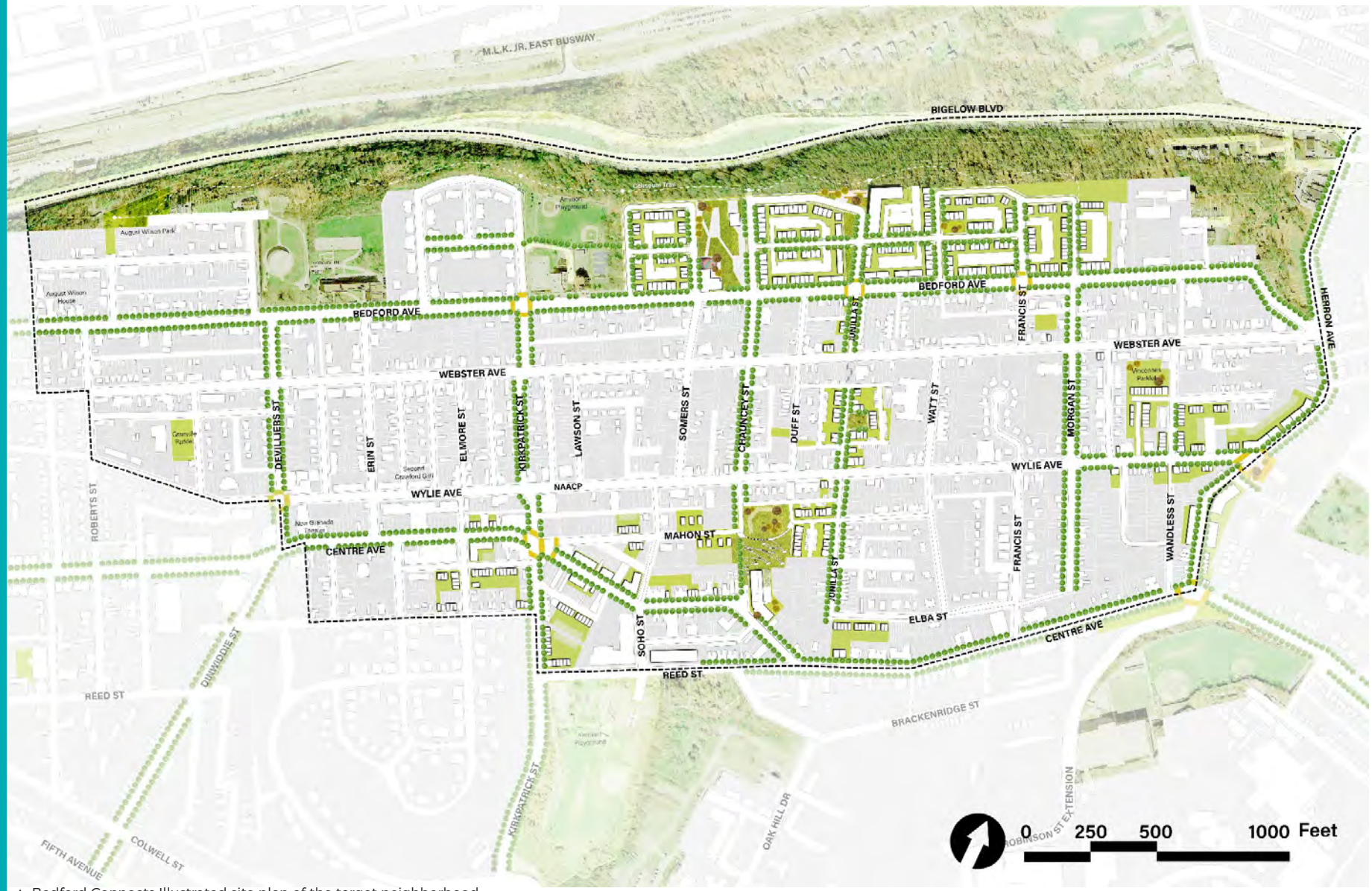
▲ Parklet utilizing a truck bed in Downtown Pittsburgh

OUR OUTCOMES

VACANT LAND IS REIMAGINED WITH ACTIVE USES, GREEN INFRASTRUCTURE IS PRIORITIZED AND IMPLEMENTED ALONG GREEN CORRIDORS. PARKLETS ARE INSTALLED NEAR REPLACEMENT HOUSING AND PROMOTE GATHERINGS AND NEIGHBORHOOD ENGAGEMENT. See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

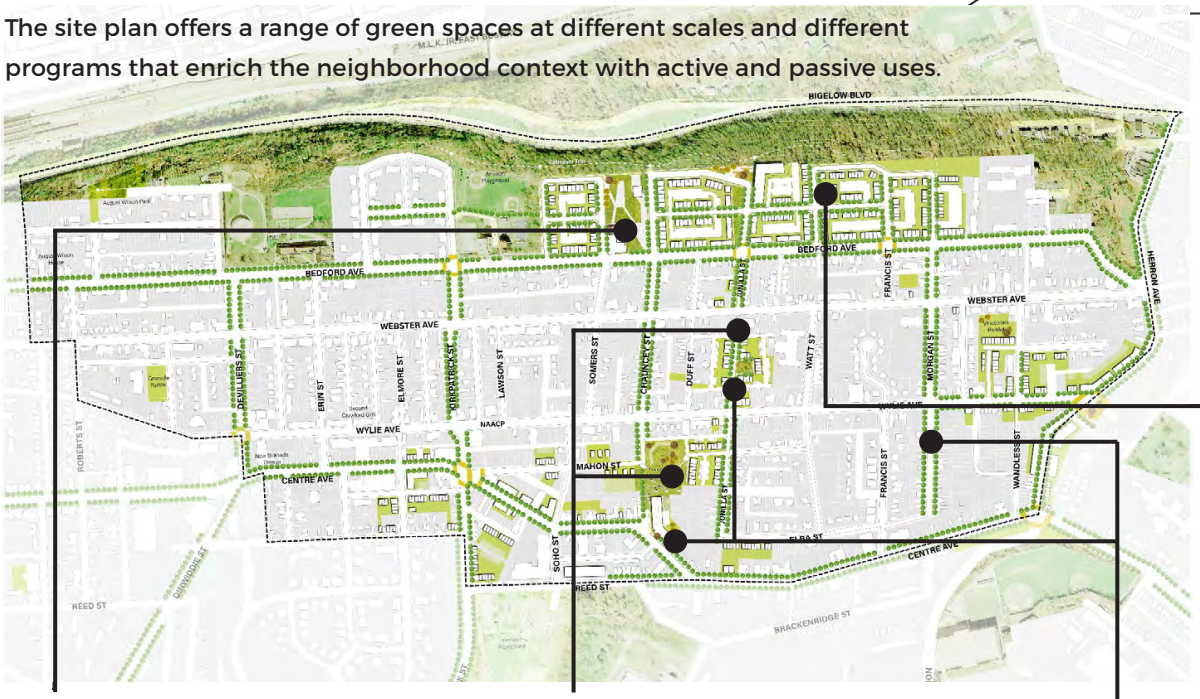


▲ An example of a community garden



▲ Bedford Connects Illustrated site plan of the target neighborhood

The site plan offers a range of green spaces at different scales and different programs that enrich the neighborhood context with active and passive uses.



Cliff Edge Overlook



Town Green

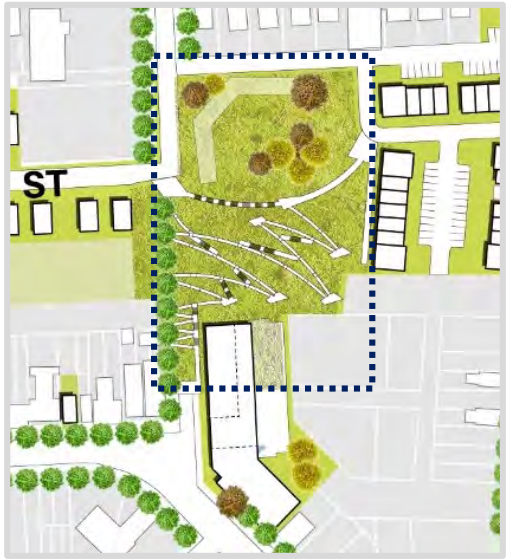




Cliff Edge Park



Steps



Streetscape





▲Detailed plans showing approaches to open space in Plan

HOUSING GOAL:

NEW & REHABBED HOUSING IS SAFE, EFFICIENT & DURABLE.



DESIGN AND OPERATION OF NEW AND REHABBED HOUSING PROMOTES HEALTH AND WELLNESS FOR PEOPLE AND OUR ENVIRONMENT.

In recent years, the City of Pittsburgh has positioned itself as a national leader in green building and neighborhood sustainability. Building off the momentum of P4 Pittsburgh, a new model of urban growth and development that is innovative, inclusive and sustainable which is championed by the City of Pittsburgh in partnership with the Heinz Endowments, the city has begun institutionalizing the practices of sustainability, utilizing the Urban Redevelopment Authority (URA) and the Department of City Planning as key instruments for implementation. This Transformation Plan recognizes its role in advancing the local and statewide goals in rebuilding communities through high-quality, high-performing building standards and recommends strategies equipped to meet these standards. The housing strategies reflected in teh Bedford Connects Transformation Plan are grounded in green construction methods.

The housing phases built on the existing Bedford Dwellings site shall be certified in the LEED for Neighborhood Development (LEED ND) program.

OUR CHALLENGES

Much of the existing housing in the Middle Hill (including Bedford Dwellings) is obsolete and does not comply with today's "green building" standards, resulting in excessive water, gas and electric consumption & costs.

78% of Bedford Dwellings' Residents surveyed identified the amount of criminal activity as the #1 item they liked least about their existing community.

70% of those surveyed identified safety as the most important feature for their community to have.



▲ An example of new townhouses



▲ Weatherization



▲ An example of renewable energy



▲ An example of outdoor gathering space on the housing property

OUR STRATEGIES



ENERGY-EFFICIENCY LOANS /GRANTS ARE DEVELOPED & PROMOTED TO MIDDLE HILL HOMEOWNERS

There are a number of existing agencies and organizations in Pittsburgh that presently offer weatherization grants for lower-income homeowners. These programs will be promoted within the Target Neighborhood and the feasibility of customizing the existing programs to better align with the needs of the Middle Hill fully explored through homeowner focus groups.



INTENTIONALLY-DESIGNED EXTERIOR SPACES THAT ENCOURAGE RESIDENT INTERACTION

New housing will be sited and designed so that it may foster social interactions among neighbors with outdoor gathering spaces, well-lit walking paths and sidewalks designed within defensible green spaces that increase safety for residents.



OUR OUTCOMES

100% OF THE NEW HOUSING MEETS ENERGY STAR STANDARDS. ENDEAVOR TO OBTAIN GREEN CERTIFICATIONS WHEN AVAILABLE. RESIDENTS FEEL SAFE OUTSIDE OF THEIR HOMES & REPORT ENGAGING WITH THEIR FELLOW NEIGHBORS ON A REGULAR BASIS. See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

PEOPLE GOAL:

CHILDREN AND ADULTS ARE PHYSICALLY AND MENTALLY HEALTHY.



HEALTHY COMMUNITY

With proximity to major UPMC hospitals including UPMC Montifore and Presbyterian hospitals in Oakland and UPMC Mercy Hospital in Uptown, nearly 60% of residents at Bedford Dwellings utilize the emergency room when sick or in need of medical advice. In addition to the local hospitals, the Matilda Theiss Health Center is just outside the target area but services many residents through the FQHC East End Family Health Center which offers adult and pediatric primary health care and the Child Development Center that provides early childhood mental health services. Within the target areas there are a variety of clinics and health centers including: FOCUS Pittsburgh, a free medical and behavioral health clinic for people who are uninsured or do not qualify for medical assistance, the House of Crossroads drug and alcohol treatment, the Duquesne Pharmacy, Vision Towards Peace counseling services, LLC, University of Pittsburgh Alzheimer's Outreach program, Allegheny County Health Department Pediatric Dental Program for peoples ages 1-20 and STD and HIV/AIDS program.

There are various wellness programs and opportunities in the Hill District including the Thelma Lovette YMCA, Ammons Recreation Center and the Hill House Association Senior Center. Thelma Lovette YMCA, located on Centre Avenue is a state of the art health center with an indoor pool, exercise facilities, group exercise classes, afterschool and summer programs at an affordable cost to Hill District residents. Closer to Bedford Dwellings, Ammon Community Recreation Center operates on Bedford Avenue offering exercise equipment, a gym and an outdoor city pool in addition to various sports, afterschool activities and health programs. Serving the seniors in the Hill District, the Hill House Association operates a vibrant senior center on Bedford Avenue that offers arts and crafts, computer classes, day trips, health and wellness programming and other recreational activities. They also offer healthy meals and connection to resources.

The Hill District was known as a food desert until 2010 when it was announced the community would get its first full-service grocery store. Prior to the opening of the Shop N Save grocery store, Family Dollar and small convenience stores were the only places to buy groceries in the community. Since then, RAND Corporation has focused a health study, PHRESH, examining how a grocery store influences the health of individuals in a community. While they not found a clear connection between health outcomes and the grocery store, RAND has reported an increase in satisfaction in their neighborhood. While a significant number of residents at Bedford Dwellings utilize Shop N Save for food (89% survey respondents), a large percentage continue to utilize corner stores and Family Dollar as food sources: Ann's Store 56.8%; Simba's Corner Store 60%; Family Dollar 72.8%. To combat hunger and to provide access to fresh foods, the Housing Authority of the City of Pittsburgh has established a partnership with 412 Food Rescue to provide weekly deliveries of fresh foods directly to residents of Bedford Dwellings and the surrounding area. According to the survey, 11.6% of residents utilize this service.

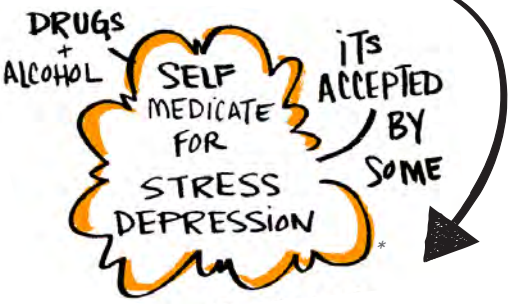
Play spaces are important to healthy communities and through the planning period residents of all ages brought up the importance of having fun and safe spaces for people of all ages to play. The most notable play area near Bedford Dwellings is Ammons playground which is utilized by many families in the community. A new playground was installed on Chauncey Avenue to provide a play space that is close to home for residents of Bedford Dwellings. Throughout the planning process, residents expressed interest in fun, safe places to gather together as a community.

The vision of a healthy community is built upon these various health and wellness offerings in and near Bedford Dwellings. The goals include to improve access to both physical and mental health services, improve access to fresh fruits and vegetables, and create better outdoor spaces that are conducive to healthy living.

HEALTHY COMMUNITY

OUR CHALLENGES

Half of respondents reported being smokers



52% of respondents reported diagnosis of depression or stress / anxiety; reported to be poverty-related stress

Top 3 physical health issues: high blood pressure, asthma, and diabetes



93% of respondents reported having health insurance, BUT 60% reported using ER as their primary option when sick





75% of respondents reported doing at at least 20 minutes of brisk physical activity per week (at least 5 days)

*Original artwork by Emily Marko emilymarko.com

OUR STRATEGIES

ON SITE HEALTH CLINICS

Bedford Dwellings residents will have access to physical and mental health services on site through various new and existing partnerships. Through a partnership with the University of Pittsburgh School of Medicine and UPMC Children's Hospital of Pittsburgh residents of Bedford Dwellings with have access to pop up vaccination services and clinic on site for preventive services. Currently, Bedford Dwellings residents can access mental health services through a referral program between HACP and Family Links. This partnership can be enhanced with the creation of an onsite full service mental health clinic.

ENHANCE ACCESS TO FRESH & HEALTHY FOODS

Residents will have access to fresh fruits and vegetables through expanding the outreach for existing services such as 412 Food Rescue and the Food Bank Senior Commodity Boxes in addition to created community gardens.

HEALTH & SERIVES PROVIDER NETWORK

Case management and collaboration across all domains through the Service Provider Network. One intention of the network will be to work together to ensure all resident are medically insured, identify and utilize a PCP and taking an active approach to their healthcare. This Network will meet regularly to ensure non- duplication of services and to address common barriers and health challenges residents may be facing.

INCREASE SUPPORTS FOR SMOKING CESSATION

For residents who want to improve their health by quitting smoking, smoking cessation workshops and supports will be offered at the Bedford Hope Center. These workshops provide education on the impact of smoking on one's health, tips on how to develop new habits when quitting smoking and most importantly offer the social support needed to be successful.

ENCOURAGE PLAY & RECREATION

In response to the overwhelming interest in more recreational spaces, residents of Bedford Dwellings will have access to more playgrounds, green space and social activities in partnership with Bedford Connect.

OUR OUTCOMES

WITH INCREASED ACCESS TO HEALTH SERVICES, FRESH FOODS AND RECREATIONAL OPPORTUNITIES, RESIDENTS WILL REPORT IMPROVED HEALTH AND INCREASED HAPPINESS. ADDITIONAL ANTICIPATED OUTCOMES INCLUDE: AN INCREASE IN THE USE OF PRIMARY HEALTHCARE SERVICES AND A DECREASE IN THE USE OF THE EMERGENCY ROOM AS A PLACE OF FIRST RESORT FOR CARE; AND A DECREASE IN SOME CHRONIC HEALTH CONDITIONS. See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

06 INTER

CONNECTING AN INTERGENERATIONALLY EMPOWERED COMMUNITY


August Wilson
FENCES
PITTSBURGH
MERCY



OUR VISION

- ENHANCE ACCESS TO HISTORIC AND CULTURAL RESOURCES.
- RESIDENTS ARE ROOTED IN THIS COMMUNITY.
- STUDENTS WILL RECEIVE A HIGH-QUALITY EDUCATION WITHIN THE NEIGHBORHOOD SCHOOLS AND WILL BE COLLEGE OR CAREER-READY UPON GRADUATION FROM HIGH SCHOOL.
- RESIDENTS WILL HAVE ACCESS TO WELL-COORDINATED WORKFORCE SERVICES IN ORDER TO BE WELL-TRAINED AND HAVE ACCESS TO A VARIETY OF JOBS.

NEIGHBORHOOD GOAL:

ENHANCE ACCESS TO HISTORIC AND CULTURAL RESOURCES.



HILL DISTRICT HISTORY & CULTURE IS CELEBRATED AND PUBLICLY ACCESSIBLE.

In the early 20th century, the Hill District neighborhood was a bustling, creative community that contributed greatly to the African American cultural scene nationally. Today, the Hill's historic relevance is known locally but not yet elevated to a regional and national level that's commensurate with the Hill DIstrict's legacy. Bedford Dwellings is equally as historic, holding the distinction as the oldest public housing community in Southwestern Pennsylvania, originally dedicated by First Lady Eleanor Roosevelt. Anecdotally, residents and community stakeholders continually stressed the importance of honoring the history of Bedford Dwellings/Hill District in the redeveloped community, reinforcing the importance for future generations. The anecdotal statements were then affirmed in the Bedford Dwellings Needs Assessment, with 59% of Bedford Dwellings residents expressing “local historically important places” as an important feature in the redeveloped Bedford Dwellings. This plan responds to the needs of Bedford Dwellings residents and community stakeholders through the leveraging of existing assets in Bedford Dwellings, in particular the Coal Seam Trail, to better connect the residents of Bedford Dwellings to existing and planned historical assets. Notably, the Coal Seam Trail will weave the redeveloped Bedford Dwellings community through a future Heritage Trail, connecting residents and all users to cultural resources throughout the Hill, including the recently constructed August Wilson Park and the future I-579 “Cap” Project.

OUR CHALLENGES



▲ Earl Hines at the Savoy 1939 -Teenie Harris Photo



▲ Hill District

The Hill has a rich cultural legacy, but it should be more visible on the streets in the neighborhood



▲ New Granada Theater



▲ August Wilson



*Original artwork by Emily Marko emilymarko.com





▲ Savoy Ballroom Entrance 1962 -Teenie Harris



▲ "Camera Man" mosaic by James Simon depicts one of Pittsburgh's well-renown photographers from the African American community: Charles 'Teenie' Harris



▲ New Granada



▲ Entrance signage for August Wilson Park



▲ August Wilson mural

OUR STRATEGIES

COAL SEAM AND HERITAGE TRAIL RECONNECTS BEDFORD DWELLINGS

New public open space amenities are sprouting up around and adjacent to the Hill District; the I-579 Tiger Grant Cap Park which will reconnect the Hill to downtown Pittsburgh, the Curtain Call, August Wilson Park, Uptown EcoInnovation Trail Network, and planned improvements at Kennard Park, the Hill District's Regional Park. Yet, the Middle Hill remains disconnected from these improvements. Following the cliff's edge, the Coal Seam and Heritage Trail are opportunities to improve physical connections from Bedford Dwellings and Middle Hill to resources throughout the neighborhood. The Coal Seam trail runs behind Bedford Dwellings and has been recommended for unearthing in the GreenPrint Plan. Pittsburgh Parks Conservancy and the Hill House have taken a leadership role in helping to understand how to physically connect these grennspace improvementsin a meaningful way.

PUBLIC ART TELLS THE STORY OF THE HILL'S RICH CULTURAL SIGNIFICANCE

The Bedford Connects Transformation Plan envisions a partnership with the Hill District's strong art community (www.hilldistrictartsplan.com) to further incorporate their vision within each and every development project constructed as part of the Transformation Plan. Recently constructed housing redevelopments have already begun to take this approach by including public art pieces in highly visible locations. Understanding ways to commemorate the history and significance of Bedford Dwellings, and the instrumental roles of individuals who have called the Dwellings home, will be of particularly importance when the designs for the housing and open spaces are envisioned and developed for the re-planned site.



▲ Teenie Harris Center acts as a community center that honors the work of Teenie Harris

OUR OUTCOMES

ACCESS TO HISTORIC AND CULTURAL RESOURCES IS IMPROVED. COAL SEAM TRAIL IS UNCOVERED AND TIED INTO A NEWLY REDEVELOPED, MASTER-PLANNED BEDFORD DWELLINGS COMMUNITY. HERITAGE TRAIL IS EXPLORED WITHIN THE MIDDILE HILL, CONNECTING POINTS OF INTEREST IN MIDDLE HILL TO A TRAIL NETWORK THROUGHOUT THE GREATER HILL DISTRICT. PUBLIC ART TELLS THE STORY OF BEDFORD DWELLINGS & THE LEGACY OF THE HILL DISTRICT. See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

HOUSING GOAL:

RESIDENTS ARE ROOTED IN THIS COMMUNITY.

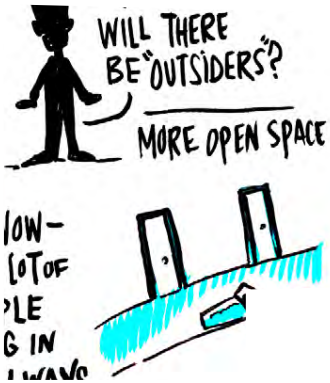


LONG-TIME RESIDENTS ARE ASSURED OF A HOME IN THE REVITALIZED COMMUNITY FOR THE LONG TERM.

Similar to many communities in the City of Pittsburgh, the Hill District's population is aging. The same can be said for the residents of Bedford Dwellings. Fifty-two percent of the residents that responded to the Needs Assessment identified that they would be 62 years of age or older in three years. Though a large percentage of the existing resident population is seniors, those seniors surveyed expressed a desire to continue residing within a family housing setting and wouldn't give preference to a senior-only development. Additionally, 87% of residents responded with a desire for private backyard space, and 93% showing a preference for more low-density architecture similar to the Bedford Hill community that is adjacent to the Bedford Dwellings site. With 932 total units planned for this Transformation Plan, balancing the needs of the Bedford Dwellings residents for low-density housing, with the physical constraints of available land, will be addressed creatively through design and programming. Homeownership will also be addressed, as desires for the redeveloped Bedford Dwellings to spur opportunities for affordable homeownership within the Hill District was strongly encouraged to align with the Greater Hill District Master Plan. The strategies put forth in this Transformation Plan will ensure sustainable, long-term affordability will continue to exist within the Hill District through the strategic placement, phasing and programming of the Bedford Dwellings replacement housing.

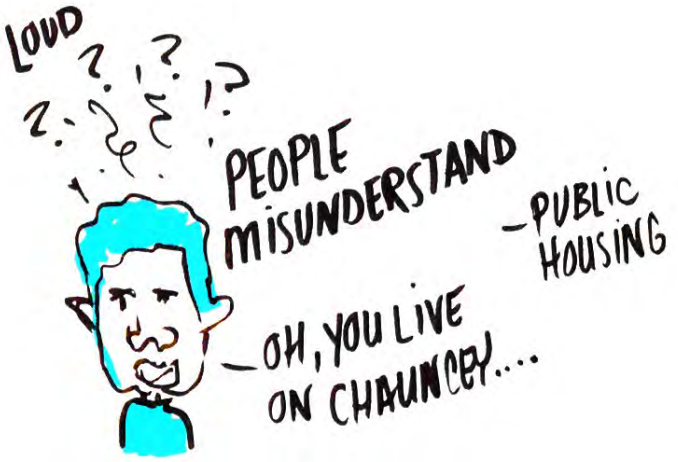








There is concern among long-time neighborhood residents that new development of scale will lead to gentrification and displacement



OUR STRATEGIES

ONE FOR ONE REPLACEMENT

"One for One Replacement. All plans to redevelop publicly subsidized housing in the Hill District must include, to the greatest extent feasible, a plan to preserve the existing project-based rental subsidy." - **Greater Hill District Master Plan, Non-Displacement Strategies**

"As a mechanism to preserve public and HUD-assisted housing units, all Choice Neighborhoods Transformation Plans are required to certify the submitted plan is addressing required one-for-one replacement housing standards. For all public housing dwelling units (Bedford Dwellings) still physically standing as of the application (i.e., CN Implementation Grant application) due date which will be demolished or disposed, the Transformation Plan must provide for replacement of the same number of bedrooms. The number of dwelling units replaced may be greater or fewer than those still physically standing, so the overall unit mix meets the needs of the existing residents, takes into account needs of the residents on the waiting list, and is aligned with the results of a recent housing market study." - **HUD Choice Neighborhoods Implementation Grant NOFA (2016)**

BUILD FIRST

"Build First. Except in the case of a substantial and imminent threat to health or safety, all proposals for the redevelopment of an occupied rental property must minimize the involuntary displacement of residents to the greatest extent feasible, by, for example, building replacement housing first before requiring residents to move, by relocating residents on-site and redeveloping the site in phases, or by master leasing temporary relocation housing (preferably in the Hill) for those who may choose to return to the redeveloped property." -Greater Hill District Master Plan, Non-Displacement Strategies

The Bedford Connects Transformation Plan is committed to implementing community goals outlined in the Greater Hill District Master Plan, notably the goal of "Family-Friendly Housing Development Without Displacement." To effectively respond to this goal, the plan prioritizes and emphasizes a "build first" strategy throughout the development process. The phasing strategy will be contextual and responsive to the needs of the Bedford Dwellings community; rooted in the following principles:

1. Leverage existing publicly-owned assets within the Hill District
2. Develop a collaborative, resident-driven phasing plan
3. Adhere to HUD and HACP standards and regulations
4. Emphasize case management and supportive-services
5. Utilize local and national best practices

PROVIDE HOUSING OPPORTUNITIES FOR ALL GENERATIONS & FAMILY SIZES

There is a concern among long-time neighborhood residents that new development of scale will lead to gentrification and displacement and that those who have dedicated much of their lives to this community will not have a home in the neighborhood of tomorrow. The Bedford Connects Transformation Plan will commit to providing affordability-restricted housing for a minimum of 75% of the newly-developed housing and that the affordable housing will be distributed among bedroom sizes such that households of all sizes and incomes are provided an opportunity to reside in this community. Additionally, the Transformation Plan will include various housing typologies (townhomes/duplexes/walk-ups & elevator buildings) that will afford options for individuals and households to remain in the neighborhood as their housing needs change over the course of their lives.

CREATE A PATHWAY TO HOMEOWNERSHIP

The Bedford Dwellings/Hill District Transformation Plan includes two primary methods to create homeownership opportunities in the target area of the Hill District.

LIHTC 15 YEAR CONVERSION TO HOMEOWNERSHIP

The Bedford Connects Transformation Plan recommends the use of LIHTC funds to build townhouses, duplexes and/or single-family homes that can be converted from rental housing to for sale housing in 15-20 years from the placed in-service date. The design of units will support conversion to fee-simple sale. New units should be designed in such a way as to avoid common elements like driveways, parking, sewer lines, utilities, etc.

The sale of units can maintain affordability for the minimum period of 20 years through deed restrictions to be determined between the project partners. The goal is for purchasers to pay no more than the LIHTC cost required to rent the same apartment.

ACQUISITION AND REHABILITATION OF EXISTING HOMES

The Bedford Connects Transformation Plan recommends the acquisition and rehabilitation of existing vacant and/or tax delinquent homes. The identified homes should be in a salvageable condition, requiring less than $125,000 in rehabilitation and a Total Development Cost of less than $185,000 in order to be affordable. The Greater Hill District Master Plan identifies the importance of affordable, family-friendly housing as a goal for the Hill District. Existing homes may be acquired from existing property owners on the open market, or be purchased from the City or the URA through the Treasurer's Sale process. The anticipated sale prices would range between $75,000 - $110,000.

OUR OUTCOMES

UNIT MIX WILL RESPOND TO THE CURRENT HOUSING NEEDS OF THE BEDFORD DWELLINGS RESIDENTS; BUILD-FIRST & LIMIT DISPLACEMENT. HOMEOWNERSHIP OPPORTUNITIES WILL BE PROVIDED THROUGH ACQUISITION REHABS & LEASE-TO-OWN PROGRAMS. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

REPLACEMENT HOUSING UNITS

For Bedford Dwellings Public Housing



- Approximately **50%** of total CN rental units
- Each unit receives federal project-based rental subsidies (like Skyline Terrace)

*Tenant would generally pay 30% of their gross income

OTHER AFFORDABLE HOUSING UNITS

Households at or below 60% Median Income



- Approximately **25%** of CN rental units
- Each unit will be rented by households earning no more than **60%** of area median income
- No project-based rental subsidy for tenants)

MARKET RATE HOUSING UNITS



- Approximately **25%** of CN rental units
- Will be rented at market rates

*Original artwork by Emily Marko emily-

CN stands for Choice Neighborhood



PEOPLE GOAL (EDUCATION):

STUDENTS WILL RECEIVE A HIGH-QUALITY EDUCATION WITHIN THE NEIGHBORHOOD SCHOOLS AND WILL BE COLLEGE OR CAREER-READY UPON GRADUATION FROM HIGH SCHOOL

INTERGENERATIONALLY-EMPOWERED COMMUNITY - EDUCATION PLAN

The People Plan envisions a Hill District where every resident is offered a high-quality education beginning in early childhood and are college or career ready upon graduation of high school. The Hill District community is home to five schools, three of which are Pittsburgh Public Schools and two of those include a preschool program. These schools: Weil PreK-5, Pittsburgh Miller PreK- 5, Pittsburgh Milliones 6-12, Hill House Passport Academy Charter School and St. Benedict the Moor School of Pittsburgh, each have unique offerings to meet families. To supplement academics and to offer extracurricular activities, there are several afterschool programs including BJWL, Hill District Consensus Group, YMCA, Grayson Center that Cares and Ammons Recreation Center.

While there are many preschool and child care programs located near the Hill District, within the target area there are preschool programs at both elementary schools and the Hug Me Tight Child Life Center. In February 2018, ABK Learning and Development Center opened at the Bedford Dwellings Hope Center. Although not a child care center, The Hill District Center for Nurturing Families, managed by Family Resources, is a Family Support Center that offers in-home and center support through parenting and child development education.

Of the residents who responded to the resident needs survey with children 5 years or younger, 67% reported not having their children in childcare. In describing challenges to managing childcare, residents expressed the following: the location of the childcare was indicated as the greatest challenge (83%), hours and availability was indicated by 58%, and the quality of care was rated as the primary challenge by 33% of respondents.

As the main education entity in the Hill District and second largest school district in the state of Pennsylvania, Pittsburgh Public Schools has a vision that "all students will graduate high school college, career and life-ready prepared to complete a two or four-year college degree or workforce certification' and has instituted a 5-year Strategic Plan which has four themes: (1) Create a positive and supportive school culture; (2) Develop and implement a rigorous aligned instructional system (3) Provide appropriate instructional support for teachers and staff and (4) Foster a culture of high performance for all employees. Over ten years ago, the City of Pittsburgh along with Pittsburgh Public Schools created The Pittsburgh Promise; A scholarship program for graduates of Pittsburgh Public High Schools or one of its charter high schools up to $5,000/ year. Since its inception, the Pittsburgh Promise has funded over 8,000 students and given over $119 million in scholarships. It has committed to fulfilling this scholarship for the class of 2028 and has plans to continue to raise funds for classes beyond that.

Under the leadership of Pittsburgh Public Schools, Miller, Weil, and Milliones are working to ensure that every child enrolled in their schools are receiving a high-quality education and each offer additional programming to support the whole child. Pittsburgh Miller PreK-5 is an African-Centered Academy, teaching and promoting the history and culture of people of African descent and the principles of Nguzo Saba. With over 200 students enrolled in Kindergarten thru fifth grade, Miller serves a disproportionate amount of economically disadvantaged students (88%, District K-5 average is 69%, APlus Schools 2017 report). In addition to its rigorous academic program, Miller offers a wide range of student activities including the Miller â€œDrummers and Dancersâ€ Kids of Steel-Health and Wellness initiative, Basketball Team, Creative Writing Club, Strong Women Strong Girls, PBIS, Creative Dramatics, DREAMTEAM-Student Council and 5th grade Dancing Classroom. Pittsburgh Weil PreK-5, while not in the current feeder pattern for Bedford Dwellings it is in the target area and will potentially be in the feeder pattern for future replacement housing. With just under 200 students, 90% of its students are economically disadvantaged. The school has been working to engage an active Parent Teacher Association, is building a mentorship program with University Prep students, and Everybody Wins Book Club, instrumental music, D.A.R.E., Dancing Classrooms, Carnegie Library BLAST, after-school tutoring, and team sports. Finally, not in the target area but is the neighborhood school for the area is Pittsburgh Milliones 6-12. As a University Preparatory school, Milliones has an embedded magnet program through a partnership with the University of Pittsburgh and embraces a college-going culture. In addition to strong academic programming, Milliones offers a full range of sports including football, baseball, wrestling, boys and girls cross

country, soccer, tennis, volleyball and swimming to its nearly 400 student body population.

Even with these focused programs and special offerings, the schools are continually underperforming. During the youth focus group, students stated that the perceptions (perceived or real) kept them from attending Milliones for middle school. While there will also be focus on improving both the quality of in school and afterschool programming, moving forward, strategies will be primarily focused around improving parent engagement with schools and teaching them how to advocate on behalf of their children

OUR CHALLENGES

A number of high-quality childcare centers are located near the Hill District, but not many residents have children there. Providers report long wait lists are a major problem.



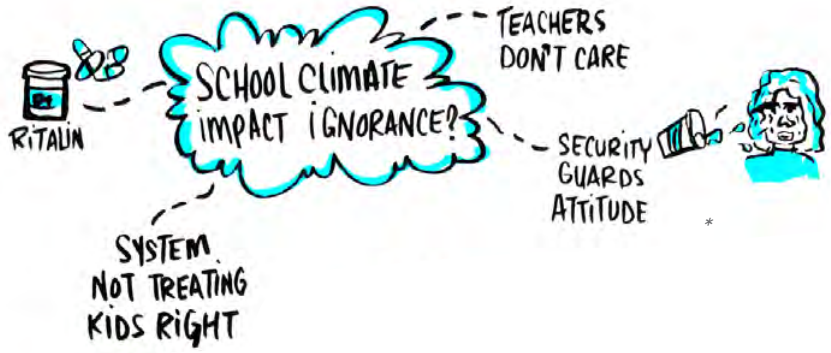
67% of respondents reported not having their children in childcare.

50% of respondents report that their children do not participate in afterschool programming.



Parents are not actively engaged in neighborhood schools in a way that is measurable/meaningful.





Neighborhood schools have high rates of absenteeism and severely failing PSSA scores.

OUR STRATEGIES

INCREASE EARLY LEARNING OPPORTUNITIES

Early Learning is key to future success. ABK Learning and Development Center at the Bedford Hope Center Work is working closely with Duquesne University School of Education to ensure kindergarten readiness. In addition to the caring and creative learning environment at the Center, the staff work closely with parents to accommodate work schedules and act as an additional support through working with community resources.

INCREASED OUTREACH EFFORTS FOR OUT OF SCHOOL ACTIVITIES

Significant outreach will be made through the Education Liaison and Bedford Connect to ensure that youth are connected to the after-school program that best suits their needs and interests. With the various after school opportunities for youth in and near the Hill District, families can have choices for what best meets their need. There will be specific outreach dedicated to the BJWL Out of School Time Program located on site at Bedford Dwellings. This program is offered free to youth ages 5-13 and provides tutoring, arts and crafts, sports and other fun learning activities.

*Original artwork by Emily Marko emilymarko.com

EDUCATION LIASON

Education Liaison positions will be established to support the school principal and social workers by working directly with families (primarily of Bedford Dwellings). The Education Liaisons will support personalized education plans for students through connecting to resources and supports. The Education Liaison will also bridge the communication gap between parents and the schools, encouraging parent participation in the PSSC and by offering learning opportunities for parents about the school curriculum and their educational rights, and support transitional moments such a kindergarten enrollment, entering middle school, and college/workforce readiness.

COMMUNITY SCHOOLS ADVISORY TEAM

Community Schools become the hub of the community by creating partnerships with community organizations to offer holistic support to both students and the broader community. Pittsburgh Public Schools has recommended this model district-wide as it's a proven model that offers opportunities and supports that leverage the physical space of the school with the community resources helping students and families succeed. To be designated a Community School requires a community process to ensure consensus among the community, school administration and school staff. An advisory team will work to initiate this process.

IMPLEMENT INNOVATIVE PRACTICES

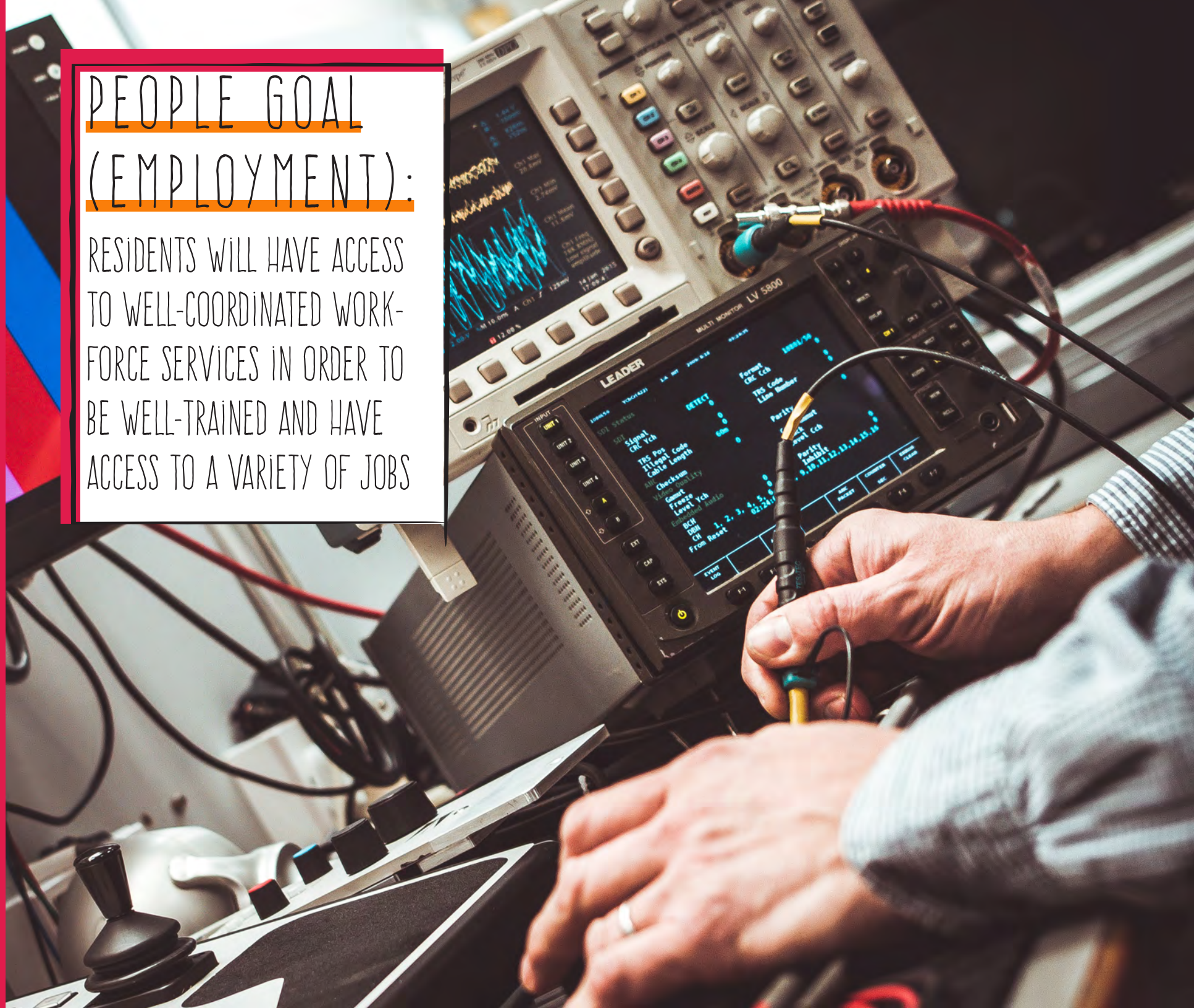
Innovative practices will use transformational solutions that personalize and accelerate student learning through next generation learning initiatives that leverage technology and provide real-time feedback for teachers on student understanding and resources targeted to meeting the needs of the child.

OUR OUTCOMES

THROUGH THESE EFFORTS, EVERY CHILD WILL HAVE A GREATER CONNECTION TO THEIR SCHOOL AND COMMUNITY; INCREASING SCHOOL PERFORMACE AND ATTENDANCE RATES. THROUGH A STRONGER RELATIONSHIP WITH LOCAL SCHOOLS, EDUCATIONAL RIGHTS WORKSHOPS AND A POSITIVE RELATIONSHIP WITH THE EDUCATION LIASON, PARENTS WILL HAVE AN INCREASED CONFIDENCE TO SUPPORT AND ADVOCATE FOR THEIR CHILD. EVERY SMALL CHILD WILL BE "KINDERGARTEN READY" AND EVERY YOUTH GRADUATING HIGH SCHOOL WILL BE "PROMISE READY". See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

PEOPLE GOAL (EMPLOYMENT):

RESIDENTS WILL HAVE ACCESS TO WELL-COORDINATED WORK-FORCE SERVICES IN ORDER TO BE WELL-TRAINED AND HAVE ACCESS TO A VARIETY OF JOBS



INTERGENERATIONALLY-EMPOWERED COMMUNITY - EMPLOYMENT PLAN

Located less than a mile from Bedford Dwellings is the Energy Innovation Center (EIC), a multi-disciplinary institution that integrates workforce development programs, green technology research laboratories, a business incubator and collaborative university-industry projects. Located within the EIC are several training and education programs including Urban Innovation 21, Community College of Allegheny County, Penn State University, and University of Pittsburgh. Urban Innovation 21 which offers programming to support and help grow starts up and entrepreneurs. The Community College of Allegheny County offers students hands-on training for careers in the energy industry and aims to make blue-collar jobs more attractive. Classes will prepare students for a range of jobs, including heating and cooling and energy-efficient building management.

The Housing Authority of the City of Pittsburgh (HACP) offers and extensive Resident Employment Program in the Bedford Hope Center located in the middle of Bedford Dwellings. HACP offers a variety of training and employment opportunities, including an onsite technology and learning center, job search and training, and employment seminars. The program helps to connect families to information and opportunities leading to life enhancing skills; and, to connect skilled workers with potential employers

Despite the various workforce development programs and support, 66% of all respondents in the 2017 Needs Assessment reported being unemployed. While that number included both those who are retired and those who are unable to work due to disability, other Housing Authority data suggest that slightly less than half (49%) of all adults who are able to work are unemployed. Of those Bedford residents who are employed, healthcare-related work (e.g., CNA, home health aide, etc.) is the most prominent. Sixty percent of those who responded in the Needs Assessment are working less than 30 hours per week. Residents agree almost universally that more job opportunities are needed, and that the high unemployment rate makes Bedford Dwellings a less safe place to live.

The causes for unemployment are complicated and cross over into the other areas encompassed by the people plan. While residents acknowledged there have been job training programs offered in the past, they also report that there have been varying degrees of success in gaining employment. Residents experienced past training programs that didn't result in a direct job placement. Previous barriers to full employment following the completion of job training programs have included: inability to pass written examinations at the end of the program, inability to successfully pass a drug screen, inability to pass a criminal background check, lack of transportation, and lack of childcare. Focus Group participants expressed the discourage and negativity that is felt when constantly facing these various barriers. Workforce development providers often don't focus on or have the resources to address the barriers that prevent individuals from getting employment, barriers such as transportations, previous criminal history, mental health issues, drug/alcohol addiction, and fines associated with existing driver's license/ although individuals might be actively seeking employment, some struggle with meeting their basic needs such as food and clothing. These barriers have created an increase need for case management services.

EMPOWERED COMMUNITY

OUR CHALLENGES

BD currently has 268 work-able adults & approximately 49% of those are currently employed



High unemployment makes Bedford Dwellings a less safe environment

66% of residents reported being unemployed
89% reported unemployment was a big or some problem



There is a need for training and job search supports. There is also a need for transparency from the beginning of job training programs regarding expectations and realistic prospects for employment upon completion.





There is a need for legal and counseling supports to clear background checks.



*Original artwork by Emily Marko emilymarko.com

OUR STRATEGIES

SUSTAIN AND INCREASE OUTREACH FOR THE HACP RESIDENT EMPLOYMENT PROGRAM

The Housing Authority of the City of Pittsburgh has a vibrant Resident Employment Program that offers training at no cost to residents through Community Empowerment Association, A. Philip Randolph Institute and Section 3 hiring programs through Mistick Construction and many subcontractors such as 84 Lumber. Additionally, HACP has an active list and working relationship with local employers including UPMC and local security companies. The Employment Program offers weekly open sessions where residents can do walk in resume development and mock interviewing. Followed by a driver's education program that offers behind the wheel training free of charge through Rodgers School of driving. Intentional outreach in the community through case management, Bedford Connect, and the mobile application about upcoming opportunities will ensure that residents are well informed and up to date on the plethora of program offerings available through the employment programs.

BEST PRACTICE WORKFORCE SUPPORT

Evidence-based best practices in casework, training and financial incentives programming will be implemented to increase resident access to and readiness for workforce through a partnership with Partners4Work. Through key partnerships with local employers and training programs, residents will have access to the support needed to overcome employment barriers.

PARTNERSHIPS WITH LOCAL EMPLOYERS

Develop partnerships with local employers to recruit, train and hire residents in the target community. The initial partnership that has been developed is the Talent Alliance, a diversity and inclusion recruitment strategy with four major universities. Through aligning with HACP's employment service and on site workforce case managers with Talent Alliance opportunities, residents will have access to a career path that opens doors of opportunities for themselves and their children.

EMPLOYMENT RIGHTS WORKSHOPS

Increase employment opportunities to target residents through offering on-site employment rights workshops and legal case consultations in partnership with Duquesne Law Clinic and partnering firms.

ENTREPRENEURSHIP TRAINING PROGRAM

Implement Entrepreneurship training program with a focused effort on outreach to those who cannot enter the traditional workforce in collaboration with the Hill District Community Development Corporation.

OUR OUTCOMES

THROUGH THESE IDENTIFIED STRATEGIES, RESIDENTS LIVING IN BEDFORD DWELLINGS WILL HAVE THE OPPORTUNITIES AND SUPPORTS NEEDED TO SECURE FULL OR PART-TIME WORK: UNEMPLOYMENT RATES WILL DECREASE AND WAGES WILL INCREASE. RESIDENTS WHO ARE UNABLE TO ENTER THE TRADITIONAL WORKFORCE WILL HAVE A RENEWED SENSE OF EMPOWERMENT THROUGH THE LEGAL WORKSHOPS AND CREATE MORE OPPORTUNITIES THRO9UGH THE ENTREPENEURSHIP TRAININGS. See Section 8 - IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.

07

CONNECTING A FLOURISHING & LIVELY COMMUNITY





OUR VISION

- RESTORE & ENLIVEN THE BUILT ENVIRONMENT.
- RENEWED OPPORTUNITIES.
- RESIDENTS LIVE IN A CLEAN AND SAFE COMMUNITY.

NEIGHBORHOOD GOAL:

RESTORE & ENLIVEN THE BUILT ENVIRONMENT.



STREET LIFE IS WELCOMING AND BROADENS ECONOMIC OPPORTUNITY THROUGH INVIGORATED COMMERCIAL AND RESIDENTIAL DISTRICTS.

Connections---physical, social, and historic---is the thread weaving the story of this plan together. These threads inherently aspire for a more flourishing, lively Bedford Dwellings/Hill District, a future Hill District that embodies the iconic spirit and culture of the neighborhood. Necessary for this future to materialize is a built environment that is invigorated, healthy, and active. For the business district, this means a Centre Avenue that is prosperous, with diverse options for retail and commerce, and nearby residential blocks that are intact and stable. For the residential blocks, this means a neighborhood that is inviting and safe, with residents, businesses, and community stakeholders having a consistent, structured forum for communication with public safety officials. The strategies outlined in this Transformation Plan were designed to lead to that future by recommending investments that focus on improving the physical and operational conditions of the commercial core, adopting proven public safety infrastructure through renewed partnerships with public safety officials, and preserving the sense of place through programs that provide financial support to existing homeowners for facade repairs.

OUR CHALLENGES



Streets currently do not facilitate and encourage active use. Infrastructure is worn out.

Neighborhood needs more street-activating retail and commercial uses on ground floors of buildings



▲ Odunde Festival in Philadelphia creates a public market with vendors for African food and clothing

OUR STRATEGIES

COMMERCIAL FAÇADE GRANT PROGRAM

The business district between Kirkpatrick and Centre-Reed was identified for targeted investments related to a commercial façade grant program. An existing program currently in operation at the URA will be enhanced and targeted to align with Bedford Connects Transformation Plan goals and initiatives.

RESIDENTIAL FAÇADE GRANT PROGRAM

The Design Center prepared a detailed inventory of the existing conditions of the residential structures within the Middle Hill to support strategy development related to existing homeowners, and a potential purchase-rehab program. The URA, in partnership with the Hill CDC, will use this document to refine the existing residential façade program to align with the Bedford Connects Transformation Plan goals and initiatives.

STREETSCAPE IMPROVEMENTS & ZONING ANALYSIS

The Bedford Connects Transformation Plan envisions an activated streetscape, reminiscent of the pride and jubilation that graced the streets from morning til night during the Hill District's peak. Such activation must be cultivated by a sizeable increase in population that could support the restaurants, venues, retailers and businesses necessary for a rich street life. With that said, modifications to zoning and the streetscape itself can be a first step to activating a corridor and sending a clear signal that the district is transforming. Introducing streetscape infrastructure such as seating, plantings, lighting and signage helps to create a sense of place that beckons residents to enjoy one another's company within the public realm.

PUBLIC SAFETY

Though crime within Pittsburgh and the City of Pittsburgh's Zone 2 footprint has been declining since 2015, violent crime within the Middle Hill rose from 2015 to 2017. Participants in the Choice Neighborhoods planning process recognized that providing a safe environment is one of, if not the most, critical first steps to ensuring that neighborhood strategies which are implemented are set up for success. To flourish, the basic need of safety must be met. Without providing a safe environment in which to live, learn, play and work the Bedford Dwellings – Hill District Target Area cannot be transformed to a true neighborhood of ***Choice***. The Neighborhood, Housing and People goals identified in this plan, and the strategies through which said goals will be achieved, were selected to increase the overall safety of the community for existing residents and to boost the public's perception of safety to draw outside investment into the area.

Neighborhood

» Vacant Lot reclamation & re-programming

» Intersection Upgrades including improved sidewalks and Bulb-outs at high-traffic locations.

» Well-lit walking paths and sidewalks designed within defensible open spaces

Housing

» Design of new housing that fosters social interactions amongst neighbors

» De-concentration of poverty through a mixed-income rental development

» Construction of new housing on now vacant land throughout the Target Area

» High-profile sites will be selected to improve the public perception of the neighborhood

People

» On-going resident participation in the Bedford Connect Network will continue to strengthen and empower resident leadership for mutual support and collective action

» Formally establish a male mentoring program within Bedford Dwellings.

» Increase workforce opportunities

» Increase the provision of health and wellness initiatives onsite and nearby.

In addition to the above plan-related activities that are aimed at creating a safer community, the City of Pittsburgh's Zone 2 Police Precinct is instituting several neighborhood initiatives aimed at indirectly and directly reducing crime in the Target Area's footprint.

Zone 2 Commander's Cabinet

In addition to the City of Pittsburgh's Zone 2 Community Resource Officer's presence at the Bedford Dwellings Tenant Council meetings monthly, the Zone 2 police precinct is working to establish a Commander's Cabinet of vested Hill District residents and stakeholders. The Commander's Cabinet would meet regularly to foster improved communication between the precinct and the broader community and to brainstorm together to set priorities and share best practices for deterring criminal activity that the community is experiencing at a given time.

SpotShotter

Since 2015, Pittsburgh's Police Department has been piloting the ShotSpotter technology in select neighborhoods that were experiencing higher incidents of gunfire. ShotSpotter uses high-end microphones to monitor gunfire in a given geography and instantly relays the location of the gunfire to the local precinct. In March of this year, City Council voted to unanimously to deploy this technology across violence-prone neighborhoods at a cost of $3.8m; roughly one-third of the city. The Hill District is expected to receive this technology in the next year.

OUR OUTCOMES

THE BUILT ENVIRONMENT IS INVIGORATED. ZONING ADAPTS TO INVITE BROADER MIX OF USES. INTERSECTION UPGRADES OCCUR NEAR REPLACEMENT HOUSING AND COMMERCIAL CORRIDORS. SHOTSPOTTER TECHNOLOGY IS INSTALLED ALONG BEDFORD AVENUE. RESIDENTIAL FAÇADE PROGRAM IS DEVELOPED IN AREAS ADJACENT TO BEDFORD DWELLINGS REPLACEMENT HOUSING. CENTRE AVENUE BUSINESSES ARE SUPPORTED THROUGH COMMERCIAL FAÇADE INVESTMENTS. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.





▲Preferences expressed by neighbors for larger backyards and shorter front lawns

HOUSING GOAL:

RENEWED HOUSING OPPORTUNITIES.



REPLACEMENT HOUSING, ALONG WITH IMPROVEMENTS TO INFRASTRUCTURE AND AMENITIES, ATTRACTS ADDITIONAL PRIVATE INVESTMENT WITHIN THE TARGET AREA.

The Bedford Connects Transformation Plan, and the subsequent investments made into new housing and neighborhood amenities will have ripple effects throughout the Hill District, resulting in broader growth in the neighborhood. This planning process created an opportunity to thoroughly assess the conditions of Bedford Dwellings and the Middle Hill, revealing opportunities for investment, stabilization, and growth that had yet to be fully studied. The Housing strategies developed to foster a Flourishing Community aim to strategically locate the Bedford Dwellings' replacement housing such that the housing investment attracts additional growth and investment in the Middle Hill neighborhood, and that such growth is of benefit for existing Hill District residents and businesses.

OUR CHALLENGES

New investment should strive to incentivize development east of Kirkpatrick to strengthen the overall housing market.

Current new housing development in the Middle Hill is focused on western end of neighborhood (west of Kirkpatrick).



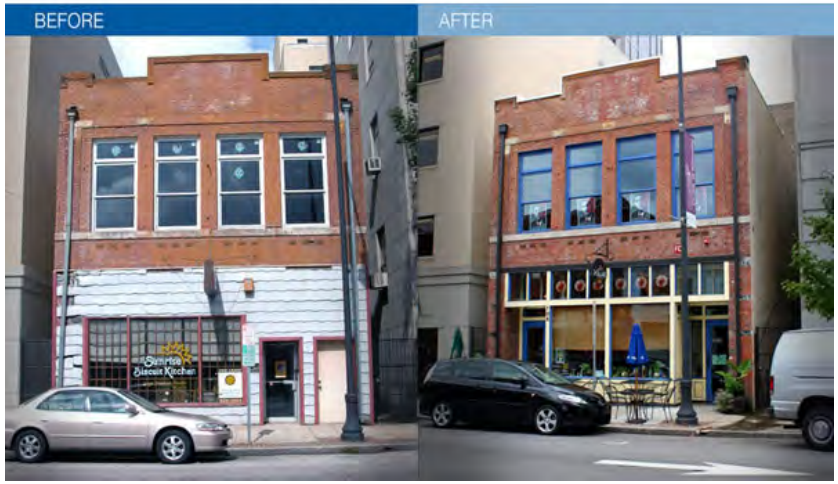
With nearly 42% of the target neighborhood parcels identified as vacant land or structures, there's an immediate need to redevelop parcels within the neighborhood for it to be whole today AND an equal need to forecast for highest and best use of other parcels for the Hill District to be *remarkable* tomorrow.

Many occupied housing and commercial structures within the target neighborhood require resources to improve their integrity and appearance to contribute to an active and inviting streetscape.

*Original artwork by Emily Marko emilymarko.com

CONNECTING A FLOURISHING COMMUNITY

Façade Rehabilitation Grant Program



▲ Commercial facade improvements



▲ New development in the western part of the neighborhood



▲ Development needed east of Kirkpatrick



▲ Porch lights provide a safe streetscape

OUR STRATEGIES

REDEVELOP AREAS THAT WILL HAVE A CATALYTIC IMPACT

To make a positive impact on the high vacancy within the neighborhood, the replacement housing strategy will focus both on the Bedford Dwellings site and within the Middle Hill District's core. The planning and development team carefully analyzed over ten housing opportunity zones within the target neighborhood that had contiguous, vacant, publicly-owned land needed to facilitate the full housing program (831 mixed-income units) and that had the high visibility necessary to be able to create a new image for the neighborhood. Of these ten, six site groupings rose to the top as the most impactful, priority areas that should be advanced in the earlier phases:

- Junilla Street / Wylie Avenue
- Mahon Street / Chauncey Street
- Mahon Street / Soho Street / Weil Elementary
- Herron Avenue
- Wandless Street / Wylie Avenue; and
- Bedford Avenue / Francis Street

DESIGN LOANS & GRANTS TO ASSIST EXISTING HOMEOWNERS

The URA has existing financing mechanisms (loans and grants) that are available to existing homeowners to make improvements to their residences. Existing programs currently in operation at the URA will be enhanced and targeted to align with the Bedford Connects Transformation Plan goals and initiatives.

PROMOTE PURCHASE-REHAB FOR HOMEOWNERSHIP

The URA has existing financing mechanisms available to individuals and community-based organizations that desire to purchase and renovate existing homes in city neighborhoods that have experienced disinvestment. An existing program currently in operation at the URA will be enhanced and targeted to align with the Bedford Connects Transformation Plan goals and initiatives.

SEQUENCE HOUSING DEVELOPMENTS STRATEGICALLY

The Bedford Connects Transformation Plan aims to use the housing initiative to leverage additional economic investment within the target neighborhood. To do so, the housing must be placed strategically so that it can capitalize on existing and proposed community assets, making it an attractive place to live for all income levels, yet allowing for some existing parcels to remain vacant for future development (*residential, commercial & recreational*) that will complement the housing initiative and serve the broader Hill District.

OUR OUTCOMES

MARKET LOAN PROGRAMS THAT ENCOURAGE PURCHASE & REHAB OF NOW VACANT OR UNDERUTILIZED STRUCTURES WITHIN THE HILL. EXISTING HOMEOWNERS MAKE CAPITAL INVESTMENTS IN THEIR PROPERTIES. See Section 8 – IMPLEMENTATION for information relating to Goal Metrics, Partners and Resources.



PEOPLE GOAL:

RESIDENTS LIVE IN A CLEAN AND SAFE COMMUNITY.



FLOURISHING AND LIVELY COMMUNITY

Bedford Dwellings residents generally feel safe at Bedford Dwellings and in their homes (72% survey respondents) and 43% of residents report feeling unsafe being along in community areas at night. Nearly 80% of residents report the selling and using of drugs is a problem in Bedford Dwellings likewise, 80% of residents report shooting/ gunshots to be a big problem in the community. To address public safety concerns, the Bedford Dwellings Tenant Council hosts monthly Public Safety meetings Pittsburgh Police. In keeping consistent with the approach of having a holistic view of crime reduction, and recognizing that public safety crosses into all other areas of the plan, the public safety strategies include keeping all residents engaged with services and activities across all areas of the plan and eliminate the presence of non-residents in Bedford Dwellings.



OUR CHALLENGES

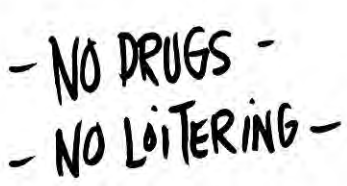
72% of respondents report feeling safe in Bedford Dwellings



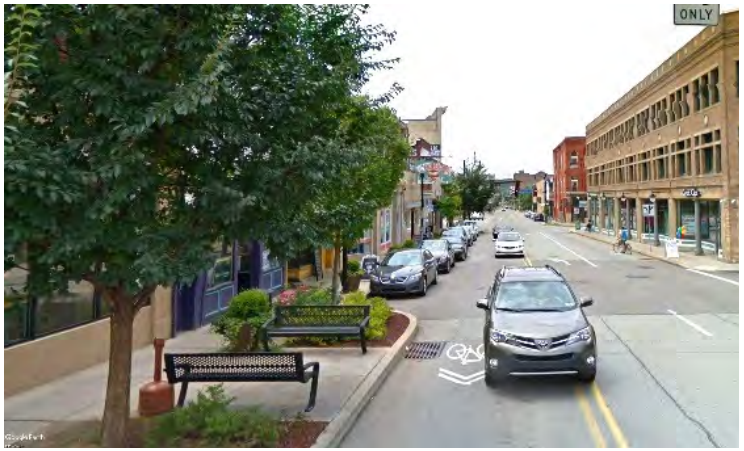
Residents are clear that an active illegal drug trade is the top threat to public safety.

The top 3 issues that residents describe as being the most problematic are: drug using, drug selling and gun violence associated with the drug trade.

Residents expressed the need for improved physical spaces (inside and outside) to make the community safer and more welcoming to all residents.



*Original artwork by Emily Marko emilymarko.com





▲ Examples of streetscape improvements with natural amenities of trees and plants





▲ Examples of a community gardens

OUR STRATEGIES

COMMUNITY POLICING

Increasing the non-crime related presence of neighborhood resource officers to increase trust-building with the police. The Pittsburgh Public Police Zone 2 have a Community Resource Officer that focuses time in Bedford Dwellings and has already proven to be a successful bridge between the community and residents. Continual relationship building between the police force and residents will take place through non-crime related engagements such as Community Day.

CREATE A MENTORING PROGRAM FOR YOUTH

Increase engagement of youth between the ages 15-25 with prosocial activities through mentoring and employment programs. These programs will teach and model leadership, communication and social skills building confident and empowered youth.







▲ Mentorship program with the local police department

OUR OUTCOMES

ONCE PUBLIC SAFETY STRATEGIES HAVE BEEN IMPLEMENTED, IT IS EXPECTED TO YIELD A 50% DECREASE IN THE NUMBER OF RESIDENTS WHO REPORT DRUG-RELATED CRIME AS THE PRIMARY SAFETY PROBLEM IN BEDFORD, A 20% DECREASE IN THE NUMBER OF CRIMES REPORTED IN THE NEIGHBORHOOD, A 25% INCREASE IN RESIDENTS REPORTING FEELING SAFE IN THE NEIGHBORHOOD, AND A 10% DECREASE IN RESIDENTS REPORTING THEMSELVES AS VICTIMS OF CRIME. See Section 8 – IMPLEMENTATION for information relating to

08

IMPLEMENTING THE PLAN

IMPLEMENTING THE PLAN

The vision of the Bedford Connect plan is both aspirational and feasible. We have already started to bring to life the vision of a future Hill District, rooted in its rich African American heritage, that is a connected, healthy and safe community where empowered residents are afforded new, intergenerational, family-friendly housing options and enjoy the flourishing business district and community amenities through early action accomplishments and plan to continue with a strong team of community members, organizations and anchor institutions.

The Housing Authority of Pittsburgh and the City of Pittsburgh will continue to lead the implementation along with key partners including Bedford Dwellings residents, Bedford Choice Board, Trek Development Group, Urban Redevelopment Authority of Pittsburgh. The capacity of HACP and the City to lead a Choice Neighborhoods Transformation Planning Process has been demonstrated previously in their collaboration in the Larimer/East-Liberty neighborhood. HACP will serve as lead implementation entity, along with the City of Pittsburgh, in managing all activities related to implementation of the Transformation Plan. HACP is a trusted leader with demonstrated success in securing and leading Choice Neighborhoods Implementation processes.

The organizational structure for the Bedford Dwellings/Hill District Choice Neighborhoods Implementation Grant will build upon the foundation established for the Choice Neighborhoods Planning Grant. Centered in this structure is the Choice Board, a body of leaders representing Bedford Dwelling residents, community-based institutions, elected officials, public agencies, and development team. The Choice Board will operate as a decision-making body, and guide strategy for the implementation grant. External partners in the non-profit, public, philanthropic, and private sector will continue to support and inform the Choice Board, operationalizing as topic-specific, ad-hoc committees. Furthermore, resident and community engagement will continue to occur through new and existing channels, notably Bedford Connect, the resident engagement network in Bedford Dwellings.

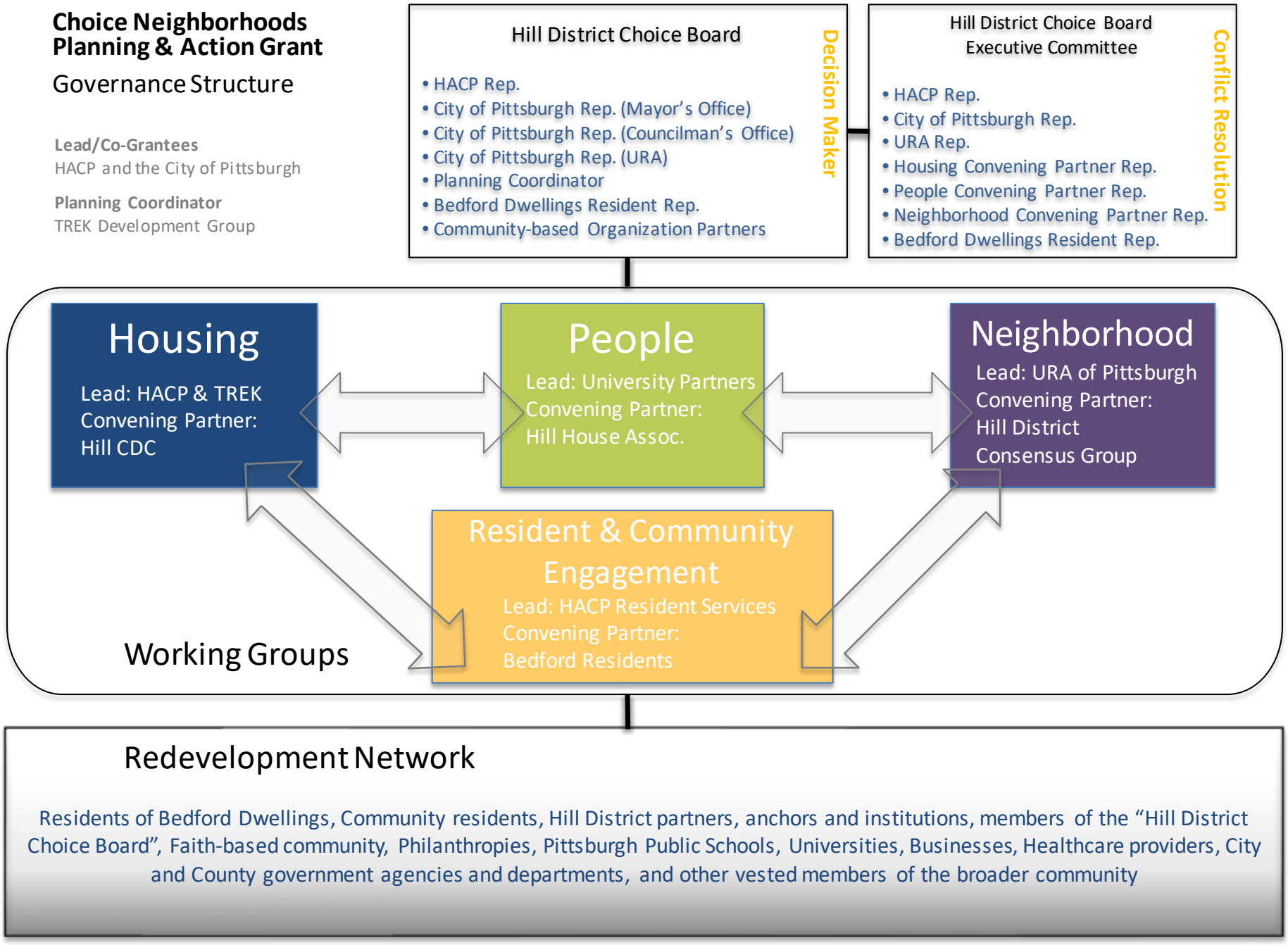
ORGANIZATIONAL CHART

Choice Neighborhoods Planning & Action Grant

Governance Structure

Lead/Co-Grantees
HACP and the City of Pittsburgh

Planning Coordinator
TREK Development Group



LEAD ENTITIES

HOUSING IMPLEMENTATION ENTITIES - HACP/TREK DEVELOPMENT GROUP

HACP and its instrumentality, Allies & Ross Management and Development Corporation, and Trek Development Group will serve as Co-leads for Housing Implementation. HACP is a trusted leader with demonstrated success in securing and leading the Choice Neighborhoods Implementation processes. Their capacity as Housing Co-lead is demonstrated in their many successful redevelopment projects including that of Addison Terrance. In order to implement HACP's revitalization plan (400-unit mixed-income, mixed-tenure, multi-phase development), HACP, the City, and the URA successfully led a visioning and planning process with both residents of Addison Terrace and the greater Hill District community starting in 2012. HACP and the City, along with the Planning Department, URA, key stakeholders, foundations, police/public safety, library, schools and YMCA guided the visioning plan effort in order to enhance, support and leverage existing and planned revitalization efforts. The first 186-unit mixed-income rental development phase was completed in spring of 2015 and construction on the 90-unit second phase started in December 2015. Plans are underway with the Hill District community partners for the third phase, a scattered-site rental development and for-sale housing development.

As Housing Co- Implementation Entity, TREK will serve as master developer, coordinating and implementing all aspects related to the Housing strategy included in the Transformation Plan. TREK Development Group is a distinguished real estate development firm specializing in building innovative and sustainable communities within the Pittsburgh region. Since 1991, TREK has developed over 50 housing projects with over 1,300 units; most of which included a component of affordability. TREK has completed over 12 mixed-income, public housing projects in its history that involved resident and stakeholder input and participation. A representative example of TREK's recent development experience is Dinwiddie Street Housing - 95 Units; $40 million . TREK acquired the severely distressed Section 8, Reed Roberts development, from a private owner in 2009 with the plan to demolish the nuisance property and transfer the subsidy to a phased redevelopment on adjacent Dinwiddie Street. Working closely with the Hill District's stakeholder organizations, TREK created a strategy to repurpose vacant and underutilized properties for long-term preservation of affordable housing. TREK worked with residents and stakeholders to develop a fair and equitable relocation process. The completed project, including seven existing historic structures, presents a harmonious mix of new and renovated structures along and around several blocks of Dinwiddie Street. Phase IV, now under construction, will complete the transformation of the Dinwiddie corridor from a strip of abandoned buildings and vacant lots into a vibrant community. TREK has dedicated over 30 of the 95 units to convert to for-sale residences, if desired by the occupants, after the 15 year LIHTC compliance period.

HACP and TREK are partners on the replacement of 300 PH in Allegheny Dwellings on Pittsburgh's Northside. Trek engaged residents of Allegheny Dwellings through an intensive outreach and surveying process. Six residents were hired to hold one-on-one surveys around topics of design, resident services, and relocation opinions/needs. This outreach led to 74% community participation. The survey led to the creation of three committees: Design, Employment, and Relocation. Residents and Committee members meet monthly to ensure resident dialog is continual and that planning resonates up from the residents. The committee structure, coupled with broad community engagement efforts, has resulted in a productive, expedited design phase.

NEIGHBORHOOD IMPLEMENTATION ENTITY - URBAN REDEVELOPMENT AUTHORITY OF PITTSBURGH (URA)

The URA will serve as Neighborhood Implementation Entity. As the economic development agency for the City of Pittsburgh, the URA is a venerable, sophisticated agency, highly skilled in improving the vitality of the city's neighborhoods and business districts. The URA was instrumental in securing the Choice Neighborhoods Implementation Grant in the Larimer neighborhood of Pittsburgh and currently serves as Neighborhood Implementation Entity for that project.

The URA, founded in 1946, is the City of Pittsburgh's economic development agency. The organization's goals are to create jobs, increase the city's tax base, and improve the vitality of businesses, neighborhoods, and the City's livability as a whole. The URA has constructed and rehabilitated tens of thousands of homes, reclaimed thousands of acres of contaminated brownfield and riverfront sites, and assisted hundreds of businesses in neighborhoods throughout the City. The URA's capacity to manage and execute large-scale neighborhood revitalization is evident in its work in every corner of Pittsburgh and the Hill District, in particular. The URA is the Neighborhood Implementation Entity of Larimer/East Liberty CNI Implementation grant program. As the lead public entity on key Hill District projects such as the Centre Heldman Plaza Grocery Store, the Dinwiddie Street Redevelopment, Wylie Avenue Homes, and the YMCA, the URA and its many partners, including the Hill CDC, the Hill House Association, the Hill District Consensus Group, private developers and investors and community residents and stakeholders have begun to reverse decades of decline in the Hill District. The URA performs various roles in the Hill which include but are not limited to the following activities: actively acquiring and disposing of parcels of land for development, serving as a "gap" public funder in housing and commercial developments; and facilitating housing and community planning processes. The URA is also currently working on the Greater Hill District LERTA (TIF) zone.

PEOPLE IMPLEMENTATION ENTITY - HACP

The The Housing Authority of the City of Pittsburgh (HACP) will be the People Implementation Entity. HACP's purpose is to develop and make available decent, affordable, safe housing and assist families achieve the independence they strive for. A brighter future manifested by self-sufficiency attainment is within reach of each family served, thanks to the efforts of HACP. HACP's resident initiatives are managed by the Department of Resident Self Sufficiency (RSS). The RSS Department coordinates HACP's successful Family Self-Sufficiency Program (FSS), the Authority's Section 3 and Resident Employment Programs, case management and service coordination and supportive services for senior citizens.

The RSS Department is responsible for providing supportive service coordination and case management programming for our residents. RSS staff identifies community needs and gaps in service delivery, and help to facilitate working relationships with service providers and partner agencies to benefit HACP residents and provides case management to residents.

The HACP Resident Self-Sufficiency Department works to improve the quality of life of all HACP residents by empowering families to be able to reach their family, financial, health, and wellness goals. The individuals served by HACP have varying degrees of needs as it relates to physical and mental health, family support, education, work history, criminal background, and child care needs just to name a few. By building relationships with the people served by HACP the RSS Department is able to identify which barriers individuals face, and either provide assistance directly or refer to contracted providers to minimize or eliminate them.

The Housing Authority of Pittsburgh's Resident Services staff has been operating the Bedford Hope Center on the Bedford

Dwellings property and offering various training and programming opportunities for residents. It's through this operation which houses the Family Self-Sufficiency Program and the HACP Employment program that the agency has built a trusted relationship with residents and community partners.

CHOICE BOARD

The Choice Board will serve as the decision-making body for the Choice Neighborhoods Implementation Grant. The Choice Board includes the Lead Implementation Entity's noted above, along with:

1. **Bedford Dwellings Tenant Council**. The elected representation for the residents of Bedford Dwellings.
2. **Hill House Association** ("Hill House"). A revered community-based social service agency, the Hill House focuses on Family & Workforce Development, Senior Services, and Neighborhood Engagement.
3. **Hill District Consensus Group** ("Consensus Group"). Known in the Hill District Community as the "Community Table," the Consensus Group is a membership-based, community planning organization focused on building resident leadership and advancing racial and economic justice within the Hill District and throughout the city.
4. **Hill Community Development Corporation** ("Hill CDC"). The Hill CDC is lead community agency responsible for the stewardship and implementation of the Greater Hill District Master Plan. The organization specifically oversees: Real Estate Development Facilitation, Neighborhood Planning, Program Planning Support, Business Development, and Community Relations.
5. **Hill District Minister's Alliance** ("HDMA"). The mission of HDMA is to bring Pastors and churches together to relieve the burden of all people, promote justice and equality, and to strengthen families and communities. HDMA consists of nineteen African-American churches located within the Hill District.
6. **Hill District Education Council** ("HDEC"). HDEC is a community-based organization focused on the three public schools located within the Hill District. HDEC works to advance school and community based campaigns and projects, parent trainings, professional development for teachers and district level advocacy for Black and low-income students.
7. **Urban Innovation 21**. Urban Innovation 21 is a Hill District based public-private partnership of anchor institutions, government, corporations, non-profit organizations, and charitable foundations supporting the growth of entrepreneurship within the innovation economy for underserved communities and the residents that live there.
8. **Councilman R. Daniel Lavelle**. Councilman Lavelle is the City Council representative for the Hill District, located in City Council District 6.
9. **State Representative Jake Wheatley**. Representative Wheatley is the State Representative for the Hill District, located in the 19th Legislative District.

AD-HOC COMMITTEE/ PARTNERSHIPS

We anticipate that through the implementation of this plan there will be a need to develop small, ad hoc working groups to address specific tasks and activities. These ad hoc working groups will require engagement of a diverse group of partners including but not limited to residents of the Hill District and Bedford Dwellings, University partners, Pittsburgh Public Schools, Philanthropies, Community Anchors and Stakeholders, Law Enforcement, Health Care Providers, Elected Officials, and Non-Profits/ Service Providers.

BEDFORD DWELLINGS' TENANT COUNCIL & BEDFORD CONNECT NETWORK

The Bedford Connect Network was formed in February 2017 for Bedford Dwellings residents to be informed about the implementation of the plan and to inform the effort, to reconnect with their neighbors, and take individual and collective action, setting the stage for 100% resident success. Bedford Connect will work in partnership with HACP, Bedford Dwellings Tenant Council, the Health and Services Provider Network and the Bedford Choice Implementation Board. The Bedford Connect Action Team will work together to grow the network, thereby, communicating with resident's implementation plan happenings and services offered through regular Pop Up activities, Bedford Connect Coffee Shop and taking community action through resident led initiatives. They will also continue to host a monthly gathering that is open to everyone as a way to engage with other members of the community, get new information, and to spark conversation and action.

Bedford Connect works closely with the Bedford Dwellings Tenant Council on various activities and support each other efforts. This offers residents of Bedford Dwellings the unique opportunity to have multiple points of engagement in the process, new connections with each other and places to have their voice heard. Bedford Dwellings Tenant Council members are democratically elected by residents of Bedford Dwellings to be their representative to the Housing Authority, working closely with HACP on policies and new opportunities in housing. In addition to the multiple engagement activities and supports offered to residents, the Bedford Dwellings Tenant Council meets monthly to inform residents of HACP happenings and acts as an advocate and conduit between residents and HACP.

HEALTH & SERVICES PROVIDER NETWORK

The People Plan relies on the active locus of the Bedford Hope Center which is a collaborative of private sector, government, and non-profit agencies and offers services ranging from individual case management, ongoing employment trainings and workshops to the Learning Center with drop-in hours. With the constant activity at the Hope Center, it is imperative that each of the agencies and services engaged at the Hope Center be in regular communication to ensure non-duplication of services and to ensure that the appropriate services are available. The communication with all the services will happen through the Health and Services Provider Network. This Network will be lead by the People Lead and will convene a quarterly basis to discuss upcoming schedules and coordination of activities, Implementation Plan updates including relocation timelines, and to problem solve on any issues that might be arising. In addition to the quarterly meeting, the Health and Services Provider Network will ensure ongoing communication through monthly communications. All participants in the Health and Services Provider Network are invited and encouraged to participate in Bedford Connect monthly gatherings to connect with residents and hear what topics are arising as issues or ideas for the community, seek feedback on their services and to share information on their programs.

EARLY START ACCOMPLISHMENTS

Prior to the completion of the plan, the residents of the Hill District and planning partners already began implementation.

» **ABK Learning and Development Center** opened its doors as an anchor institution at the Bedford Hope Center on February 1, 2018. The space that is now filled by the Learning center had been empty for several years after another daycare center closed. In collaboration with Duquesne University Education Department, ABK Learning Center vision is to "help prepare our children to be 21st century learners, while fostering an environment that embraces diversity and equality and promotes growing experiences by building confidence, self-efficacy, a positive self-concept and socialization skills". After 3 months of operation, ABK Learning and Development Center already has approximately 15 children enrolled and has been impacted families lives including a single mother who works three 12-hour shifts at a local hospital. Understanding it's exhausting to work a long shift, ABK Learning and Development Center has worked with the mom, so she can have five hours of sleep before she picks her children up allowing her to get rest and be ready to care for her children.

» The **Housing Authority of the City of Pittsburgh** and **412 Food Rescue** have begun to offer healthy living activities. This partnership has begun with the Cooking Matters program and Healthy Blood Pressure Program. Cooking Matters is a nationally recognized food education curriculum that spans 6 weeks and is designed to teach adults, children and caregivers how to cook healthy food on a budget. The first series kicked off in April 2018 with two cohorts being offered.

» **ReClaim Central Ambassador Program**: In the winter of 2016, eleven Hill District residents came together with the goal of reclaiming vacant parcels located in the Bedford Dwellings and Middle Hill communities through collaboration, education, design, and implementation. Identified as an Early Action Activity in the Choice Neighborhoods Planning Grant, this program was administered through a local non-profit, Grounded Strategies, and leveraged through an innovative partnership with the Hill District-based faith-based institution, FOCUS Pittsburgh. The partnership between Grounded and FOCUS culminated in the eleven ambassadors, bringing together neighbors from Bedford Dwellings and the Middle Hill. Over the next year, the ambassadors brought in over 204 volunteers, serving over 800 hours of cleaning, clearing, building, and developing 5 vacant lot projects.

» **Bedford Connect** secured funding from McAuley Ministries and HACP to continue its efforts for an additional year beyond the planning process. Through this network, resident have worked together to improve their community including a variety of pop up activities, Clean Hallway contest, Summerfest activities, Black History Month trivia, and a coffee shop. **The Chauncey Street Playground**: During the Planning Grant term the HACP contracted with KaBOOM for a $15,000 grant to create a design for a new playground at Bedford Dwellings, The construction for the playground will be completed bythe end of summer 2018. This project is not funded by the Planning Grant, but represents another "early-action" activity requested by the residents and completed within the Planning Grant period.

» **The 'No Strings' Shop** has been offering donated items to anyone in the community with "no strings attached" from a space within the public housing site. The shop originated as a resource for Bedford Dwellings residents but has grown to become a resource for residents of the Hill District and residents of other public housing communities. Since early 2017, the HACP team has worked with the residents to identify a wish-list and completed various improvements on exterior lights, doors, and equipment including new washers/dryers inside and outside of the shop. Work on the No Strings shop is now 100% complete

NEIGHBORHOOD IMPLEMENTATION

The neighborhood implementation plan focuses on strategies to improve the intra and inter-neighborhood connectivity for both pedestrians and public transit riders; strategies to improve the health of the community; strategies to empower residents; and strategies that create lively streetscapes that celebrate the heritage of the community.

Underpinning the economic resurgence of Pittsburgh are the innovative cross-sector partnerships working collaboratively to drive investment and enable transformative change. These partnerships are coming together in neighborhoods throughout the city, however, no other neighborhood is as well-positioned as the Hill District to capture the economic benefits of these investments for comprehensive neighborhood development. Two primary examples of large-scale transformative projects within and adjacent to the neighborhood include:

BUS RAPID TRANSIT (BRT)

Immediately adjacent to the south of the Hill District, along the Fifth Avenue Corridor, is the proposed alignment for the future Bus Rapid Transit (BRT) system. With an estimated cost of $195m, the BRT will connect Downtown, Uptown (Greater Hill District), Oakland, and several communities located in the East End of Pittsburgh via a dedicated bus line that will offer riders faster, more cost-effective services. Additionally, the BRT will spur investments along the corridor, unlocking the potential of economic development in adjacent neighborhoods.

LOWER HILL (28-ACRE SITE)

The demolition of the Civic Arena in 2012 has provided 28 acres of great development opportunity coupled with perceived threats to the Hill District. The Lower Hill redevelopment site presents a tremendous economic opportunity for the Hill District, City of Pittsburgh, and Allegheny County. Sited immediately adjacent to Downtown Pittsburgh, the master plan for the Lower Hill envisions residential, office, retail, and entertainment uses. It is anticipated the fully redeveloped site could generate upwards of $500m in private investment, create 4,000 construction jobs and 3,000 permanent positions, and generate annual tax revenue of $21m during construction and $25m post-construction[1]. Partnerships between private, public, non-profit, and elected officials are steering this plan towards implementation.

Capitalizing from these initiatives is paramount for the overall transformation of Bedford Dwellings and the Hill District. As noted in the SWOT (Strengths, Weaknesses, Opportunities, and Threats) Analysis produced for this Transformation Plan, the driving strengths of the Hill District are directly linked to its central location. In developing the Critical Community Investments (CCI), the Neighborhood Working Group assessed how these improvements could leverage the centrality of the neighborhood in eliminating the economic isolation, and accelerating investment in the built environment.

The CCI list corresponds with the overarching themes of the Neighborhood Plan. The Plan prioritizes investments in **public infrastructure**, **vacant and abandoned property**, **public art and cultural resources**, **public safety**, and **streetscape**.

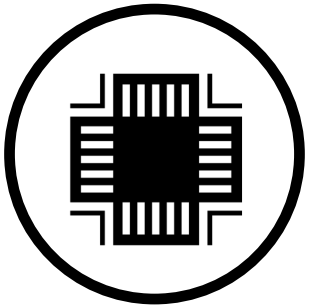
1 http://www.hilldistrict.org/sites/default/files/LowerHill-District-CommunityCollaborationAndImplementationPlan-Final.pdf

NEIGHBORHOOD IMPLEMENTATION

UPGRADE BUS SHELTERS



IMPROVE STREET INTERSECTIONS



HOME OWNERSHIP LOANS / GRANTS



BUSINESS LOANS / GRANTS



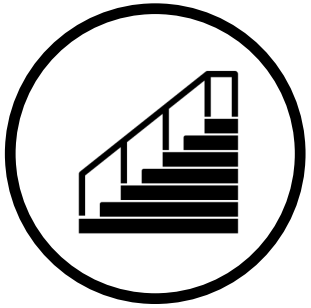
CREATE PARKS & OPEN SPACE



GREEN INFRASTRUCTURE



REBUILD STEPS



FAÇADE IMPROVEMENTS

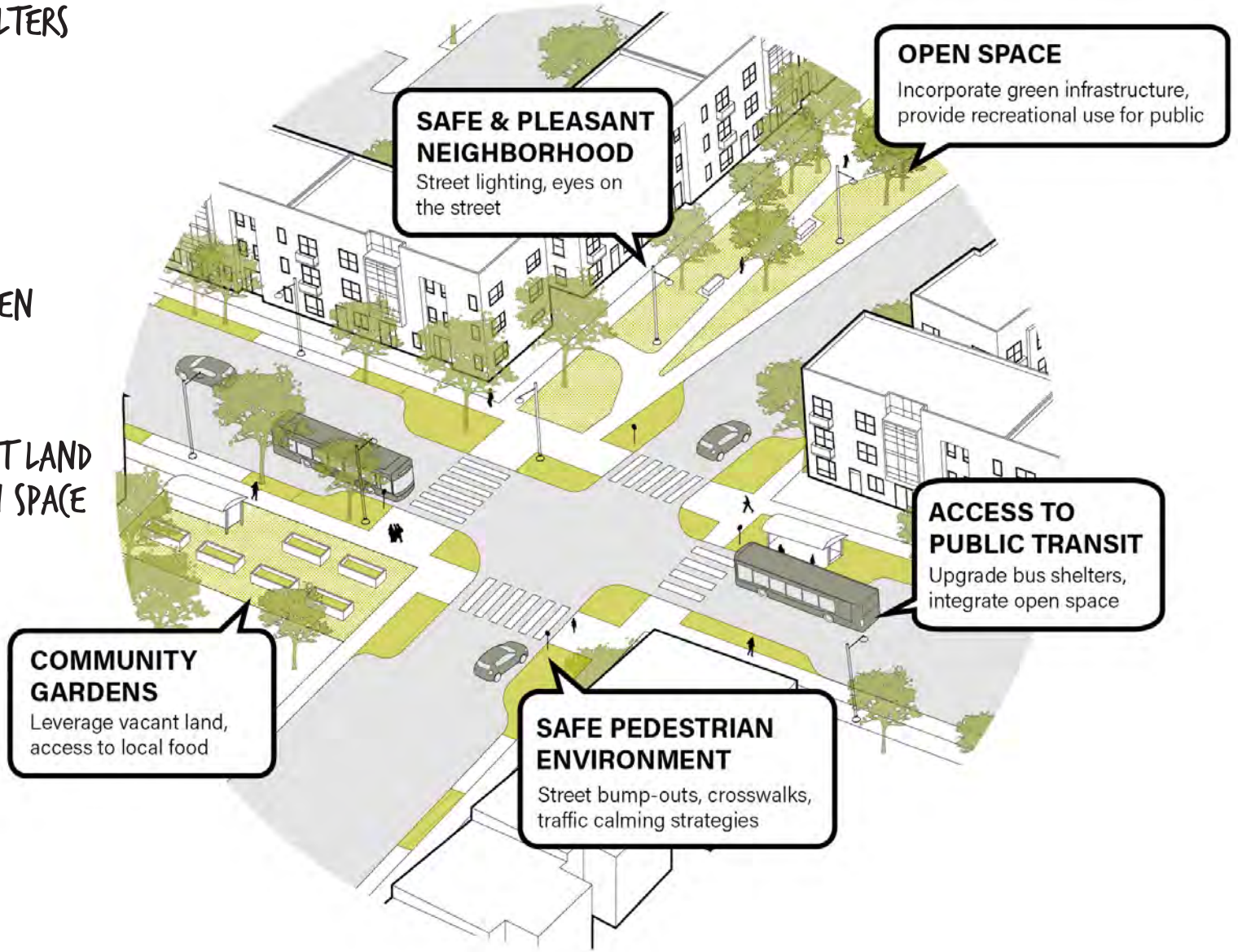


HERITAGE TRAIL



NEIGHBORHOOD IMPLEMENTATION

- UPGRADE BUS SHELTERS
- IMPROVE STREET INTERSECTIONS
- INCORPORATE GREEN INFRASTRUCTURE
- LEVERAGE VACANT LAND AND CREATE OPEN SPACE



NEIGHBORHOOD IMPLEMENTATION

- HOME OWNERSHIP LOANS/GRANTS
- BUSINESS LOANS/GRANTS
- FAÇADE IMPROVEMENTS
- BEDFORD/HILL HERITAGE TRAIL
- REBUILD THE STEPS











▲ Polish Hill: Total project cost of $11,985 with an URA Grant of $5,000



▲ August Wilson Park

HOUSING IMPLEMENTATION

The Transformation Plan includes housing goals and strategies that aim to foster neighborhood interaction and community pride through the integration of new and renovated housing into the Middle Hill District neighborhood with the goal of attracting additional private investment in the future.

To ensure, to the greatest extent possible, that all Bedford Dwellings residents that desire to remain within the Hill District have an opportunity to do so, the initial phases of replacement housing will be constructed off site in concert with a community-backed, "Build-First" strategy which minimizes temporary and permanent displacement. The Greater Hill District Master Plan's Non-Displacement Strategy states the following:

"Build First. Except in the case of a substantial and imminent threat to health or safety, all proposals for the redevelopment of an occupied rental property must minimize the involuntary displacement of residents to the greatest extent feasible, by, for example, building replacement housing first before requiring residents to move, by relocating residents on-site and redeveloping the site in phases, or by master leasing temporary relocation housing (preferably in the Hill) for those who may choose to return to the redeveloped property."

Additionally, the redevelopment of Bedford Dwellings will provide no less than one-for-one replacement of the current Bedford Dwellings bedroom count. The mix of bedroom types within the Replacement Housing projected in this Transformation Plan has been informed by occupancy guidelines and the bedroom count required to sufficiently re-house the current Bedford Dwellings resident population.

REPLACEMENT HOUSING MIX / MIXED-INCOME DEVELOPMENT

The Bedford Dwellings Connects Transformation Plan exceeds HUD's requirements related to replacement housing and ensures the units are located within the target area. The housing implemen¬tation strategy is based upon a greater than 2:1 replacement of the existing housing portfolio of Bedford Dwellings due to the large number of over-housed residents at the current site. The development team analyzed the current occupancy needs, bedroom-for-bedroom, for the Bedford Dwellings site. Based on prior experience, the team projected that 70% of the existing residents would wish to be placed in, or return to, the replacement housing provided as part of this Transformation Plan. A right-sizing calculation of the existing household revealed that 399 units would satisfy the needs of the existing 411-unit public housing site. Additionally, the site contains 749 bedrooms, yet only 626 are presently used. Taking 70% of the 626 results in a bedroom count of 438 projected to be occupied in the new replacement housing by current Bedford Dwellings' residents. Therefore, the replacement housing program would offer and additional 311 bedrooms than we project would be occupied by Bedford Residents. To determine the unit mix for these bedrooms, the development team reviewed HACP's existing waitlist and then adjusted the bedroom count slightly upwards to align with the Greater Hill District Master Plan's overarching vision for a family-friendly community. This calculation derives a replacement housing program of 421 dwelling units and an overall housing program of 831 units developed over 10 phases of approximately 80 units per phase.

In the planning team's critical study of off-site investment areas for new, mixed-income housing, it was essential to identify site groupings within the Target Area that had adequate publicly-owned vacant land, that possessed a potential to reunite disparate areas of the broader Hill District neighborhood, and that were likely to further drive the housing market within the Target

Area. After careful and deliberate study, ten, off-site areas were identified that had contiguous vacant, publicly-owned land needed to facilitate the full housing program and that also had the high visibility to be able to create a new image for the neighborhood. Of these ten, six site groupings rose to the top as the most impactful, priority areas:

» Junilla Street / Wylie Avenue

» Mahon Street / Chauncey Street

» Mahon Street / Soho Street / Weil Elementary

» Herron Avenue

» Wandless Street / Wylie Avenue; and

» Bedford Avenue / Francis Street

Following the identification of these site groupings, the CHOICE Board encouraged the Housing Working Group to further refine the selection to three zones for deeper study as the first phase of replacement housing. The three zones which were identified for more intense study, including zoning and preliminary environmental/geotechnical study, were Herron Avenue, Junilla Street/ Mahon/Centre, and the Francis Street site.

To implement the full, Bedford Dwellings replacement housing strategy, the planning team is assuming that the full build-out will require 10 mixed-income rental phases that will contain roughly 80 units each and approximately half of the 80 units in each phase will serve as Replacement Housing for residents of Bedford Dwellings.

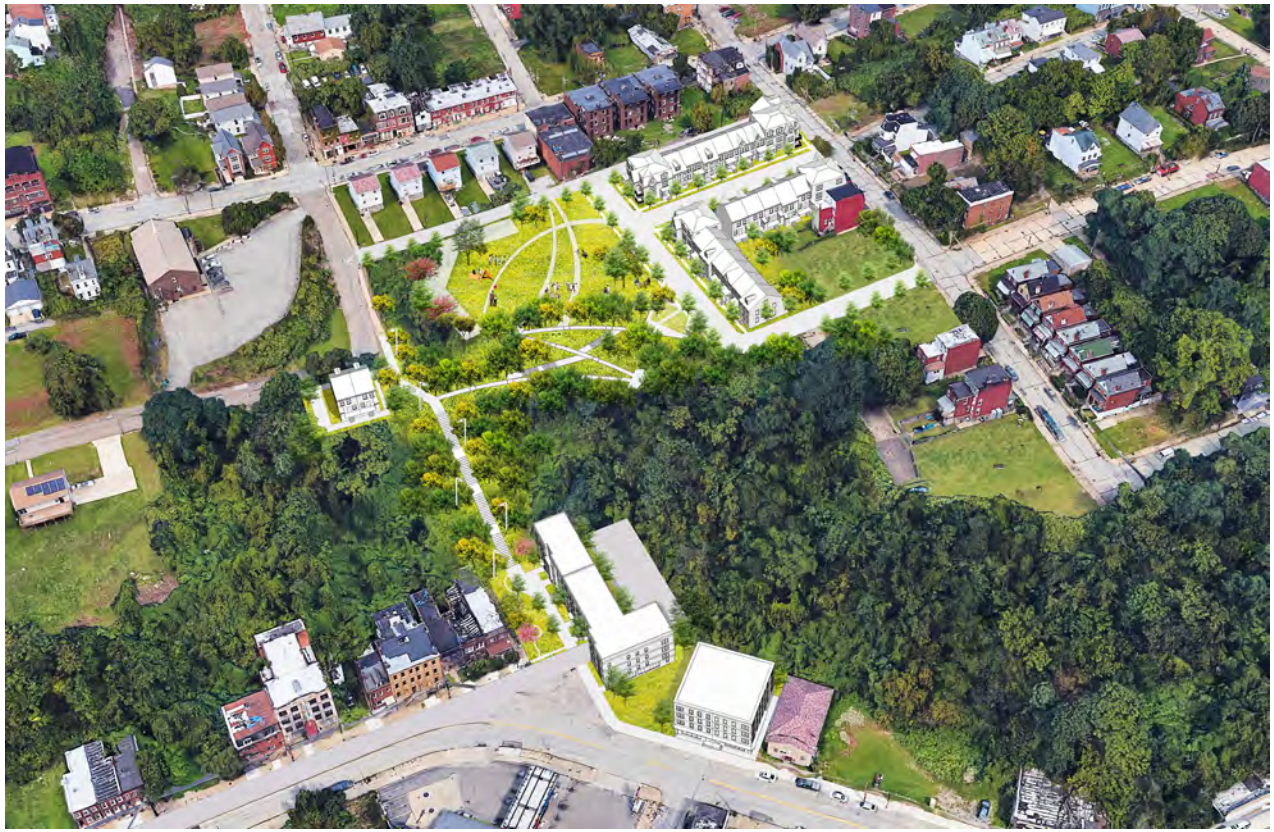
The full housing program consists of over 830 units of mixed-income housing. Phasing has been determined based upon a combination of phases utilizing 4% and 9% low-income housing tax credits. The order of project phases has not been formally decided, but the housing plan has been designed around the goal of building a substantial portfolio of replacement housing prior to beginning the relocation from Bedford Dwellings and demolition and redevelopment of the Bedford Dwellings Public Housing Site. Each of the ten housing phases are envisioned to incorporate a unit mix roughly equivalent to the overall income mix for the whole mixed-income housing program that's approximately 50% Replacement Housing, 25% Affordable Housing & 25% Market Rate Housing:

50% "replacement" housing units – units designated to provide replacement housing for current residents in good standing of Bedford Dwellings. These units would utilize Project-Based Section 8 vouchers to maintain affordability for relocated former residents of Bedford Dwellings. Rent plus utilities would be capped at 30% of household gross monthly income.

25% "other" affordable units - units designated to provide affordable housing options for households earning up to 60% of the Pittsburgh region's area median income. These units are often referred to as "tax-credit" units, since the federal low-income housing tax credit program caps eligible families at 60% of AMI. As with the replacement housing units, rent plus utilities would be capped at 30% of household gross monthly income.

25% market rate housing units – These units are also referred to as "un-restricted" units. The rents for these units would be based upon what a renter in the neighborhood would typically pay for rent per month (market demand). The cost of utilities is typically not included in the monthly quoted rent and rents can increase or decrease based-upon local demand and going rental rates. Depending upon sales demand, market rate units could also consist of for-sale units to buyers at or above 60% AMI .

HACP has committed to advancing the first phase of new housing as soon as possible to continue the positive momentum generated through the planning process. In May of 2018, the planning team hosted a design charrette with Bedford Dwellings residents and community stakeholders to focus on architecture, housing typologies and the built environment (streetscape and open green space). In preparation for the charrette, a city bus tour of recently completed housing developments - affordable and market - was organized for the residents so that they could observe precedent projects and relay the aspects of those projects that they appreciated and those they didn't. During this tour, Bedford Dwellings residents lunched with a handful of Larimer residents who had participated in a similar planning process and resulting move as part of the Larimer CHOICE Neighborhoods Implementation strategy. Larimer residents shared their experiences, concerns, and lessons learned with nearly 40 Bedford Dwellings' residents in attendance in a productive questions and answers session.



▲ Proposed redevelopment of Chauncey/ Centre/ Mahon/ Junilla

OPPORTUNITY ZONES

	Centre Avenue/Weil/ Rose	Chauncey Steps	Junilla Street	Somers Loop in Bedford Dwellings	Wandless Street	Francis Street	Exist'g. Bedford Dwellings	Herron Avenue
Project Phases	**A & B**	**C-1**	**C-2**	**D**	**E**	**F & G**	**H & I**	**J**
38% of respondents were 55 years of age or older	Elevator Building/Proximity to Transit	Elevator Building, but steep grade down to Centre Ave	Opportunity to do stacked flats (townhome style)	Flexible: Townhome &/or Elevator Building	Opportunity to do stacked flats (townhome style) but wouldn't necessarily capitalize on the green space	Flexible: Townhome &/or Elevator Building	Flexible: Townhome &/or Elevator Building	Elevator Building/Proximity to Transit
45% of respondents have a child 5 years of age or younger in their household	Elevator Building without exterior play areas	Townhome - opportunity for private yards/Proximity to Weil Elementary	Townhome - opportunity for private yards	Single-Family Detached/Townhome/ Proximity to Hope Center	Single-Family Detached/Townhome/ Proximity to Park	Single-Family Detached/Townhome/ Proximity Hope Center	Single-Family Detached/Townhome/Proximity to Hope Center	Elevator Building without exterior play areas
In 3 years, how many bedrooms do you anticipate needing for your household? (2 bedrooms = 44%; 1 bedroom = 28%; 3 bedrooms = 21%; 4 bedrooms = 6%)	71% need 2 or more bedrooms; Elevator best suited for 1 & several 2's	Flexible Zone: Can accommodate an elevator building & townhomes	Stacked Flats/Townhomes	Flexible Zone: Can accommodate an elevator building & townhomes	Stacked Flats/Townhomes	Flexible Zone: Can accommodate an elevator building & townhomes	Flexible Zone: Can accommodate an elevator building & townhomes	71% need 2 or more bedrooms; Elevator best suited for 1 & several 2's
Households with at least one individual with a physical disability (32%)	Elevator Building/Proximity to Transit	Elevator Building but steep grade to Centre Ave	Stacked Flats/Townhomes	Single-Family Detached/Townhome/ Proximity to Hope Center	Stacked Flats/Townhome	Single-Family Detached/Townhome/ Proximity Hope Center	Single-Family Detached/Townhome/Proximity to Hope Center	Elevator Building/Proximity to Transit
Which neighborhoods within the Hill District would you be exicted to move should replacement housing be constructed for Bedford Dwellings?*	Centre Ave-42.5%	Middle Hill(Wylie Ave/Chauncey Steps)-62.3%	Bedford Dwellings-69.5%	Bedford Dwellings-69.5%	Middle Hill(Wylie Ave/Chauncey Steps)-62.3%	Bedford Dwellings-69.5%	Bedford Dwellings-69.5%	Herron Ave-36.6%

*** Crawford Roberts (Dinwiddie/Reed) area was the highest at 75.4% but this area is not currently an opportunity zone. Upper Hill District was 42.5%**

Strong Suitability	Good Suitability	Weak Suitability	No Suitability

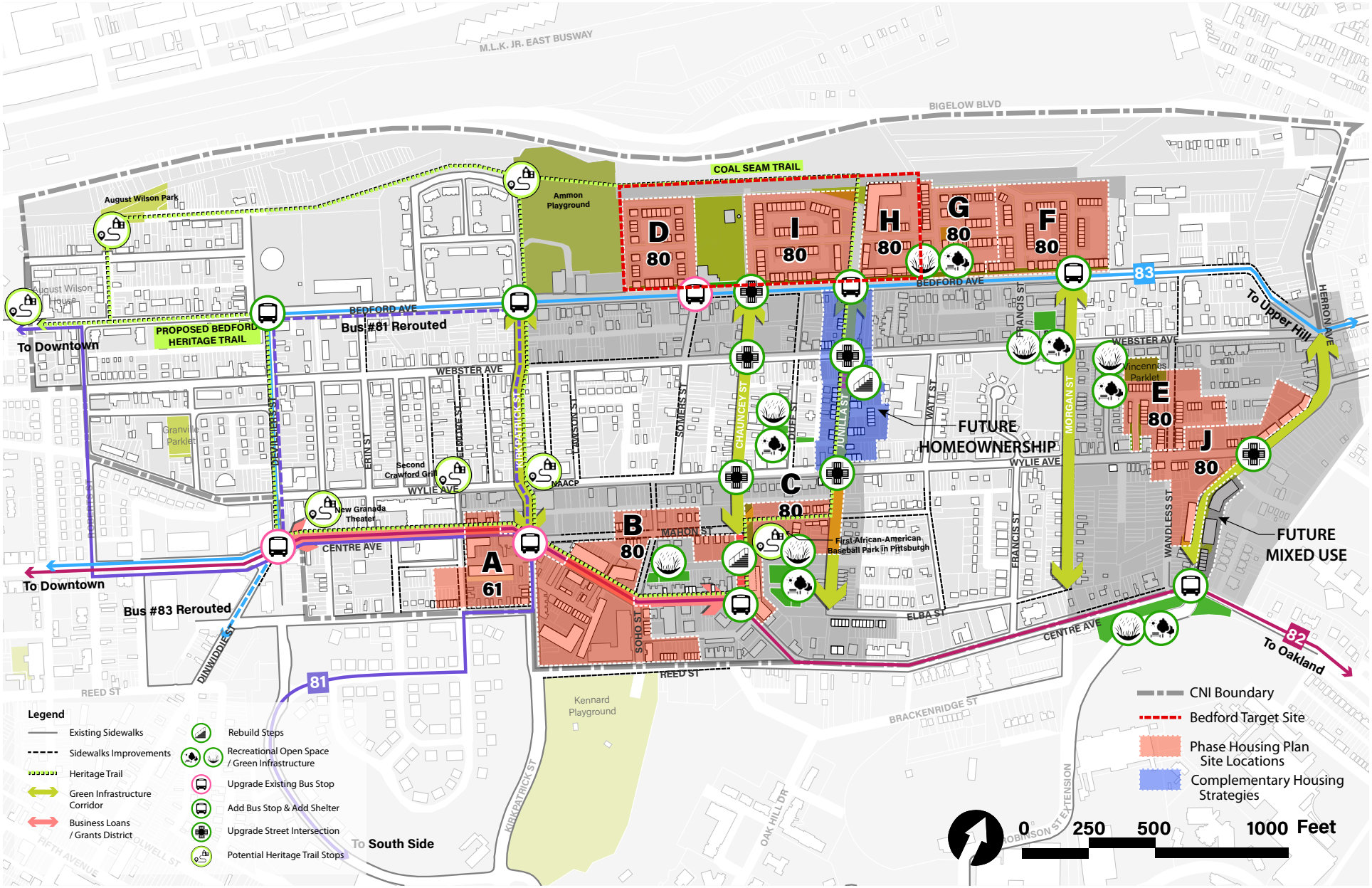
	OPPORTUNITY ZONES							
	Centre Avenue/Weil/ Rose	**Chauncey Steps**	**Junilla Street**	**Somers Loop in Bedford Dwellings**	**Wandless Street**	**Francis Street**	**Exist'g. Bedford Dwellings**	**Herron Avenue**
Project Phases	**A & B**	**C-1**	**C-2**	**D**	**E**	**F & G**	**H & I**	**J**
58% of respondents were not interested in moving into an elevator building	Elevator Building	Elevatory & Townhome Opportunities	Single-Family Detached/Townhome	Single-Family Detached/Townhome	Stacked Flats/Townhomes	Single-Family Detached/Townhome	Single-Family Detached/Townhome	Elevator Building
53% of Respondents will be over 62 years of age in 3 years and are NOT interested in a senior only building. 10% of respondents will be over 62 years of age and ARE interested in a senior only buildng.	Opportunity for elevator building that's not senior	Opportunity for elevator building that's not senior OR seniors live in general occupancy stacked flats	Seniors live in general occupancy stacked flats	Opportunity for elevator building that's not senior OR seniors live in general occupancy stacked flats	Seniors live in general occupancy stacked flats	Opportunity for elevator building that's not senior OR seniors live in general occupancy stacked flats	Opportunity for elevator building that's not senior OR seniors live in general occupancy stacked flats	Opportunity for elevator building that's not senior - possible link to student housing for Univ. of Pgh
34% of Respondents prefer a one-story apartment; 46% of Respondents prefer a two-story apartment	Elevator Building (flat units)	Elevator Building OR Townhomes	Stacked Flats OR Townhomes	Elevator Building, Stacked Flats or Townhomes	Stacked Flats OR Townhomes	Elevator Building, Stacked Flats or Townhomes	Elevator Building, Stacked Flats or Townhomes	Elevator Building (flat units)
Top 5 attributes that Respondents noted as most important when selecting their next apartment in order	Good Suitability	Good Suitability	Good Suitability	Good Suitability	Good Suitability	Good Suitability	Good Suitability	Weak Suitability

Strong Suitability	**Good Suitability**	**Weak Suitability**	**No Suitability**

OPPORTUNITY ZONES								
	Centre Avenue/Weil/ Rose	Chauncey Steps	Junilla Street	Somers Loop in Bedford Dwellings	Wandless Street	Francis Street	Exist'g. Bedford Dwellings	Herron Avenue
Project Phases	A & B	C-1	C-2	D	E	F & G	H & I	J
1. Safety	Moderate Proximity to Business District/Public Spaces	Moderate Proximity to Business District/Public Spaces	Moderate Proximity to Business District/Public Spaces	Current Crime Issues/Perception	Proximity to Public Spaces & Morgan St homeownership area	Current Crime Issues/Perception	Current Crime Issues/Perception	Low Proximity to Business District/Public Space/Isolated at this time
2. Hill District	Hill District Core	Hill District Legacy	Middle Hill but detached from the fabric of the Middle Hill	Hill District Identity but disconnected from the core	Middle Hill but detached from the fabric of the Middle Hill	Hill District Identity but disconnected from the core	Hill District Identity but disconnected from the core	Not yet integrated into the Hill District Fabric
3. Public Transit Options	High Transit Corridor	Moderate Transit Corridor	Low Transit Corridor	High Transit Corridor	Moderate Transit Corridor	High Transit Corridor	High Transit Corridor	High Transit Corridor
4. Private Outdoor Space	Elevator Building w/o private space	Ability for some private space	Townhome/Stacked Flats with private space	Townhome/Stacked Flats with private space	Townhome/Stacked Flats with private space	Townhome/Stacked Flats with private space	Townhome/Stacked Flats with private space	Elevator Building w/o private space
5. Economically & Socially Diverse	Mixed-Use District	Mixed-Use District	Proximate to new mixed-income development	High percentage of affordable housing	Proximity to Morgan Street homeownership	High percentage of affordable housing	High percentage of affordable housing	No context as of yet
Top 5 attributes that Respondents expressed wanting to see in the new housing in order	Weak Suitability	Good Suitability	Weak Suitability	Strong Suitability	Strong Suitability	Good Suitability	Strong Suitability	Weak Suitability
1. Private Back Yard	Elevator Building w/o private space	Townhome	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Elevator Building w/o private space
2. Front Porch / Front Door	Elevator Building w/o private space	Townhome	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Townhome/Stacked Flats	Elevator Building w/o private space
3. Scenic Downtown Views	Limited Viewshed	Strong Viewshed	Limited Viewshed	Strong Viewshed	No Viewshed	Average Viewshed	Strong Viewshed	No Viewshed
4. Children's Playground	No Suitability	Limited Proximity	Low Proximity	Ammon	High Proximity	Ammon	Ammon	No Suitability
5. Larger Common Greenspace	Limited Proximity	High Proximitiy	Ammon but somewhat removed	Ammon & Coal Seam Park	High Proximitiy	Ammon & Coal Seam Park	Ammon & Coal Seam Park	Weak Proximity

Strong Suitability	Good Suitability	Weak Suitability	No Suitability

HOUSING OPPORTUNITY ZONES





▲ Current conditions of Corner of Centre Avenue and Soho Street, looking northwest



▲ Proposed redevelopment of Centre Avenue and Soho Street



▲ Chauncey Steps at Centre Ave (present day).



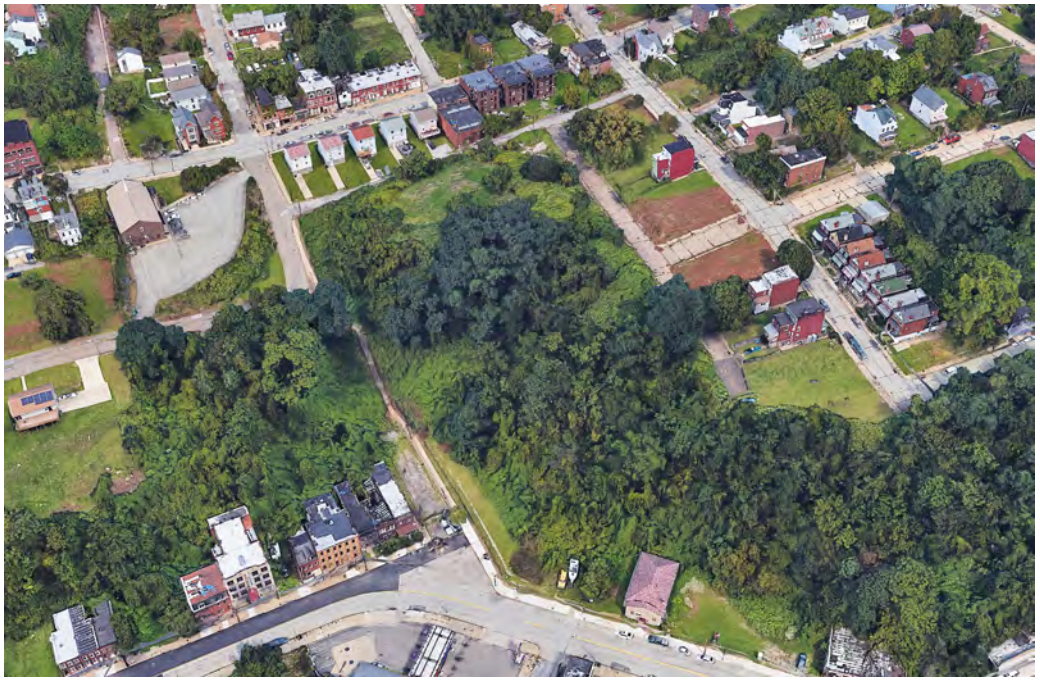
▲ Current conditions of Chauncey Street



▲ Chauncey Steps at Centre Ave (showing proposed redevelopment) - Point A on the Illustrative Site Plan (Figure 9, page 120).



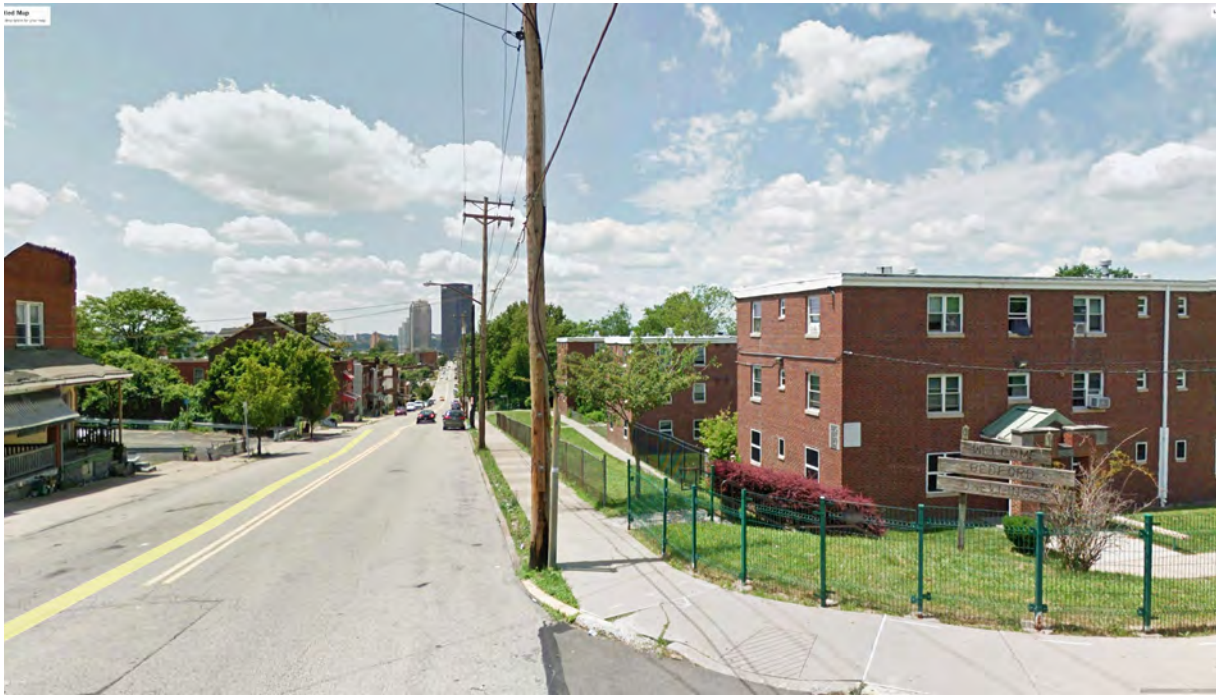
▲ Proposed redevelopment along Chauncey Street



▲ Current conditions of Chauncey/ Centre/ Mahon/ Junilla



▲ Proposed redevelopment of Chauncey/ Centre/ Mahon/ Junilla



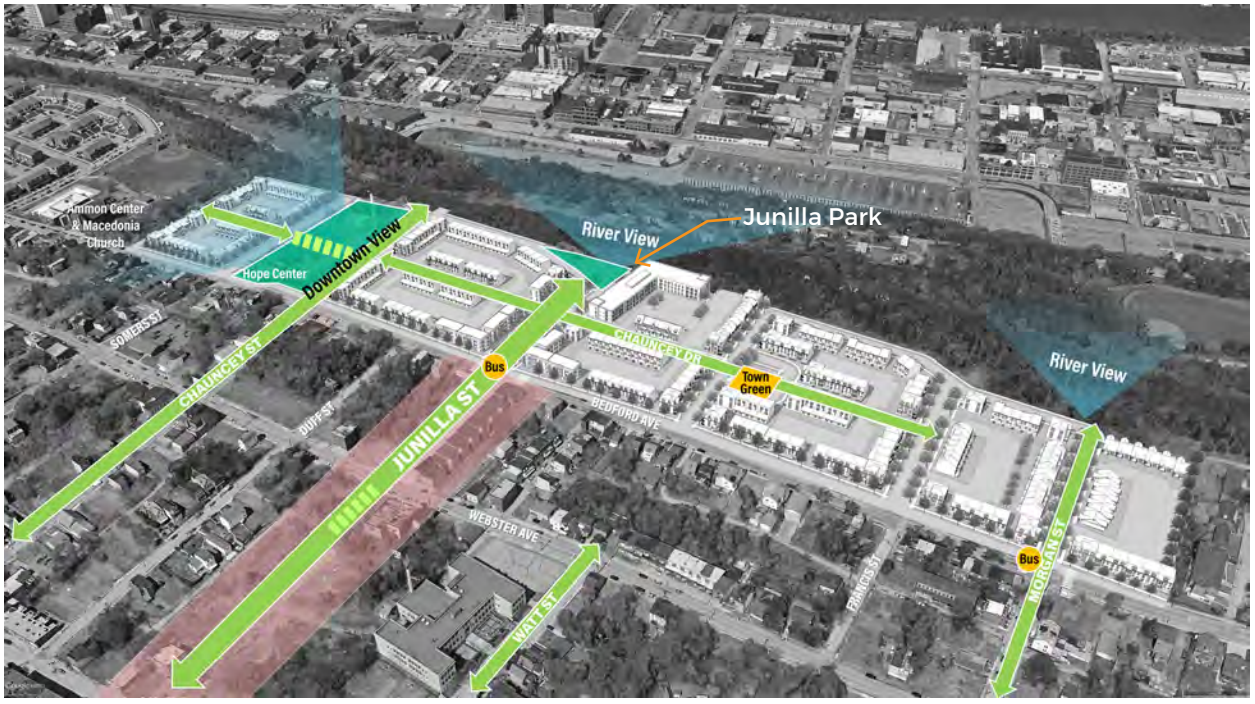
▲ Existing conditions of Bedford Dwellings along Somers Drive, looking west



▲ Proposed redevelopment of Bedford Dwellings



▲ Proposed redevelopment of Bedford Dwellings / Francis



▲ Analysis of connections and viewpoints



▲ Wylie and Herron Avenue intersection aerial view (present day)



▲ Wylie and Herron Avenue intersection aerial view (proposed redevelopment)



▲ Wylie Avenue, looking east at intersection with Herron Ave (proposed redevelopment) - Point B on the Illustrative Site Plan (Figure 9, page 120).



Figure 6. Illustrative Site Plan

HOUSING IMPLEMENTATION

BUDGET & FINANCE

Funding Sources

HACP, the City of Pittsburgh, and the CHOICE Board members, in partnership with community stakeholders, are committed to leveraging the resources to make this Transformation Plan's housing strategy a reality. To assist with implementing the replacement housing strategy for Bedford Dwellings, HACP has procured TREK Development Group, Inc., a distinguished real estate development firm specializing in building innovative and sustainable communities within the Pittsburgh region. Since 1991, TREK has developed over 50 housing projects with over 1,300 units; most of which included a component of affordability.

Pittsburgh has experienced a tremendous economic resurgence over the last ten years and this trajectory is expected to continue with major 2018 announcements that include UPMC's commitment to invest $2B over the next 4 years to construct three, digitally-based specialty hospitals, Allegheny Health Network's $80m Cancer Institute expected to open late 2019, and the formation of InnovatePGH, a public-private partnership conceived with the support of the foundation community to accelerate technology-based economic activity within Pittsburgh with a focus on the city's Oakland district which borders the Hill District. (https://www.innovatepgh.com/). InnovatePGH was born from the Brookings Report, "Capturing the next economy: Pittsburgh's rise as a global innovation city," released in September 2017 and commissioned in part by the Hillman Foundation and the Heinz Endowments (https://www.brookings.edu/research/capturing-the-next-economy-pittsburghs-rise-as-a-global-innovation-city/).

Since 2010, over 5,000 market rate rental units have been newly developed within the city limit. As cited in the housing market study produced for this Transformation Plan by Real Estate Strategies, over 36% of the city's multifamily housing was constructed since 2009. Nearly all of the newly constructed multi-family units constructed since 2010 are high-end, luxury apartments. This multifamily boom was testament to the lack of new product in the market for so many years. With the sudden influx of higher-end rental units and rising housing costs comes the a need for the counterbalance – the construction of more affordable and decent housing within the city. The City of Pittsburgh's Affordable Housing Task Force Report of May 2016 states that Pittsburgh has a shortage of more than 17,000 units

of affordable housing for households at or below 50% of median income.

The city is committed to assuring that all Pittsburghers, regardless of income level, prosper from the city's economic upswing. Fortunately, the Commonwealth of Pennsylvania and City of Pittsburgh have a strong history of working in partnership to ensure that quality, affordable housing is developed in a cohesive and efficient manner; aligning resources at the state and local levels to advance this agenda. To successfully implement multiple phases of mixed-income replacement housing, the real estate financing capital stack will include numerous sources in each phase. Below are financing sources that may be used in combination with one another to implement the plan.

Tax Credit Equity

Pennsylvania Housing Finance Agency – 4% & 9% Low Income Housing Tax Credits

The Federal Low Income Housing Tax Credit program will be the primary funding source for the affordable multifamily housing proposed. The Pennsylvania Housing Finance Agency (PHFA) administers the Commonwealth's allocation of Federal 4% and 9% Low Income Housing Tax Credits (LIHTC) and complies with an annual Qualified Allocation Plan (QAP) that outlines PHFA's programs, the agency's process for underwriting development projects and awarding tax credits and its ongoing requirements and compliance. Presently, PHFA has one application period for 9% LIHTC annually with a submission deadline in fall and award announcements in spring. PHFA accepts 4% LIHTC requests through June of the year a project is anticipated to close on its construction financing. PHFA has the ability to issue the Volume Cap Bonds that are used in conjunction with 4% LIHTC credits. The 9% LIHTC awards are highly competitive and are generally awarded by PHFA to projects that clearly align with community goals for greater impact.

Amortizing Loans

Though housing developments which contain all affordable rental units have little cash flow after operating expenses are paid to support amortizing debt, the market rate units in mixed-finance developments provide income that can support a small piece of such debt. The amortizing loan can be a conventional mortgage, which is provided by a private lending institution, or an FHA or HUD-mortgage program such as the 221d4 loan that is insured by the Federal Housing Administration.

New Market Tax Credits

Pittsburgh Urban Initiatives (PUI), an affiliate of the Urban Redevelopment Authority of Pittsburgh (URA), catalyzes investments in low income neighborhoods by applying for and facilitating New Markets Tax Credits.

The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to help bring operating businesses and/or real estate investments into low-income neighborhoods. The NMTC Program attracts investment capital to these communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). Because the NMTC Program funds commercial real estate, this source is suited for mixed-use developments.

Soft Financing

Pennsylvania Housing Affordability and Rehabilitation Enhancement Fund (PHARE) - Pennsylvania Housing Finance Agency

PHFA offers a 0% interest, pool of gap financing under the heading of PHARE that requires that a percentage of the funds assist households below 50% of the median area income. These competitive funds are typically awarded once a year with an application schedule that coordinates with PHFA's 9% LIHTC application round.

Community Revitalization Fund Tax Credit Program (CRFP)

Pennsylvania Housing Finance Agency

PHFA's CRFP program provides financing for the construction or rehabilitation of critical projects providing affordable housing in commercial corridors in the Commonwealth. This financing helps to bridge the gap that exists between traditional housing programs

Bedford Dwellings - Replacement Housing Unit Mix Analysis

	Needs Analysis As of 3/15/2018		Based on Projection of # of Residents who will return to the CNIG housing (70% of existing residents)		Existing Inventory of Bedford Dwellings	
Bedrooms	# of Units	# of Bedrooms	# of Units	# of Bedrooms	# of Units	# of Bedrooms
1	206	206	144	144	122	122
2	163	326	114	228	240	480
3	26	78	18	54	49	147
4	4	16	3	12	-	-
5		-	-	-	-	-
	399	**626**	**279**	**438**	**411**	**749**

Additional Bedrooms to Replace: **311** (=749-438)

Calculation of Unit Mix for the 373 Additional Bedrooms to replace

Bedrooms	Public Housing (LIPH) Waiting List (January, 2018)	Project Based Voucher (PBV) Waiting List (January, 2018)	Average Percent of wait lists	Adjusted distribution for increasing family friendly housing (based on Community Vision)*	Bedroom Mix (311) based on the percentage	# of Units based on the Bedroom Mix
1	36	448	11%	10%	31	31
2	186	2,325	60%	40%	124	62
3	218	958	28%	40%	124	41
4	-	45	1%	10%	31	8
5	-	-	0%	0%	0	-
	440	3,776	100%	100%	**310**	**142**

* Housing developments must include an appropriate level of family housing including rental and for sale units affordable to various income

Total Replacement Housing Program: **421** Units

Total Replacement Housing Mix:

1	175
2	176
3	59
4	11
5	-
	421

Total Housing Program for Choice Neighborhoods = **831**

Choice Neighborhoods Transformation Plan Housing Program

Unit Size	Replacement Housing Tally (from above)	LIHTC (60% units)	Market Rate Units	TOTAL Housing
1	175	88	90	353
2	176	104	76	356
3	59	50	2	111
4	11			11
5	0			0
	421	**242**	**168**	**831**

Unit Size	Replacement Housing Percentage (from above)	LIHTC (60% units)	Market Rate Units	TOTAL Housing
1	42%	36%	54%	42%
2	42%	43%	45%	43%
3	14%	21%	1%	13%
4	3%			1%
5	0%			0%
	100%	**100%**	**100%**	**100%**

BEDFORD DWELLINGS HOUSING IMPLEMENTATION

PHASED DEVELOPMENT

	IMPLEMENTATION - PART 1					IMPLEMENTATION - PART 2								GRAND TOTAL
IMPLEMENTATION/FUNDING YEAR	2019	2019/2020	2021/2022	2022/2023	PART 1 TOTAL	2025	2026	2029	2030	2031	2032	2033	PART 2 TOTAL	PART 1 and PART 2
DEVELOPMENT PHASE	PHASE A	PHASE B	PHASE C	PHASE D		PHASE E	PHASE F	PHASE G	PHASE H	PHASE I	PHASE J	S 8 UNITS		
LOCATION	Rose	Soho/Mahon	Chauncey /Mahon	Somers		Wandless	Francis	Francis	Chauncey	Chauncey	Herron	Scattered		
ON/OFF SITE	*Off-Site*	*Off-Site*	*Off-Site*	*On-Site*		*Off-Site*	*On-Site*	*On-Site*	*On-Site*	*On-Site*	*Off-Site*	*Off-Site*		
REPLACEMENT SITE	"Lower Bedford"	"Lower Bedford"	"Lower Bedford"	"Upper Bedford"		"Upper Bedford"	"Upper Bedford"	"Upper Bedford"	"Upper Bedford"	"Upper Bedford"	"Upper Bedford"	"Upper Bedford"		
DWELLING UNITS	61	80	80	80	301	80	80	80	80	80	80	50	530	831
REPLACEMENT UNITS	34	46	51	43	174	35	32	23	29	46	32	50	247	421
REPLACEMENT BEDROOMS	65	81	87	78	311	75	54	56	58	72	52	70	437	748
	FUNDING STRATEGY - CHOICE IMPLEMENTATION					FUNDING STRATEGY - POST CHOICE IMPLEMENTATION								
CREDIT TYPE 4%/9%	4%	9%	4%	9%		4%	9%	4%	9%	4%	9%	4%		
APPLICABLE FRACTION	75%	75%	75%	75%		75%	75%	75%	75%	75%	75%	75%		
LIHTC Equity @ $.93	$ 4,981,186	$ 11,158,884	$ 6,393,762	$ 11,158,884	$ 33,692,716	$ 6,393,762	$ 11,158,884	$ 6,393,762	$ 11,158,884	$ 6,393,762	$ 11,158,884	$ 4,163,380	$ 56,821,316	$ 90,514,032
1st Mortgage	$ 2,287,500	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 11,287,500	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 3,000,000	$ 1,875,000	$ 19,875,000	$ 31,162,500
CHOICE Funds	$ 10,000,000		$ -	$ 10,000,000	$ 20,000,000									$ 20,000,000
HOME/CITY/OTHER SOFT FUNDS	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 2,000,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 500,000	$ 3,500,000	$ 5,500,000
HA CAPITAL/PROGRAM INCOME	$ 5,946,184	$ 15,832,753	$ 20,000,000	$ 7,064,615	$ 48,843,552	$ 23,111,367	$ 19,006,347	$ 24,444,774	$ 20,366,422	$ 25,832,051	$ 21,781,445	$ 16,692,330	$ 151,234,735	$ 200,078,287
TOTAL SOURCES	$ 23,714,871	$ 30,491,637	$ 29,893,762	$ 31,723,499	$ 115,823,768	$ 33,005,128	$ 33,665,231	$ 34,338,535	$ 35,025,306	$ 35,725,812	$ 36,440,329	$ 23,230,709	$ 231,431,051	$ 347,254,819

RELOCATION APPROACH

The Housing Authority of the City of Pittsburgh has implemented multiple large-scale relocations including the CNI Larimer/ East Liberty and has a deep understanding of both the complicated process and the stress that is experienced by residents through the relocation efforts. The People Plan has been designed to offer supplemental support to residents through case management while they grow their personal supports and network through Bedford Connect . Simultaneously, the People Plan provides opportunity for further skill development and new areas of knowledge in workforce development, education and health. While taking advantage of what the People Plan offers, residents of Bedford Dwellings will be ensured ongoing communication and points of input about relocation in the following ways.

To develop the relocation priority, HACP will work with Tenant Council and Bedford Connect to form a relocation committee comprised of residents and HACP relocation staff to develop a shared understanding of the relocation process and requirements and to develop a recommendation to the Bedford Community about relocation priority. This committee will host a special Bedford Dwellings Community Meeting to inform the broader community about the relocation strategy/ timeline and to vote on the recommendation made by the Relocation Committee.

Understanding the long timeline for this transformation, HACP is committed to ensuring a robust communication plan through the redevelopment effort. Beginning prior to the formal Ninety Day Notice, residents will be communicated with in various ways from individual support to community meetings. To ensure a consistent message, HACP will provide all residents with a brochure and FAQ sheet that details the relocation process including right to return, benefits, services and contacts. This will be distributed to residents at HACP information meetings and will be available the Hope Center, Bedford Dwellings Management Office and will be distributed ongoing during Bedford Connect gatherings.

For ongoing and regular support, Case Managers will be offered to residents and will be an integral part of the relocation process. Case Managers will complete an in-depth Housing Needs Assessment with each family. The purpose of the assessment is to determine housing and supportive services needs of each family. All Bedford Dwelling residents will be given access to a HACP Relocation Specialist for information on relocation options, assistance, rules, and procedures and assistance in accessing that assistance, and to counseling through their case managers to assist with personal decisions and the impact of relocation on their families. This assistance will be provided until families return to redeveloped housing or have successfully relocated to other permanent housing. A substantial component of the counseling will focus on helping families understand the importance of achieving self-sufficiency and improving their standard of living. Residents will be provided with appropriate referrals and information and ongoing case management support to services designed to help residents become and remain economically independent, ensuring 100% resident success. HACP Relocation Specialist will work collaboratively with the Case Manager to provide:

- One on one family counseling to review the Relocation process
- Determine the needs and housing preferences of individual families; explain the availability of relocation assistance and services, including eligibility requirements, the procedures for obtaining assistance and services, the amount of replacement housing payment available, the timetable for relocation, and resident's right to return;
- Advice about comparable housing units potentially available in Pittsburgh, Pennsylvania and in other jurisdictions, and referrals to additional housing options;
- Help with organizing a Relocation kit that

includes items required when in search or housing (social security cards for all family members, picture ID birth certificates, etc.);

» Coordinate transportation assistance for residents searching for housing;

» Provide a detailed explanation of eligibility for payment for all reasonable moving expenses including rental applications, security deposits, utility deposits, telephone and cable TV transfer fees, cost of movers and moving supplies;

» Help in preparing applications and other necessary forms needed to move into a new community;

» Track and monitor families as required by the Uniform Relocation Act and all other applicable grant requirements;

In addition to individual support and communication through case management, the Development, Operations, and Relocation teams will participate in Bedford Connect monthly gathers periodically to provide updates and seek input from residents as necessary. This team will also participate in the quarterly Health and Services Provider Network to ensure everyone working with Bedford Dwellings residents in the People Plan are provided the most up to date information about relocation. HACP will host resident meetings about Relocation as needed to ensure residents are informed of any changes and to field questions and concerns directly from residents.

If the English language is not the first language of the resident family and assistance is needed, the family is entitled to an interpreter to assist the family in understanding written material and/or translation services during resident meetings.

PEOPLE IMPLEMENTATION

The Housing Authority of the City of Pittsburgh and its community partners have shown a commitment to serving and supporting the residents of Bedford Dwellings in a variety of ways most notably through the use of the Bedford Hope Center. The People Plan relies on the active locus of the Bedford Hope Center which is a collaborative of private sector, government, and non-profit agencies. The Hope Center is already the home base for Family Self-Sufficiency, HACP Resident Employment program, computer lab and courses, the Creative Arts Corner, ABK Early Learning and Development Center, the Tenant Council and the Bedford Connect Coffee Shop. Familylinks, one of the region's largest and most comprehensive human service providers, has a full time Eviction Prevention Specialist located at the Hope Center who works closely with HACP management to identify and support residents who are facing potential eviction.

The Beverly Jewel Wall Lovelace Afterschool program serving children ages 5-13 operates Monday through Friday during the school year and summer months is located across the street from the Hope Center on Somers Drive. This program offers free programming that provides a safe, nurturing and fun environment with learning opportunities through books clubs, hands on science and math activities and tutoring. A resident led initiative and significant resource to residents of Bedford Dwellings and the Hill District is the No Strings Store located on Chauncey Drive. The No Strings Store has been a keystone in the Bedford Dwellings Community since its inception 20 years ago when Bedford Dwellings resident, Effie Williams first opened its doors. The secondhand shop is the only one of its kind in HACP's communities and provides household goods, clothes, toys, and furniture free of charge to residents.

In addition to the central location and home base for these supports and amenities, HACP has a long and trusted relationship with other services that utilize the Hope Center for trainings, workshops, outreach and various clinics offered to Bedford Dwelling residents. The Hope Center welcomes its doors for community meetings and gatherings for Bedford Tenant Council, Bedford Connect, Zone Safety meetings and holiday activities. Residents can already utilize the Center for workshops on financial and homebuyer education through Dollar Bank and the Urban League, legal support through Duquesne University, tax preparation through Just Harvest, healthy supplemental food through 412 Food Rescue and the Senior Commodity boxes from the Greater Pittsburgh Food Bank. Currently, these services are being financed through various sources including HACP MTW funds, local philanthropic community, Department of Human Services, in kind offerings from local universities and partners.

These offerings, currently coordinated by HACP will continue to be made available to residents in addition to new offerings and programs such as advocacy workshop, legal aid, and health and wellness activities. Through a newly formed relationship with local universities and hospitals, pop up health clinics will take place at various times throughout the year. HACP will also work closely with the identified mental health provider to establish the full service on site mental health clinic.

For ongoing and regular support, Case Management will be offered to residents and will be an integral part of the relocation process as described in the mobility and relocation plan. Case Managers will complete an in-depth assessment with each household. The purpose of the assessment is to determine housing and supportive services needs of each family member and help to create a life plan. To ensure seamless communication and resident ownership

of their life plan, the team conferencing model will be followed. This model is most frequently used in the child welfare system, it is a solutions focused method that draws on the family's past success in solving problems and follows important principles such as: "Genuineness, respect and empathy are the three core helping conditions of successful engagement with families; People are capable of chance and most people are able to find the solutions within themselves, especially when they are helped in a caring way to identify that solution; and All people and families have strengths. Strengths are discovered and confirmed when people are affirmed, listened to, acknowledged and encouraged" (The Child Welfare Policy and Practice Group, FTC Definition and History 2 .http://www.childwelfaregroup.org/documents/FTC_History.pdf) In this best practice model for coordination, it will ensure well-coordinated and integrated services across providers and will reduce duplication of services. Team conferences would take place at least twice a year with the resident and all the key supports in place.

Case Managers will provide ongoing support through appropriate referrals and information, advocacy and informal counseling support to services designed to help residents become and remain economically independent. The Case Manager will work closely with all the onsite supports in addition to the Education Liaison, Property Manager, Relocation Specialist. To further promote self-efficacy, multiple service providers will provide case management at Bedford Dwellings. Residents will be able to choose which provider they want to work with based on their personal situation and life plan.

To achieve 100% resident success, it is necessary to support the entire family, therefore, the education strategies are critical to the Bedford Connect Transformation Plan and require focused leads to ensure quality implementation. Duquesne University, School of Education has been identified as the Early Education Lead. In partnership with HACP and ABK Learning and Development Center, Duquesne University under the leadership of Dr. Christopher Meidl will initiate readiness learning incorporating a holistic family-focused through mutually responsive interaction. The School of Education's Early Childhood Education program prioritizes preparing teachers to encourage and develop home-school relationships and to identify and utilize resources. Having a community based site for experiential learning allows for critical and authentic interactions between pre-service teachers and families to occur. Focus would include math, science, literacy, and social studies. The intent is that this could lead to continuous readiness programming led by Duquesne's Early Childhood Program but extending out eventually to volunteers from local secondary schools, Duquesne students, and other community volunteers.

Pittsburgh Public Schools will serve as the Education Lead focusing on Kindergarten through grade 12 and specifically at Miller, Weil and University Prep 6-12. As the largest school district in Allegheny County and second largest in the state, Pittsburgh Public School has 54 schools with over 24,000 students enrolled. The District has four key goals (1) Increase proficiency in literacy for all students (2) Increase proficiency in math for all students (3) Ensure all students are equipped with skills to succeed in college, career and life and (4) Eliminate racial disparity in achievement levels of African-American students. Pittsburgh Public has demonstrated its capacity as the Education Lead through its current role as such in Larimer Choice Neighborhoods. Pittsburgh Public Schools will work closely with the Education Liaisons and the neighborhoods schools to support each child's education plan helping to bridge the communication gap between parents and the schools.

The People Plan utilizes existing supports and amenities as the foundation of the its plan and builds upon it to ensure 100% resident success. With the constant activity at the Hope Center, it is imperative that each of the agencies and services engaged at the Hope Center and with the People Implementation Plan be in regular communication to

ensure non-duplication of services and to ensure that the appropriate services are being offered. The communication with all the onsite services will happen through the Health and Services Provider Network. This Network will be led by HACP and will convene on a quarterly basis to discuss upcoming schedules and coordination of activities, Implementation Plan updates including relocation timelines, and to problem solve on any issues that might be arising. In addition to the quarterly meeting, the Health and Services Provider Network will be ensured ongoing communication through monthly communications. All participants in the Health and Services Provider Network are invited and encouraged to participate in Bedford Connect monthly gatherings to connect with residents and hear what topics are arising as issues or ideas for the community, seek feedback on their services and to share information on their programs

IMPLEMENTATION STRATEGIES, OUTCOMES & PARTNERS

ST (Short-Term) Year 1; MT (Mid-Term) Years 2-3; LT (Long-Term) Years 4-5

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
NEIGHBORHOOD PLAN					
GOAL 1: Improve neighborhood mobility *RESIDENTS LIVE IN A COMMUNITY THAT IS MULTI-MODAL & ACCESSIBLE.*					
1A: The #83 Bus is Re-Routed from Centre Avenue to Dinwiddie Street to connect to Fifth and Forbes BRT system	Re-alignment of #83 is finalized by Port Authority staff within 12 months.	**Port Authority**/ Hill Consensus Group	ST	$50,000	Port Authority
	Re-alignment of #83 is approved by Port Authority Board within 18 months	**Port Authority**/ Hill Consensus Group	MT	$50,000	Port Authority
	Re-aligned #83 route is in operation within 20 months	**Port Authority**	MT	$50,000	Port Authority
1B: #82 Lincoln-Centre Ave bus frequency increased to less than 15 min intervals during peak hours	75% of Bedford Dwelings Residents Express Reduced Overcrowding on #82. A 48% reduction of baseline is achieved within 60-month timeframe(52%-Bedford Dwellings Household Needs Assessment)	**Port Authority**/ Hill Consensus Group	MT-LT	$50,000	Port Authority
	75% of Bedford Dwelings Residents Express Increased Consistency of Service for #82. A 61% reduction of baseline is achieved within 60-month timeframe(46%-Bedford Dwellings Household Needs Assessment)	**Port Authority**/ Hill Consensus Group	MT-LT	$50,000	Port Authority
	The Transit Score of Bedford Dwellings is increased to 70 within the 60-month timeframe. Baseline Transit Score is 61.	**DOMI**	MT-LT	$15,000	City of Pittsburgh
1C: #83 Bedford-Hill bus frequency increased to less than 20 min intervals during peak hours	75% of Bedford Dwelings Residents Express Reduced Overcrowding on #82. A 48% reduction of baseline is achieved within 60-month timeframe (52%-Bedford Dwellings Household Needs Assessment)	**Port Authority**/ Hill Consensus Group	MT-LT	$50,000	Port Authority
	75% of Bedford Dwelings Residents Express Increased Consistency of Service for #82. A 54% reduction of baseline is achieved within 60-month timeframe(46%-Bedford Dwellings Household Needs Assessment)	**Port Authority**/ Hill Consensus Group	MT-LT	$50,000	Port Authority
	The Transit Score of Bedford Dwellings is increased to 70 within the 60-month timeframe. Baseline Transit Score is 61.	**DOMI**	LT	$15,000	City of Pittsburgh
1D: Chauncey and Junilla Steps are Repaired and/or Replaced	Secure funding for teh Junilla Street Steps within 12 months of CHOICE Final Plan Submission. Align with closing and construction of Phase 1A.	**DOMI**/ PWSA/ Parks Conservatory	ST	$300,000	City of Pittsburgh, Low-Income Tax Credits
	Secure funding for the Chauncey Street Steps and Keystone Park within 18 months of CHOICE Final Plan Submission. Align with closing and construction of Phase 1B.	**DOMI**/ PWSA/ Parks Conservatory	ST-MT	$3,000,000	City of Pittsburgh, Low-Income Tax Credits, Philanthropic, Commonwealth of Pennsylvania
	The Walk Score of Bedford Dwellings is increased to 70 within the 60-month timeframe. Baseline Walk Score is 59	**DOMI**	LT	$15,000	City of Pittsburgh

LEVERAGE RESOURCES | NEIGHBORHOOD PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
1E: Improve Transit Facilities within Neighborhood	Bus shelters are improved and/or added to existing and new stops along the re-routed #83. All improvements are completed within 60-month timeframe	**DOMI/** Port Authority	MT-LT	$50,000	City of Pittsburgh/ Port Authority
	All bus shelters are improved and/or added within 60-month timeframe	**DOMI/** Port Authority	MT-LT	$300,000	City of Pittsburgh/ Port Authority
GOAL 2: Increase presence of active public spaces *VACANT/ABANDONED PROPERTIES ARE RECLAIMED AND TRANSFORMED, INCREASING OPPORTUNITIES FOR RECREATION AND ECOLOGICAL RESTORATION*					
2A: Reclaim small vacant parcels for green infrastructure to divert and infiltrate stormwater runoff from streets. Align these green infrastructure areas with PWSA's areas of need	Develop short-list of parcels for green infrastructure/open space within 3 months of CHOICE Final Plan Submission	**PWSA**/ Public Works	ST		
	Design of Junilla Green Corridor is completed within 12 months of CHOICE Final Plan Submission. Installation corresponds with construction and closing of Phase 1A	**PWSA**/ Public Works	ST-MT	$300,000	PWSA, City of Pittsburgh
	Junilla Green Infrastructure Block is designed within 12 months of CHOICE Final Plan Submission. Installation corresponds with closing and construction of Phase 1A.	**PWSA**/ Public Works	ST-MT	$250,000	PWSA, City of Pittsburgh
	Green Infrastructure and open space initiatives are all completed within 60-month timeframe	**PWSA**/ Public Works	LT	$1,500,000	PWSA, City of Pittsburgh
2B: Integrate green infrastructure with new public gathering spaces and play areas	5 temporary vacant lot projects in operation within 18 months of CHOICE Final Plan Submission	City Planning/ Grounded/ GrowPittsburgh	ST-MT	$100,000	Grounded Strategies, City of Pittsburgh, Philanthropic
GOAL 3: Enhance access to historic and cultural resources *HILL DISTRICT HISTORY AND CULTURE IS CELEBRATED AND PUBLICLY ACCESSIBLE*					
3A: Create the Bedford Heritage Trail as a way to link the historic and cultural assets of the community together. Link the Heritage Trail to the Greater Hill District	Design and for Phases of Bedford Hill Heritage Trail completed within 12 months	**City Planning**/ Hill House Association/ Parks Conservancy	ST	$50,000	City of Pittsburgh, Philanthropic
	Coal Seam Trail Designed and Installed within 36 months of CHOICE Final Plan Submission	Landforce/ Hill House Association/ Parks Conservancy/ City Pla	MT	$1,000,000	City of Pittsburgh, Philanthropic
	Middle Hill Section of Bedford Hill Heritage Trail Completed within 60 months	**City Planning**/ Hill House Association/ Parks Conservancy	MT-LT	$250,000	City of Pittsburgh, URA, Philanthropic
3B: Use public art and interpretive signage to tell the story of the neighborhood's rich historic and cultural significance	Public art and interpretive signage plan completed within 24 months	**Hill House Association**/ #ArtsinHD/ City Planning	MT	$50,000	Philanthropic, City of Pittsburgh
	Public Art funding stream identified and funded within 24 months	**Hill House Association**/ #ArtsinHD/ City Planning	MT		Philanthropic, City of Pittsburgh
	Public art and interpretive signage installed within 60 months	**Hill House Association**/ #ArtsinHD/ City Planning	LT	$250,000	Philanthropic, City of Pittsburgh

LEVERAGE RESOURCES | NEIGHBORHOOD PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
GOAL 4: Restore and enliven the built environment *STREET LIFE IS WELCOMING AND BROADENS ECONOMIC OPPORTUNITY THROUGH INVIGORATED COMMERCIAL AND RESIDENTIAL DISTRICTS*					
4A: Work with City planning staff to develop zoning recomnedations that are permissing of densities and setbacks that contribute to an active street life and support ameniities.	Analysis of Existing Middle Hill Zoning Completed within 18 months	**City Planning**/ Hill CDC/ Hill Consensus Group	MT	$30,000	City of Pittsburgh
4B: Work with City and other sources to identify additional funding sources for street and streetscape infrastructure repair.	Phasing Plan for Street Intersection Upgrades developed within 12 months of CHOICE Final Plan submission. Priortize intersections within the footpring of Phase 1A and Phase 1B	**DOMI**/ PWSA/ City Planning	ST	$50,000	City of Pittsburgh
	ShotSpotter funding received and infrastruture implemented within 24 months of CHOICE Final Plan submission.	**Public Safety**/ Zone 2	MT-LT	$500,000	City of Pittsburgh
	Residential Façade Strategy developed within 12 monhts of Choice Final Plan submission	**URA**/ Hill CDC/ Hill DIstrict Consensus Group/ Design Center	ST-MT	$50,000	URA
	Centre Avenue Commerical Façade Program completes two façade enhancements within 24 months of CHOICE Final Plan Submission	**URA**/ Hill CDC/ Hill DIstrict Consensus Group/ Design Center	MT	$150,000	URA
	Residential Façade Strategy completes first round of façade improvements within 24 months. First round of improvements is prioritized adjacent to footprint of Phase 1A and Phase 1B	**URA**/ Hill CDC/ Hill DIstrict Consensus Group/ Design Center	MT-LT	$350,000	URA

LEVERAGE RESOURCES | HOUSING PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
HOUSING PLAN					
*HDB: *The associated cost of this strategy is included in the respective Housing Development Budget*					
GOAL 1: Restorative Housing Options *RESIDENTS HAVE HOUSING OPTIONS, INTEGRATED INTO THE MIDDLE HILL DISTRICT'S EXISTING FABRIC, THAT FOSTER NEIGHBORHOOD INTERACTION AND COMMUNITY PRIDE*					
1A: Endeavor to locate housing within the Target Area such that the housing acts as "connector" between existing areas of strength within the neighborhood.	At least 50% of the Choice Housing Replacement Housing will be constructed off-site.	**TREK**/ HACP	ST-LT	HDB*	Land Acquisition - City of Pittsburgh, URA, HACP
	At least 35% of the Choice Housing will be constructed on now vacant land within the Target Area.	**TREK**/ HACP/ City of Pittsburgh/ URA	ST-LT	HDB*	Land Acquisition - City of Pittsburgh, URA, HACP
	At least 35% of the Choice Housing will be constructed along existing streets such that the redevelpoment serves to improve and re-establish the street and sidewalk network within the Target Area.	**TREK**/ WRT/ HACP/ City of Pittsburgh	ST-LT	HDB*	City of Pittsburgh, DOMI
1B: Design new homes, and rehab opportunities where feasible, that provide universal design features, such as entrances on accessible routes and adaptable kitchens and baths, which allow residents to remain in their community as they age.	At least 20% of each Choice Housing phase will be constructed to be Adaptable. . . At least 10% of each Choice Housing phase constructed will be Accessible.	**TREK**/ WRT	ST-LT	HDB*	International Living Future Institute; Green Building Alliance
1C: Design and construct housing that incorporates, well-designed exterior spaces for residents to engage with one another such as stoops, porches and pocket parks.	At least 75% of the units constructed as part of the Choice Housing Plan will have access to an intentionally-designed exterior porch or greenspace within a block of their apartment.	**TREK**/ WRT	ST-MT	HDB*	
1D: Encourage economic diversity through income and typology mix within the replacement housing developments.	At least 20% of the total units constructed as part of the Choice Housing Plan will be unrestricted, market rate units.	**TREK**/ HACP	ST-LT	HDB*	
GOAL 2: New and rehabbed housing is safe, efficient and durable *DESIGN AND OPERATION OF NEW AND REHABBED HOUSING PROMOTES HEALTH AND WELLNESS FOR PEOPLE AND OUR ENVIRONMENT*					
2A: New and rehabbed housing to be energy efficient, exceeding code-mandated minimum standards for energy efficiency.	100% of the Choice Housing Replacement Housing units will meet Energy Star Standards.	**WRT**/ TREK	ST-LT	HDB*	
	At least 50% of the Choice Housing Replacement Housing units will obtain Certification from a National Organization for Energy Efficiency.	**WRT**/ TREK	MT-LT	HDB*	
	At least 70% of the Choice Housing Non-Replacement Housing units will meet Energy Star Standards.	**WRT**/ TREK	MT-LT	HDB*	

LEVERAGE RESOURCES | HOUSING PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
2B: Provide weatherization program loans/ grants to homeowners to make energy efficient improvements to existing homes.	As a result of increased outreach and marketing, at least 3 existing homeowners proximate to each phase of the Choice Housing will make weatherization improvements to their homes using existing programs and resources available.	**ACTION Housing**/ HILL District Community Partners	ST-LT	$150,000	
2C: New and rehabbed housing will be constructed with approved materials that are non-toxic and easy to maintain.	100% of the Choice Housing Replacement Housing units will adhere to the Mandatory Enterprise Green Communities Criteria.	**WRT**/ TREK	MT-LT	HDB*	
2D: New housing will be designed with safe, well-lit exterior spaces and walking paths/ sidewalks that beckon residents to engage one another outside of their residences.	An increased number of existing Bedford Dwellings' households respond that they know and talk with their neighbors semi-regularly.	**WRT**/ **TREK**/ HACP	MT-LT	HDB*	
GOAL 3: Residents are rooted in this community *LONG-TIME RESIDENTS ARE ASSURED OF A HOME IN THE REVITALIZED COMMUNITY FOR THE LONG TERM*					
3A: Construction of new residences that provide one-for-one replacement (using bedroom count) of publicly-assisted housing units.	The first phase of Replacement Housing begins construction within 24 months.	**HACP**/ **TREK**	ST		
	All phases of the Choice Housing Replacement Housing units are developed and occupied within 15 years.	**HACP**/ TREK	LT	HDB*	
	All phases of the Choice Housing Replacement Housing units are developed and occupied within 15 years.	**TREK**/ HACP	LT	HDB*	
3B: Design and construct housing typologies that satisfy needs of different generations, family sizes and lifestyles.	The overall Choice Housing plan will aim to include a minimum of 40% one-bedroom units; 40% two-bedroom units; 10% three-bedroom units with at least 50% of all of the units designed as single-story units.	**TREK**/ WRT	LT	HDB*	
	The Overall Choice Housing plan will include a minimum of one senior property (62+), located within an existing or future family development, that provides programming and design features that are age-specific while encouraging inter-generational relationships within the broader community.	**TREK**/ WRT	ST-LT	HDB*	
3C: Create a Relocation Plan for Bedford Dwellings' residents that limits temporary displacement through a "Build First" approach to redevelopment.	75% of existing Bedford Dwellings' Residents will move into their new apartment without temporary, interim housing outside of the Hill District.	**HACP RSS - Development - & Management**/ TREK/ WRT	ST-MT	Project-based Sec. 8 / HDB*	

LEVERAGE RESOURCES | HOUSING PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
3D: Create a pathway to homeownership for new home-buyers and current Hill District renters who qualify for mortgages.	15% of the Choice Housing Non-Replacement Housing units will be available for potential Homeownership Conversion after year 20.	**TREK**/ HACP/ Hill District Community Partners	ST-LT	HDB* / $1.6m	URA 2nd Deferred Mortgage
	100 Acquisition-Rehab units are renewed and returned to homeownership over the Transformation Plan's implementation period.	Hill District Community Partners / URA / HACP / TREK	ST-LT	$3,000,000	HACP/URA
GOAL 4: Renewed Housing Opportunities *REPLACEMENT HOUSING, ALONG WITH IMPROVEMENTS TO INFRASTRUCTURE AND AMENITIES, ATTRACTS ADDITIONAL INVESTMENT WITHIN THE TARGET AREA*					
4A: Key intersections and corridors will be targeted to create early catalytic impact.	At least $1m in private investment proximate to each phase of Choice Housing development will be generated outside of the Transformation Plan's leverage over the Plan's implementation period.	**TREK**/ HACP/ WRT	ST-LT	HBD* NP*	Public Sidewalks and lighting included in Housing Development Budgets. Additional Right of Way Improvements included under the Neighborhood Plan.
4B: Identify and/or create a loan/grant fund targeted to long-term home-owners for repairs to existing homes.	*Need futher information from the URA / See Neighborhood Goal #_____. A minimum of 4 URA home repair loans/grants made in association with each rental development phase.	**URA**/ Hill DIstrict Community Partners	ST-MT	$1,000,000	URA
4C: Identify and/or create a loan program to encourage Purchase-Rehabs for now vacant structures.	100 Acquisition-Rehab units are renewed and returned to homeownership over the Transformation Plan's implementation period.	**URA**/ Hill DIstrict Community Partners	MT	$1.5m	URA
4D: Housing development and housing rehab phasing will be sequenced to create intra-neighborhood connections and open-up more of the Hill to private investment.	At least 2 vacant lots proximate to each phase of development will be improved by investment outside of the Choice Transformation Plan within 24 months of construction completion.	**URA**/ **Hill District Community Partners**	ST-MT		

LEVERAGE RESOURCES | PEOPLE PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
PEOPLE PLAN					
GOAL 1: Residents are knowledgable and utilize community resources					
1A: Create a Comprehensive case management program using a team conferencing model where all key resident supports meet with the resident quarterly to review/create plan	Number of original target residents in Case Management	Residents will have choice between 1 of 4 options: (1) FSS, Partners4Work, Hill House, Focus	ST	$2,250,000	CNI, Foundations, FSS
	Decrease by 20% the number of target households receiving TANF				
	Number and percentage of target resident households enrolled in food stamps or WIC				
	Decrease 20% households at or below the poverty line				
	Average household income				
	Median household Income				
1B: Develop a userfriendly asset map (paper) and smartphone app that connects residents to services and activity calendars	Number and percentage of target residents with a computing device with internet connectivity	Hill House, Hill District Consensus Group, United Way Southwestern PA	MT	$150,000	Foundations, University in-kind
1C: Increase opportunities for civil engagement, relationship building and connections to community resources through growing the Bedford Connect Network	Number of residents in Bedford Dwellings have a larger network, offering mutual support to each other, and are more engaged with the community resources.	Bedford Residents, Trek, HACP	ST	$600,000	HACP, TREK, Foundations, CNI
GOAL 2: Children and adults are physically and mentally healthy					
2A: Increase access to Health Services for Bedford Dwellings community through sustaining current efforts and offering MH outpatient services and building a stronger connection with Matilda Theiss (FQHC)	Increase the number of target residents who report good health & happiness by 10%	Family Links, Center for Victims, Matilda Theiss, Pitt School of Medicine	ST	$850,000	Outpatient Clinic, Current Services (dhs, family links), Billing
	Decrease the number of residents who report psychological distress by 10%				
2D: Sustain food security programs and enhance access to fresh and healthy foods	C	Greater Pittsburgh Area Food Bank, 412 Food Rescue	ST	$335,000	412 Food Rescue in Kind
2E: Increase access to supports for Smoking Cessation	Number of target residents report using cigarettes or tobacco products	HACP, Smoke Free Allegheny	ST	$50,000	Smoke Free Allegheny, Foundations, HACP in kind
2F: Increase access to fresh and healthy foods through the use community gardens	Number of target residents report time outside	Grow Pgh, G Tech	MT	$80,000	Grow Pgh, Foundations, Resident Time
	Number of community gardens in target area				
	Number of target residents report physical activity				

LEVERAGE RESOURCES | PEOPLE PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
2f: Create a Health Provider Network	Number of target residents who have a place of healthcare where they regularly go, other than an emergency room, when they are sick or need advice about their health	HACP, All Service Providers	MT	$50,000	In-kind from staff, HACP, Space in kind
	Number of target resident children, from birth to kindergarten entry, who have a place of healthcare where they usually go, other than an emergency room, when they are sick or in need of advice about their health				
	Number of target residents who have health insurance				
GOAL 3: Students will receive a high-quality education within the neighborhood schools and will be college or career-ready upon graduation from high school					
3A: Increase access to quality early childhood learning centers and early childhood learning opportunities	Number of target resident ages 0-5 enrolled in early childhood program	ABK Early Learning & Development Center, Duquense University, Story Mobile, Book Babies	ST		ABK Early learning, CCIS, Duquene School of Education, Story Book Mobile -in kind
3B: Increase participation in site-based after school program through ensuring quality programming and staff	Number of target resident youth involved in positive youth development activities	Family Resources (BJWL), Creative Arts Corner	MT	$967,500	BJWL, DHS, HACP
3C: Bring the Community Schools model to Hill District Schools by creating a Community Schools Action Team	Number of target residents participating in School organization	Education Rights Network, HDEC	LT	$75,000	Education Rights Network, HDEC in kind
3D: Increase parent involvement and knowledge about their educational rights through workshops and advocacy trainings	Percentage of target residents participating in School organization	Duquense Education Law Clinic	MT		Duquesne in kind
3E: Create a communication bridge between families, schools and neighborhoods through School Based Education Liason positions that will support students and families	Number of school-age, target residents missed 10% or more school days	HACP	ST	$500,000	HACP
3F: Implement innovative practices such as the Personalized Learning Model in Hill District Schools. These innovative practices will use transformational solutions that personalize and accelerate student learning through next generation learning initiatives.	Number of target students at Miller with Proficient or Advanced scoring in Math PSSA	Pittsburgh Public Schools	LT	$200,000	CNI
	Number of students at Weil with Proficient or Advanced scoring in Math PSSA				
	Number of students at UPrep with Proficient or Advanced scoring in Math PSSA				
	Number of students at UPrep with Proficient or Advanced scoring in Reading PSSA				
	Number of students at Miller with Proficient or Advanced scoring in Reading PSSA				
	Number of students at Weil with Proficient or Advanced scoring in Reading PSSA				

LEVERAGE RESOURCES | PEOPLE PLAN

STRATEGIES	METRICS	LEAD AGENCY & PARTNERS	TIMEFRAME (ST, MT, LT)	BUDGET	LEVERAGE RESOURCES
GOAL 4: Residents will have access to well-coordinated workforce services in order to be well-trained and have access to a variety of jobs					
4A: Implement best practices in casework, training and finanical incentives programming to increase resident access to and readiness for workforce	Number of target residents who have been unemployed for 6 months or longer and are actively seeking employment Number of target residents with wage income Number and percentage of households at or below the poverty line	HACP, Partners 4 Work, HACP Computer Lab, Talent Alliance	MT	$4,000,000	HACP, Foundations, Partners4Work, DHS, Jobs Plus
4B: Sustain the HACP Resident Employment Program	Number of target residents working part time Number of target residents working full time	HACP Employment Programs	ST	$500,000	HACP, CNI (Talent Alliance)
4C: Implement focused Entrepreneurship training program with a focused effort on outreach to those who cannot enter the traditional workforce (market)	Number of target residents who have been unemployed for 6 months or longer and are actively seeking employment	Hill CDC	ST	$100,000	Hill CDC
4D: Increase employment opportunities to target residents through offering on-site employment rights workshops and legal case consulations	Number of target residents who have been unemployed for 6 months or longer and are actively seeking employment developed/delivered on at least a quarterly basis	Juvenile Defender Clinic	ST	$450,000	Duquesne, Foundations
GOAL 5: Residents live in a clean and safe community					
5A: Increase opportunities for positive police/community interactions through non crime-related presence of NRO in Bedford Dwellings and Target Area	The majority (more than 55%) of time the police are present in Bedford it will be for positive engagement with residents	HACP, City of Pittsburgh Police	LT	$300,000	
5B: Interrupt drug-selling cycle and improve youth engagement through the creation and implemention of a male mentoring collaboration program	% of residents who report drug-related crime as the primary safety problem in Bedford by 50%, from a baseline of approximately 80%	Young Enrichment Services	MT	$2,171,290	CNI, Learn & Earn, Foundations

15-YEAR TIMELINE

