Fellow Pittsburghers,

Our city is at a critical moment in history. As we emerge from the COVID-19 pandemic and resulting economic decline, and become attuned to the stark inequalities that exist throughout this country, two fundamental questions lie ahead: how will Pittsburgh recover; and who will benefit from the recovery? Now is the time to invest in our most precious assets, people and place: the 90 unique neighborhoods and each and every Pittsburgher that makes up our great city. Now is the time to alleviate the decades of disinvestment our neighbors and neighborhoods have experienced, especially those of color.

As we embark into this new era, our strategy is to demand shared prosperity and create a wealth of opportunities to benefit all Pittsburghers. In developing the ONEPGH Resilience Strategy over the past several years, we listened to and learned from residents. We heard of the need for services and systems that help people build lives, support families and improve physical health and well-being. We heard of the great efforts led by our partners to build a stronger community. We also heard of the fragmentation that unintentionally erodes Pittsburgh’s resilience and exposes our most vulnerable residents.

Through the development of the ONEPGH Resilience Strategy, the Pittsburgh Equity Indicators, Pittsburgh’s Inequality Across Gender and Race and this ONEPGH Investment Prospectus, residents, City government, partners and institutions have identified the major challenges we all face and the populations at risk of being left behind. Now we choose the route we take to grow. This document is a blueprint to leverage our tax dollars and collective investments, and work together to fund the initiatives that will build a new shared prosperity.

This work is ever-changing. Since we initiated the Investment Prospectus process, we’ve identified new needs for collaboration among city infrastructure systems, made advancements in improving our water and sewer infrastructure, broke ground on a new year round homeless shelter, and increased our organizational capacity. In 2019, the City’s Gender Equity Commission released an alarming new study identifying significant hardships faced by Pittsburgh’s Black women and disparities that demand action. We’ve also come to agreements with major investors and stakeholders on the ONEPGH vision, and became the second city in the US to adopt the UN Sustainable Development Goals which we will use to hold ourselves accountable to not only our residents, but the world.

I ask you to join me in making the investment needed to deliver these aspirational projects. This Investment Prospectus provides a financial snapshot of critical areas currently in need of support from all sectors of the city. We have identified projects that will build an agile and
equitable workforce, deliver educational support for our youngest Pittsburghers, provide a safety net for those who need it, build infrastructure to clean our air and water, and support safe and efficient mobility.

In Pittsburgh, we often talk about periods of Renaissance. Efforts led by Mayors Lawrence and Caliguri to reimagine our city following times of deep despair have become hallmarks of our ability to pick ourselves up and build for the future. However, any student of history will tell you the Renaissance also included the Humanist period: a time that advanced the idea that people have the ability to lead meaningful, ethical lives, and the capability to support activities that help the greater good of humanity. We have that same ability in Pittsburgh if we can work together across sectors, across communities to pull together the resources that lead to measurable outcomes.

We find ourselves at a time of significant change, and cities are at the epicenter of that change. We are in need of not another Renaissance, but a period where compassion and our moral compass leads us to build a stronger society and a stronger city through investment in our people and the systems that support them. It is time to heal our wounds by investing in our people and place, in order to build a stronger tomorrow for all.

Sincerely,

[Signature]

William Peduto
Mayor of Pittsburgh
Introduction

The City of Pittsburgh is committed to taking on our most significant challenges. As a follow up to the ONEPGH Resilience Strategy and the City and Heinz Endowments’ collaborative P4 Initiative, the Investment Prospectus was commissioned to create an action plan utilizing our P4 principles (people, planet, place, and performance) as the core foundation to address future challenges.

To develop the Investment Prospectus, the Division of Sustainability and Resilience, housed within the Department of City Planning, assembled more than 125 partners into working groups to identify the most critical projects ready for implementation, with the intention to put existing plans and analyses into action. Over 12 years, we want to show measurable success in reducing racial and economic inequity in our city, tackling our environmental stresses, eradicating hunger and homelessness, and maintaining cultural and natural assets. We envision safe and complete streets that don't just offer physical mobility but ensure social mobility and access to opportunities in each of our unique neighborhoods. In 12 years, we envision our housing will be affordable, Pre-K will be available for all Pittsburghers, our stormwater will be an asset, and we will have a world-class water system.

In 2020 Pittsburgh, like much of the world, found itself simultaneously reeling from the COVID-19 pandemic and reckoning with serious issues of racial and economic justice. Addressing these pre-existing stresses is more important than ever because shocks like COVID-19 disproportionately impact our most vulnerable. By reducing our vulnerabilities, we can face shocks together with full strength, and move past them as a more resilient city.

How can we build a healthy, equitable Pittsburgh? We need the agility to work across sectors: public, private, nonprofit, and philanthropic, to create efficiencies and achieve common outcomes by reducing fragmentation in this city. We need the resources to innovate and experiment without fear of failure, and to use as tools to create better projects and programs. We need reserves to rebound from the shocks and disasters that take us by surprise.

Throughout this process, Mayor Peduto convened working groups to take existing plans and analyses developed over recent years to identify and associate costs with transformational projects that will address the chronic stresses that impact well-being. The Mayor will revisit, revise and utilize this living project list, the ‘Investment Prospectus,’ to raise the capital needed create a thriving, livable Pittsburgh for all.
Process Overview

The Division of Sustainability and Resilience completed a Preliminary Resilience Assessment in 2016: a scan of the major shocks and stresses faced by the city and its residents. From this assessment came the development of the ONEPGH Resilience Strategy in 2017: a plan to address the challenges identified through strategic long-term change and adaptation. The Investment Prospectus is an implementation project of ONEPGH and serves as a collection of investments that Pittsburgh must make to tackle the city’s most challenging stresses over the next 12 years, and thus create a resilient and livable city for all Pittsburghers.

Since 2015, the City engaged more than 1,200 Pittsburghers in development of ONEPGH under the principles of P4: People, Planet, Place, and Performance. Through deliberative forums, workshops, stakeholder meetings, fairs, classes and tabling events, the City has solicited substantial input that has shaped the direction of ONEPGH.

Resilience Challenges: Inequity, Fragmentation

Beginning in 2016, Pittsburghers identified a profile of shocks and stresses that the City is subsequently working to address. Acute shocks are sudden, large-scale disasters that disrupt city services and threaten residents. Chronic stresses are long-term, slow-burning issues that overwhelm the capacity of city resources and erode well-being.

Pittsburgh is dealing with significant chronic stresses which, if left unchecked, risk the ability to escalate into shocks. For example, if the City’s water filtration infrastructure ages without the critical investments required for proper maintenance, water
contamination will occur. This stress would eventually result in the collapse of water infrastructure - an identified shock. From landslides and floods, to failing infrastructure and protests, in recent years Pittsburgh has experienced a number of shocks, many onset by unaddressed stresses.

On the other side, prolonged and consistently problematic shocks strain City resources and begin to take on the characteristics of stresses. For example, extended COVID-19 restrictions and economic impact has made it more difficult to prepare for and react to other shocks. The City is increasingly spending budget dollars on landslides, which occur after heavy rains, and are a result of degradation of our hillsides. When shocks become chronic issues, they must be addressed systematically and at the core of the issue, we cannot just react to the symptoms of the problem.

The investments laid out in this Investment Prospectus are designed to address the City’s major chronic stresses: economic and racial inequity, fragmentation, aging infrastructure, and environmental degradation. While each investment addresses at least one stressor, the overall intention of the Investment Prospectus is to address two of the most pervasive stressors: racial and economic inequity and fragmentation.

Pittsburgh’s 2017 and 2018 Equity Indicators Reports confirm that high rates of poverty, homicides, childhood asthma hospitalizations, association with the child welfare system, homelessness, infant mortality, and lack of banking services are where Pittsburgh’s populations of color and low-income residents experience the greatest disparity. Though Pittsburgh is gaining recognition for its quality of life and livability, this prosperity is not equitably experienced city-wide. While racial inequity is especially prevalent in Pittsburgh, low-income Pittsburghers of any race or ethnicity tend to have less access to services, worse educational outcomes, and poorer health than their middle- and high-income counterparts. To further examine inequality in Pittsburgh, in 2019 the City’s Gender Equity Commission released Pittsburgh's Inequality Across Gender and Race, concluding that Pittsburgh’s Black women experience worse outcomes in Pittsburgh than in counterpart cities across the United States. The indicators in these studies are used as a measurement framework across the investments included in this Prospectus. The purpose is to remind us of the work we need to do to ensure that all Pittsburghers have the opportunity to thrive. To be certain of Pittsburgh’s success, we must eradicate the root of inequality, not simply treat its symptoms.
Fragmentation between sectors challenges local governance and the ability to address endemic stresses facing Pittsburghers. The City of Pittsburgh alone includes 90 distinct neighborhoods and is home to over 3,100 non-profit organizations, many with overlapping missions that put them in competition for the same resources. By addressing fragmentation through intentional cross-sector collaboration and investment, the City sees the ONEPGH Investment Prospectus as a catalyst for cooperation to tackle our challenges and ensure that necessary services and opportunities are reaching our residents efficiently and effectively.

The Investment Prospectus

The Investment Prospectus is a collection of projects and programs that will develop the resilient people, place, and planet that Pittsburghers envision over the coming years. This strategy not only embodies the principles of P4, it enacts them. The culmination of years of resilience and equity analysis and planning led by the City of Pittsburgh, the process of developing and refining this list of critical projects is always on-going and collaborative.

The projects in this Investment Prospectus reflect the need that exists in Pittsburgh at a point in time, and lay out possible pathways towards progress. Each investment is based on a 12 year timeline and includes:

- A description of what the initiative will deliver
- A budget estimate for total program delivery
- Sources of existing funds and public budgets that can be leveraged
- Agencies and organizations with the capacity to potentially deliver on the investment
- Alignment with existing plans, analyses and goals
- Timelines and milestones

Good work towards big outcomes is already occurring in Pittsburgh, and each investment exists at a different stage of implementation. The strategy pushes forward existing actions and supplements with new initiatives where needed, by classifying each investment into the following categories:
The ONEPGH Resilience Strategy and many of the region’s existing plans developed by both the City and its partners were used to create this project-specific implementation plan, and are listed in each investment profile. Any interested investor will be able to take this document and contribute to an equitable Pittsburgh by helping to fund critical initiatives.

This process was intentionally designed to break down fragmentation across government, academia, jurisdictions, and nonprofits by fostering collaboration around shared goals to deliver services more efficiently and effectively. The investments chosen will not only serve as a social safety net for vulnerable Pittsburghers, but will create the stability to properly maintain and steward the natural, built and cultural assets that distinguish Pittsburgh. Overall, these investments will foster a healthy, safe, and enriching environment for everyone to call home.

The Need to Build Resilience Through Investment in People, Planet, Place, and Performance

Pittsburgh will collectively require significant investments to work together towards delivering the critical projects that achieve a Pittsburgh for all:

- Invest in Early Childhood Education to Ensure Pre-K For All
- Increase Economic Mobility by Creating Apprenticeships, Expanding Financial Empowerment Centers, and Investing in Avenues of Hope
- Strengthen Social Safety Nets by Building a New Low-Barrier Homeless Shelter and Piloting Guaranteed Income
- Expand Access to Affordable Housing by Investing in our Housing Opportunity Fund and the Pittsburgh Land Bank to Repurpose Distressed Properties for Affordable Housing
- Invest in our Critical Infrastructure, Including Replacing All Lead Service Lines and Operating a World Class Water Treatment Facility
- Plant 100,000 Trees to Stabilize and Grow the City’s Tree Canopy
- Ensure all Residents are Within a 10-minute Walk of a High-Quality Green Space
- Remove 2 Billion Gallons of Stormwater from our Sewers by Investing in Green Infrastructure
- Take Climate Action by Eliminating Waste, Reducing Building Energy Use and Greenhouse Gases by 50%, and Consuming 100% Renewable Energy

Leveraging Funding to Reach Shared Goals

The Investment Prospectus is organized into ten topic areas of delivery based on the operations and strategic priorities of the City of Pittsburgh, and includes a separate investment for ONEPGH Fund operations and measurement. Each category has identified existing opportunities for resource attraction and alignment, in addition to the City of Pittsburgh’s Capital and Operating Budgets and outside grant opportunities as they arise. The intention is to coordinate funding and resources in a way that allows for scaling of successful projects that achieve the outcomes Pittsburghers envision.
Broken down into the ten topic areas of the Investment Prospectus, some existing sources of funding to leverage, explore or attract include:

**Our Children**
- Pittsburgh Public Schools Early Education Fund
- Extend the Pittsburgh Promise
- Pay for Success / Social Impact Bonds
- County-Wide Levy (failed in 2019)
- Federal Child Care and Development Block Grant

**Workforce and Entrepreneurship**
- Community Development Block Grants
- Philanthropic and Corporate Funding
- State and Federal Grants
- Urban Redevelopment Authority
- Workforce Innovation Opportunity Act

**Affordable Housing**
- Pittsburgh Housing Opportunity Fund – $10 million annual contribution from levy of real estate transfer
- Strategic Investment Fund – Reallocation of existing $20 million real estate investment fund
- Community Reinvestment Act
- Pennsylvania Housing Finance Agency
- Federal Home Loan Bank
- Urban Redevelopment Authority
- Federal HUD Funding
- CARES Act of 2020
- Opportunity Zones
- American Jobs Plan

**Health and Wellbeing**
- USDA Grants
- Federal and State Grants
- Social Impact Bonds

**Environmental and Recreational Assets**
- Regional Asset District
- Parks Real Estate Tax Levy
- State Grants: DCNR, DCED, Keystone, Recreational and Open Space, CLG
- Carbon Credits Markets
- Wood Salvage and Reuse

**Green Infrastructure**
- Stormwater Fee
- Rates and Bonds
- PENNVEST
- ALCOSAN GROW
- Army Corps of Engineers
- American Jobs Plan
- Pay for Success

**Climate Action**
- Energy Savings Companies
- Pay As You Throw
- Green Bonds
- Return on Investment
- American Jobs Plan

**Mobility**
- Federal: FTA, FHWA, Multimodal, Long Range Transportation Improvement Plan, BUILD Grants
- State: C2P2, Transportation Alternatives Program and Greenways, Trails and Recreation Grants
- Permitting
- PennDOT
- Return on Investment – Streetlight Retrofit, Paving Coordination
- American Jobs Plan

**Critical Infrastructure**
- Fees/Rates
- Bonds
- PENNVEST
- Membership Dues for Utilities
- American Jobs Plan

**Art, Historic, and Cultural Assets**
- Regional Asset District
- 1 Percent for Art Program
- Parks Real Estate Tax Levy
- Urban Redevelopment Authority
- Waste Diversion

**ONEPGH Fund Operations and Measurement**
- City Administrative Support
- Percentage of ONEPGH Fund
**Project Delivery: The ONEPGH Fund**

The ONEPGH Fund is a nonprofit organization dedicated to improving life for all Pittsburghers, and is the vehicle to implement the investments outlined in this document. The Fund exists at the confluence of local government, business, philanthropy and the nonprofit sector. The ONEPGH Fund advances civic initiatives through collaboration between sectors to address Pittsburgh’s most complex challenges.

Inspired by the City of Pittsburgh’s first ONEPGH Resilience Strategy, and subsequently this Investment Prospectus, the ONEPGH Fund helps to create partnerships between local government and residents by leveraging the power of the Pittsburgh community. The Fund supports projects based upon the ability to leverage public and private resources, foster cross-sector collaboration, encourage innovation and demonstrate measurable impact.

**Mission Statement**

*The mission of the ONEPGH Fund is to encourage cross sector collaboration to achieve improved community health, well-being and civic resilience.*

**Purpose of the ONEPGH Fund**

Many times, execution of a project requires having the right partners around the table. The ONEPGH Fund helps to connect the scale and reach of government with the creativity of the community and the entrepreneurial spirit of the private sector. The Fund achieves this by:

- **Aligning** private and philanthropic capital with public investments to foster cooperation around critically important projects that enhance the wellbeing of the City of Pittsburgh and its communities
- **Encouraging** coordination and shared benefit among civic stakeholders to ensure resources enhance the lives of Pittsburghers
- **Providing** opportunities for residents to participate in civic solutions through volunteerism and contribution towards creating a Pittsburgh for all
- **Establishing** communications, transparency and measurement towards achieving civic goals
- **Preparing** City government and public sector alignment to ensure sustainability of projects post-investment
- **Improving** the ease of City government to be able to attract and leverage non-governmental investments into civic benefit projects

**How the Fund Works**

The ONEPGH Fund is an independent 501(c)(3) nonprofit organization working with the departments and authorities of the City of Pittsburgh, Pittsburgh’s nonprofit sector, and business and community leadership. The board of directors, in consultation with community advisors and City of Pittsburgh leadership, approve a bi-annual programming strategy. The program strategy guides the activities, fundraising and investment decisions of the organization.
The fund strives towards achieving the 2030 goals outlined in the ONEPGH Resilience Strategy and Investment Prospectus, is aligned with the 17 United Nations Sustainable Development Goals (UNSDGs), the social determinants of health and consistent with the p4 principals of People, Planet, Place and Performance.

Programs support the priority areas laid out in the Investment Prospectus:

- **Our Children**
- **Workforce and Entrepreneurship**
- **Affordable Housing**
- **Health and Wellbeing**
- **Environmental and Recreational Assets**
- **Green Infrastructure**
- **Climate Action**
- **Mobility**
- **Critical Infrastructure**
- **Art, Historic and Cultural Assets**

The ONEPGH Fund and its partners advance programs that improve the lives of Pittsburghers from all 90 neighborhoods. The Fund seeks to help serve these communities and their local government in three distinct methods:

1. Financial Intermediary/Fiscal Agent
2. Direct Piloting of Programs
3. Catalyst for Innovation

**Partners**

The ONEPGH Fund fosters collaboration between the public, private, and nonprofit sectors to ensure Pittsburgh becomes a healthier, safer, and more vibrant community. The Fund works with and for three stakeholder groups to improve the quality of life for all Pittsburghers:

**The City of Pittsburgh**

The ONEPGH Fund is a fiscal agent aligned with the City of Pittsburgh, working to build the capacity of municipal projects and programs that address Pittsburgh’s greatest needs. As an independent nonprofit organization, the ONEPGH Fund enables cooperation between the private sector and local government. The Fund provides strong financial management and performance, and the administrative infrastructure to act quickly and flexibly, helping to build and sustain the City’s priority programs.

**Private Sector and Individual Funders**

The ONEPGH Fund serves as a vehicle for individuals, foundations, and corporations to contribute to City projects and programs. By leveraging private sector support with the scale and the resources of the public sector, the Fund helps to increase the value and impact of philanthropic contributions.

**The Public**

The Fund works to link the needs of the community and its residents with the capabilities of government and the private sector by enhancing the impact of cross-sector collaboration.
Measures of Success

The ONEPGH Fund achieves success through the coordination of private and philanthropic resources to leverage public assets and services to create measurable benefit for all Pittsburghers. By bringing leaders around the table, the Fund facilitates collective action to tackle the major issues that stress our city, and address unexpected shocks as they arise.

Coordination between sectors challenges local governance and the ability to address endemic stresses facing Pittsburghers. The ONEPGH Fund is a catalyst for cooperation to tackle our challenges and ensure that necessary services and opportunities are reaching our residents efficiently and effectively.

Pittsburghers’ vision of an equitable and thriving city by 2030 requires the agility to work across sectors: public, private, nonprofit, and philanthropic, to create efficiencies and targeted outcomes by creating recognizable cross-sector collaborations. The ONEPGH Fund serves to leverage resources to innovate, experiment and not fear failure, but use cooperation as a tool to create better projects and programs. This fund will also serve as a vehicle to rebound from the shocks and disasters that take us by surprise.

Incorporation

The ONEPGH Fund is constituted as a 501(c)(3) non-profit corporation under the rules and regulations of the United States Internal Revenue Service (IRS) and the State of Pennsylvania. The non-profit organizational structure provides a tax-exempt corporate entity that allows private, philanthropic and government investments and systems to coexist. The organization provides a broad appeal for private funders looking to support public initiatives, while enabling the alignment with existing philanthropic investments and local government policies and programs. The Fund’s creation serves an important role in facilitating private contributions, bringing together cross-sector partners on behalf of City priorities, and providing reserves for unforeseen disasters.

Transparency, Accountability and the Sustainable Development Goals

Given the financial resources, public purpose and connection to the City of Pittsburgh, the ONEPGH Fund provides great attention to transparency of operations and opportunities to foster community engagement. The ONEPGH Fund:

- Maintains open books and open records by reporting annual forms to the Internal Revenue Service, State of Pennsylvania and through clearinghouse services such as Guidestar
- Provides annual operations, web accessible materials and program reports to the community and to Pittsburgh City Council
- Establishes program measurement protocols

“The 2030 Agenda for Sustainable Development, adopted by all United Nations Member States in 2015, provides a shared blueprint for peace and prosperity for people and the planet, now and into the future. At its heart are the 17 Sustainable Development Goals (SDGs), which are an urgent call for action by all countries - developed and developing - in a global partnership. They recognize that ending poverty and other deprivations must go hand-in-hand with strategies that improve health and education, reduce inequality, and spur economic growth – all while tackling climate change and working to preserve our oceans and forests.” [https://sdgs.un.org](https://sdgs.un.org)
In October 2019, the City of Pittsburgh formally adopted the Sustainable Development Goals (SDGs), 17 worldwide goals to eradicate poverty, protect the planet, and improve the quality of life for every human being. The City will periodically conduct what is known as a Voluntary Local Review to show alignment of operations, programs and project with the 17 SDGs. The City conducted its first Voluntary Local Review in 2020.

There is significant alignment between the goals and projects of the ONEPGH Investment Prospectus, and the 17 SDGs. Throughout the document, each initiative is mapped to the SDGs it addresses, and the SDGs will serve as a common reporting framework for the City and all partners carrying out the implementation of ONEPGH. The public value of using the SDGs as a measurement framework is to understand how the programmatic outputs of project implementation are having an impact on overall outcomes, and how those outcomes are contributing to Pittsburgh’s progress towards achieving a Pittsburgh for all.
# ONEPGH Investments

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Our Children

12 Year Goal:
Engage every child in exceptional, accessible, and equitable learning experiences. Additionally, provide every parent raising children, and adult invested in the lives of children, with access to all services where and when they need them.
Program Status: Accelerate

Research demonstrates that children who attend a high-quality Pre-K program have increased chances of succeeding in school and ultimately throughout life. Children who attend high-quality programs are less likely to be held back a grade, less likely to need special education, and more likely to graduate from high school. They also have higher earnings as adults and are less likely to become dependent on social supports or involved with law enforcement.

At the local level, there are an estimated 1,500 children in Pittsburgh without access to high-quality, inclusive Pre-K programming. These children are missing the opportunity to gain vital cognitive, social and emotional skills. Pittsburgh Pre-K for All will ensure that all children living in the City of Pittsburgh, regardless of income or zip code, can attend a high-quality Pre-K program.

Investment will be used primarily to cover the cost of seats based within high-quality child care sites (designation of Keystone STAR 3 or 4). The cost of Pre-K seats will cover program oversight, technical assistance, teaching staff, facilities costs, and educational materials and programming 6.5 hours per day, 180 days per year. Working families who need full-day, full-year care will be able to tap into other funding streams such as the child care subsidy to meet the needs of their schedules.

Only 20% of the approximately 205 child care providers operating in the City meet ‘high-quality’ standards, which is defined by the state quality rating and improvement system Keystone STARS. Dedicating funds to assist with improvement efforts, will ensure adequate high-quality seats throughout City during the first several years of investment.

Currently, there is a community-based Pre-K delivery model that is already working locally through the Pittsburgh Public Schools which serves as a state grantee for Pennsylvania Pre-K programs, Head Start Supplemental, and Pre-K Counts programs. PPS partners with high-quality child care sites in the community to offer seats in their programs to low and moderate-income children.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Policy Recommendation: Expand access to quality, early childhood education

Priority Area:
The need for this investment has been vetted and documented through the following plans and initiatives:

- PPS Strategic Plan
- Pittsburgh Federation for Teachers Pre-K Report
- Pre-K in Pittsburgh: a Call to Action
- Blue Ribbon Panel on Early Childhood Education
- Allegheny Conference Inflection Point
- Pittsburgh City Council: Child Care Needs Assessment
- Child Care Funding and Finance in PA
- Pittsburgh’s Inequality Across Gender and Race

The following organizations could potentially lead the implementation of this investment:

- Pittsburgh Public Schools Early Childhood Program
  - PPS is the largest provider of high-quality Pre-K programming in Pittsburgh and serves children in 82 classrooms located in Early Childhood Centers and school buildings throughout the district.
  - PPS currently contracts with 15 high-quality child care partner agencies at 25 different locations in the City. As a part of this partnership, PPS provides coaching, technical assistance, and administrative oversight services to qualified high-quality partners to serve children in community-based child care settings. This delivery system enables families to choose a classroom that meets their needs taking work schedule, location and program focus into consideration.
    - Examples of specialized programs: Bilingual curriculum, programs that serve children with extensive physical and/or mental health needs
  - PPS has extensive experience in managing funds from state and federal sources and meeting required benchmarks and guidelines of programs such as Keystone STARS, Head Start and Pre-K Counts.
- Trying Together (formerly PAEYC)
  - Trying Together works with community-based child care providers and supports them with professional development, coaching, and technical assistance.
  - Trying Together focuses on business practices, leadership, and management with community-based child care providers.
  - Trying Together runs two Early Learning Hubs (Hazelwood and Homewood) that provide professional development and program support for child care staff, as well as educational programs for families around early literacy and early childhood development.
  - Trying Together works closely with other early learning advocacy organizations from around the state to push forward an agenda of increased investments in early childhood education.
- Allegheny County Early Learning Resource Center (new hub model for early learning and child development services beginning July, 2018)
  - The Resource Center hub, is a new model for the State, adding dedicated Early Learning Resource Centers throughout Allegheny County.
  - ELRC sites will provide an array of services to child care providers, families, and children.
Services include the Keystone STARS testing system, Child Care Subsidies, Meal Programs, mentoring, technical assistance, professional development, leadership, and management support.

- The Childhood Quality Fund is a $2 million fund that will be run through Early Learning Resource Center where all funding for this investment will pass through. Includes a grant program for books, certifications and facilities.
  - Currently, only 19% of child care facilities in the city are considered high quality as a Star 3 or Star 4 program. This program will allow for centers purchase through grants all of the necessary equipment needed to help them move up in the Star Quality System.
  - The funding for this program will be available for both programmatic and facility upgrades.

**Total Estimated Budget**

$131,000,000

- $10,000 per Pre-K pupil per year
- Gradual increase to 1500 students
- $19M for quality improvement in the first seven years of the program

**Estimated Uses of Funding**

<table>
<thead>
<tr>
<th>Program-Related: Quality Improvement</th>
<th>Program-Related: Seats</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$19,000,000</td>
<td>$112,000,000</td>
<td>$131,000,000</td>
</tr>
</tbody>
</table>

*Amount listed is to fund Pre-K seats – this will cover personnel, facilities, program and administrative costs incurred in serving children.

- **Years 1-2** will focus on quality improvement efforts while also funding seats for children to attend Pre-K, at the cost of 3 million per year.

- **Years 3-7** will focus on quality improvement efforts while also funding seats for children to attend Pre-K, at the cost of 10 million per year.

- Beginning in year 8 funds will be used exclusively to fund slots for children to attend Pre-K, at the cost of 15 million per year to serve 1,500 children per year — At this point in investment it is estimated that all low and moderate-income children in the City will have access to high-quality Pre-K through State, Federal or City funded seats (300% and below the federal poverty line).

**Existing and Potential Sources of Funding**

- Significant investments are being made at Federal and State levels to support Head Start, Head Start Supplemental, Pre-K Counts, and Child Care Works (subsidy program)

- Pittsburgh Public Schools invests approximately $60 million per year in support of the early childhood programs that they run for infants/toddlers and Pre-Kindergarteners
Foundations in the City provide one-off grants for child care providers operating within the city to support facilities and their programs.

<table>
<thead>
<tr>
<th>Type of funding</th>
<th>Specific Source</th>
<th>Total Possible Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>City of Pittsburgh Operating Budget (one time allocation in 2017)</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Public</td>
<td>Pittsburgh Public Schools</td>
<td>$60,000,000</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>$62,000,000</td>
</tr>
</tbody>
</table>

Additional Investment Needed

$69,000,000
Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status
In December of 2015, Pittsburgh City Council passed legislation to set aside $2,000,000 as an Early Childhood Quality Fund to increase access to high-quality environments in the City.

Other Steps Taken:
- Pre-K for PA - statewide initiative began 2014
- Mayor’s Blue Ribbon Panel on Early Childhood Education -2014
- City Council Child Care Needs Assessment -2015
- Creation of Early Childhood Manager position within Mayor’s Office -2016
- City of Pittsburgh Early Childhood Task Force -2017
- Early Childhood Implementation Plan – 2018
- County Ballot initiative failed – 2019
- PNC Foundation $1.5M non-revolving line of credit to the URA – 2020

Key Milestones
1. Year 3: Increase the percentage of high-quality child care providers operating in the City to 30% and fund 100 Pre-K For All slots per year. Quality funds and technical assistance will provide support for child care providers to increase their quality level to Keystone STAR 3 or 4; slots will allow low-income children to attend Pre-K Programs.
2. Year 8: Increase the percentage of high-quality child care providers operating in the City to 50% and fund 700 Pre-K For All slots per year. Quality funds and technical assistance will provide support for child care providers to increase their quality level to Keystone STAR 3 or 4; slots will allow low-income children to attend Pre-K Programs.
3. Year 12: Increase the percentage of high-quality child care providers operating in the City to 70% and fund all 1,500 Pre-K For All slots. All low and moderate-income children living in the City of Pittsburgh will have access to high-quality Pre-K. Low and moderate income as defined by family income under 300% of federal poverty limit.
Program Status: Accelerate

As soon as a child is born, it is critical that they receive support to strengthen their development and future outcomes. This support is especially impactful during a child’s time as an infant and a toddler. During the first three years of life, supportive environments and interactions lay the foundation for lifelong health and well-being. Our brains grow at a more rapid pace from the ages of 0 to 3 than at any other point in our lives, and they form more than one million new neural connections every second. Unfortunately, in the City of Pittsburgh, there is not an adequate supply of high-quality child care sites to provide positive early learning opportunities for infants and toddlers.

Only 20% of the approximately 205 child care providers operating in the City are high-quality as defined by the state quality rating and improvement system, Keystone STARS. Those child care sites throughout the City that are high-quality have long waitlists, requiring families to wait for months or even years for a slot to open up. During this waiting period, children may attend lower quality programs that do not meet their needs or families may choose or be forced to stay out of the workforce to take care of these children. The City needs to increase the percentage of high-quality child care providers to respond to this shortage in supply effectively.

Additionally, community-based child care providers, many of whom are small, women-owned businesses, do not have the financial resources available to make facility and program improvement needed to be considered high quality. Child care providers require additional supports to meet safety and quality standards effectively and to offer our youngest citizens a bright start.

Investment will be used primarily to increase the quality of infant and toddler learning environments throughout the City and expand the capacity of those that are already of high quality. To improve quality, funds will be used to hire infant and toddler coaches to provide technical assistance to teachers and allow centers to make purchases to meet the standards of Keystone STARS. Funds could also be used to open additional centers or expand classes provided at current high-quality locations with a focus on underserved communities.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Policy Recommendation: Expand access to quality, early childhood education

Priority Area:
The need for this investment has been vetted and documented through the following plans and initiatives:

- PPS Strategic Plan
- Pittsburgh Federation for Teachers Pre-K Report
- Pre-K in Pittsburgh: a Call to Action
- Blue Ribbon Panel on Early Childhood Education
- Allegheny Conference Inflection Point
- Pittsburgh City Council: Child Care Needs Assessment
- Child Care Funding and Finance in PA

The following organizations could potentially lead the implementation of this investment:

- Pittsburgh Public Schools Early Childhood Program
  - PPS has Early Head Start classrooms based within PPS High Schools as well as within the district’s Early Childhood Centers that serve infants and toddlers within school buildings.
  - PPS also partners with Infant and Toddler child care providers through the Early Head Start federal grant. They provide coaching, technical assistance, and administrative oversight services to qualified partners to serve children in community-based child care settings.
- Trying Together (formerly PAEYC)
  - Trying Together works with community-based child care providers and supports them with professional development, coaching, and technical assistance.
  - Trying Together provides education and technical assistance on business practices, leadership, and management with community-based child care providers.
  - Trying Together runs two Early Learning Hubs (Hazelwood and Homewood) that provide professional development and program support for child care staff, as well as educational programs for families around early literacy and early childhood development.
  - Trying Together works closely with other early learning advocacy organizations from around the state to push forward an agenda of increased investments in early childhood education.
- Allegheny County Early Learning Resource Center (ELRC)
  - New hub model for the State, establishing Early Learning Resource Centers in Allegheny County.
  - ELRC sites will provide an array of services to child care providers, families, and children.
  - Services will include the Keystone STARS testing system, Child Care Subsidy, a Meal Program, mentoring, technical assistance, professional development, leadership, and management support

Total Estimated Budget

$11,800,000
• Early Childhood Quality Fund- Infant and Toddler Focus- $250,000/ year
  o Funds will provide grants to child care sites to meet safety and quality standards with a focus on moving up in the Keystone STARS system.
  o Funds could also be used to increase capacity to serve infants and toddlers by opening new classrooms within an existing high-quality site or assisting with opening a new facility in an underserved area of the City.

2. Infant and Toddler Technical Assistance Coaches- $400,00/ year
  o Funds will cover Infant and Toddler Coaches and specialists who will provide direct support and technical assistance for sites to improve the quality of their classrooms
  o Infant and Toddler Coaches will work directly with child care providers in the City of Pittsburgh to improve classroom environment and program to meet quality standards using state quality system Keystone STARS guidelines as well as state Certification Regulations.

Estimated Uses of Funding

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<tr>
<th>Personnel (Coaches)</th>
<th>Program-Related (Quality Improvement)</th>
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<td>$8,800,000</td>
<td>$3,000,000</td>
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</tr>
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</table>

Existing and Potential Sources of Funding

• Significant investments are being made on the Federal and State level to support Early Head Start and Child Care Works, a subsidy program.
• Pittsburgh Public Schools invests approximately $6 million/year in support of its early childhood program. Infant and toddler care are included in this amount, but the majority of this funding is for Pre-K programming.
• Foundations in Pittsburgh provide one-time grants for childcare providers operating within the City of Pittsburgh to support facilities and their programs.
• In December of 2015, Pittsburgh City Council passed legislation to set aside $2,000,000 as an Early Childhood Quality Fund to increase access to high-quality early childhood education environments in the City. However, this proposed investment cannot access this funding.

<table>
<thead>
<tr>
<th>Type of funding</th>
<th>Specific Source</th>
<th>Total Possible Amount</th>
</tr>
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<tbody>
<tr>
<td>Philanthropic and Public</td>
<td>15% allocation of URA and PNC Foundation equitable economic recovery program</td>
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</table>

Additional Investment Needed

$10,300,000

Funding Sources: Public, Philanthropic
Timeline

Key Milestones

1. **Year 3**: Increase the percentage of high-quality child care providers operating in the City to 30%. Quality funds and technical assistance will provide support for child care providers to increase their quality level to Keystone STAR 3 or 4.

2. **Year 8**: Increase the percentage of high-quality child care providers operating in the City to 50%. Quality funds and technical assistance will provide support for child care providers to increase their quality level to Keystone STAR 3 or 4.

3. **Year 12**: Increase the percentage of high-quality child care providers operating in the City to 70%. Quality funds and technical assistance will provide support for child care providers to increase their quality level to Keystone STAR 3 or 4.
Pittsburgh is known as the “City of Champions,” and this accolade should translate into opportunities for our youngest residents who deserve safe and quality facilities to hone athletic skills and enjoy recreational experiences. Creating opportunities for our youngest residents is the most powerful way we can uplift their lives and build a brighter future for them. We can harness the power of sports to transform the lives of our children both on and off field. By partnering with companies who can sponsor youth football and cheerleading squads and offer participants with career exploration in STEAM fields, we can provide young Pittsburghers with a safe space to play, learn, and grow and help them chart a path toward success. As an added benefit, the City’s Bureau of Police can provide the security that football leagues require, and in the process, we can help forge meaningful relations between children and the officers who protect and serve our communities.

Athletics provide children with a safe space where they are encouraged to connect with their peers and with coaches who offer mentorship and guidance to help the players succeed. Youth football teams and cheerleading squads, especially in Pittsburgh’s neighborhoods of color and low-to-moderate income neighborhoods, lack the financial resources needed to support all of the young participants who want to participate.

After national incidents that have strained the relationship between young people of color and police officers, it is more imperative than ever to provide meaningful opportunities for children and officers to connect and understand each other as human beings, rather than in first encounters on the street. The Pittsburgh Bureau of Police is committed to community-oriented policing, an integral part of which is creating opportunities for engagement between youth and police officers. By providing the security that football leagues require, our Pittsburgh Bureau of Police Officers can develop strong bonds with football players, cheerleaders, and their families.

Through our region’s Summer Learn and Earn program and the City of Pittsburgh’s award-winning Rec2Tech, we have learned that providing internship and career exploration opportunities in STEAM, healthcare, and other growing fields to children from our city is one of the most powerful and impactful ways to help them chart a path toward future success. This initiative also includes a summer internship program with participating companies, to provide summer learning and career exploration opportunities to young Pittsburghers. This program requests both financial donation to sponsor youth football and cheerleading teams, as well as an offer to host children for summer internships within your company.

Together, we can provide more young residents throughout Pittsburgh with meaningful opportunities for recreation, mentorship, career exploration, skill building, and strong relationships with Pittsburgh Bureau of Police Officers. Sponsorship of a football team and cheerleading squad costs of $10,000 annually.
This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

City of Pittsburgh Facilities Optimization Study

The following organizations could potentially lead the implementation of this investment:

- Pittsburgh Bureau of Police

Total Estimated Budget

$1,080,000

Estimated Uses of Funding

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<thead>
<tr>
<th>Personnel</th>
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</table>

Funding Sources: Private

Timeline

Investment Status
Not started

Key Milestones

1. **Year 1**: Begin funding football and cheerleading squads
2. **Year 2**: Develop Police mentorship and STEAM internship programs
3. **Year 3**: Fund 9 teams
Workforce and Entrepreneurship

12 Year Goal:

Eradicate poverty by reducing the gap between what people are paid and what they need. Utilize strategies such as raising wages, organizing unions, increasing occupational and social mobility, and strategically investing in education so that people can perform the jobs of the future.
Program Status: Accelerate

In 2016, the City of Pittsburgh Department of Parks and Recreation, with the support of The Sprout Fund, piloted an informal learning technology challenge called Rec2Tech in 5 City-owned Recreation Centers over the span of one week. Every afternoon during this week, outside educators from The Remake Learning Network had over 200 kids from ages 7-12 participate in maker, STEM, and digital learning activities. This innovative programming is run in addition to the regular snack, physical activity, and dinner that the Recreation Centers already provide. The goal of this project is to have these education-focused activities permanently added to the programming of all City Recreation Centers.

The Rec2Tech Initiative will need to have a combination of the following investments to ensure sustainable programming:

- Facility improvements
- Professional staff development
- New Recreation Center staff hires
- Program funding
- Marketing
- Technological resources

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Roadmap for Inclusive Innovation

The following organizations could potentially lead the implementation of this investment:

- STEAM organizations, such as Assemble, Carnegie Library, Remake Learning, The Citizen Science Lab, Digital Corps, Sisters eSTEAM, and the YMCA.
Experience: many of the outside technology education organizations already have staff trained in education, arts, and technology.

Capacity: depending upon the organization and its hours, staff capacity may be a good fit, there will be a need for additional teaching materials and supplies, as well as a City staff member to coordinate the programming.

Total Estimated Budget

$91,650,660

- Facility Upgrades and Maintenance: $7,297,555/year = $87,500,000
- Digital Equity Coordinator: $60,000/year = $4,800,000
- STEAM educational materials: $300,000/year = $3,600,000

Estimated Uses of Funding

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<th>Capital</th>
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Existing and Potential Sources of Funding

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<th>Type of Funding</th>
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<td>Public</td>
<td>PA Redevelopment Assistance Capital Program Grants 2020</td>
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<td>Public</td>
<td>PA Smart Grant 2021</td>
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<tr>
<td>Philanthropic</td>
<td>NSF/Digital Harbor Foundation Grant 2020</td>
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<tr>
<td>Private</td>
<td>Pittsburgh Penguins</td>
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<tr>
<td>Philanthropic</td>
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<td>$5,000,000</td>
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<tr>
<td>Private</td>
<td>Multiple Sources</td>
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<tr>
<td>Total</td>
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<td>$32,247,930</td>
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</table>

Additional Investment Needed

$59,402,730
Funding Sources: Public, Private and Philanthropic

Timeline

Investment Status

This investment is awaiting the restructuring of the City of Pittsburgh Parks and Recreation Department beginning in June 2018, and upon analysis of the budget, there will be an allotment towards facility, staff, and then programming and STEAM materials. In 2019, the City hired its first Digital Equity Coordinator who works to create and support introductory STEAM programming for young people in city recreation centers.

Key Milestones

1. **Year 2:** The City hired a Digital Equity Coordinator to facilitate programming and collaboration between technology education companies and organizations within the Pittsburgh region. This coordinator will also create original programming that will get young people interested in STEAM learning.

2. **Year 3:** Launch application for pilot of technology education service provider six-month cycle. The launch of this program will mirror PGH Lab’s application or RFP process. Simultaneously, a number of facility renovations including upgrades to equipment and wireless access will occur. Recreation Centers will also be improved using an exterior to interior facility prioritization approach, and other, miscellaneous space and programmatic changes that will encourage higher usage and participation will be considered and enacted.

3. **Year 4:** Pilot cycle one of STEAM programming in collaboration with the selected provider(s) and STEAM Coordinator preps for next cycle of implementation and evaluation. The proposed strategy to prepare for the next cycle of programming will leverage existing outside service providers through a City-hired STEAM Coordinator. This position will complement the current Recreation Center staff and ensure the STEAM education supports existing programming. Based on the Rec2Tech pilot and the City’s continual partnership with STEAM companies and organizations across the city, many service providers have an interest in supporting centers and the youth the City Recreation Centers serve.
Program Status: Amplify

Avenues of Hope is a holistic model for rebuilding Pittsburgh’s Black Main Streets. A place-based, people-first approach that intervenes across all layers of successful, healthy, and sustainable Main Street development in largely Black and diverse neighborhoods across Pittsburgh, this initiative seeks to invest in existing small businesses and residents, supporting the inclusive growth of these neighborhoods.

The goal of Avenues of Hope is to support equitable development of Pittsburgh’s minority communities and businesses. Through this initiative, the URA will reprioritize current resources and actively fundraise new dollars for investment in the seven Avenues of Hope corridors in Pittsburgh communities. To do this, the URA, City of Pittsburgh and partners will use a place- and people-based approach.

Place
- Wealth building through real estate development and ownership
- Public space improvements
- Preservation of affordable housing

People
- Entrepreneurial support
- Micro-lending
- Minority business recovery and growth

Through this approach, the City, the URA, and partners will boost neighborhoods and help support middle-class jobs, families and entrepreneurship. Avenues of Hope will have an affordable housing component and work in conjunction with the Affordable Housing Trust Fund.

Avenues of Hope will be Black-owned; centers of Black arts and culture; mixed-use, transit-oriented, and pedestrian-friendly built environments; and healthy communities supported by education, health care, senior care, recreation, and human supportive services. The URA is working with the City of Pittsburgh to focus on housing investment, workforce connectivity, commercial corridor activation, façade renovations, and other impactful MWBE and small business support.

A fully-funded program would allow us to engage and plan growth on all 7 corridors, as well as provide predevelopment and gap-funding on roughly 25 projects over 3 years led by historically under-resourced development teams. This creates equitable ownership and wealth-building opportunities, while providing resources to the whole community without displacement.

1. Centre Ave., Hill District: $19M, 7 projects
2. Larimer Ave., Larimer: $4M, 3 projects
3. Homewood Ave., Homewood: $2.5M, 3 projects
4. Irvine St./2nd Ave., Hazelwood: $3M, 3 projects
5. Chartiers Ave., Chartiers & Sheraden: $2.5M, 3 projects
6. Perryville Ave., Perry South & Observatory Hill: $2.5M, 3 projects
7. Warrington Ave., Allentown: $2.5M, 3 projects

This investment aligns with the following City-adopted goals:

UNSDGs

**Gender Equity Commission**
Policy Recommendation: Support local, women-owned businesses

Priority Area:

The following organizations could potentially lead the implementation of this investment:

- The Urban Redevelopment Authority’s focus will be on housing investment, workforce connectivity, commercial corridor activation, façade renovations, and other impactful MWBE and small business supports.
- The City of Pittsburgh’s Department of Mobility and Infrastructure will assist with paving, sidewalk improvements, traffic calming and pedestrian enhancement. The Department of Public Works will assist in land maintenance, with the assistance of City Planning.

**Total Estimated Budget**

$211,359,500 over 4 years

**Estimated Uses of Funding**

<table>
<thead>
<tr>
<th>Personnel</th>
<th>Capital</th>
<th>Program-Related</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>$</td>
<td>$211,359,500</td>
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**Existing and Potential Sources of Funding**

<table>
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<tr>
<th>Type of Funding</th>
<th>Specific Source</th>
<th>Total Possible Amount</th>
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<tbody>
<tr>
<td>Public</td>
<td>Urban Redevelopment Authority</td>
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<tr>
<td>Public and Private</td>
<td>Urban Redevelopment Authority leverage through other fundraising and grants</td>
<td>$126,000,000</td>
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</tbody>
</table>
Public   | City of Pittsburgh Capital Budget 2021 | $359,500  
Total   |                                      | $175,359,500

**Additional Investment Needed**

**$36,000,000**

Funding Sources: Public, Private, Philanthropic

**Timeline**

**Investment Status**

Mayor Peduto and the Urban Redevelopment Authority officially launched Avenues of Hope in 2020

**Key Milestones**

Avenues of Hope has three phases. Though the phases are all occurring simultaneously, each avenue will be in different stages of development depending on previous and active efforts in those neighborhoods.

1. Early Activation Phase: Data collection, community engagement, and strategy development in Chartiers Avenue and Perrysville Avenue
2. Expansion Phase: Building on current investments and existing community plans in Homewood Avenue, Warrington Avenue and Irvine Street, also known as Second Avenue
3. Implementation Phase: Larimer Avenue and Centre Avenue
Program Status: Accelerate

Pittsburgh’s small businesses require significant assistance and investment, particularly in light of the events and shutdowns of 2020. Neighborhoods throughout Pittsburgh benefit from Main Street business districts, which contribute to the character and vibrancy of the city. The Urban Redevelopment Authority developed and operated the following programs to bolster Pittsburgh’s Main Streets:

COVID-19 Recovery Loan Fund
The Recovery Loan Fund was created to help City of Pittsburgh businesses affected by the coronavirus, re-open, stabilize, and thrive. The capital, up to $75,000, can be used for hiring, payroll, e-commerce, sales/marketing, and inventory. The program targets neighborhood-serving small businesses, minority and/or women-owned businesses, businesses in low- and moderate-income communities, and those small businesses most adversely affected by the COVID-19 crisis.

Catapult
Catapult: Startup to Storefront is a 12-month business incubation program created by the URA, Circles Greater Pittsburgh, and East Liberty Development, Inc., which aims to support new and growing minority-led businesses. Nationally and internationally recognized, Catapult received an International Economic Development Council (IEDC) 2019 Silver Award for Equity and Inclusion. The program’s spin-off retail space, Gallery on Penn, provides a storefront for program participants to sell their goods. Gallery on Penn: Gone Virtual is an online retail space for Gallery on Penn businesses that was created as a result of COVID-19. Over the course of two program cycles, 27 businesses have graduated from Catapult.

Invest PGH, Inc.
Invest PGH, Inc., the City of Pittsburgh’s new CDFI, is a spin-off of the URA and will be mission focused on building and supporting minority and women-owned businesses that provide quality jobs or create and preserve high quality, affordable housing. The City of Pittsburgh is currently underserved by CDFIs. The cornerstone program of Invest PGH, Inc. will be the Micro-Enterprise Loan program, which focuses largely on minority and women-owned businesses that are starting or expanding. The program, which to date has been run by the URA, has funded more than 64 local businesses, 82% of which are MWBE. Invest PGH Inc.’s position as a CDFI will allow more capital to flow into this program and to subsequent new programs, all focused on marginalized businesses and communities.

This investment also includes the development of Business District Managers, who will provide much-needed support to communities by working directly in neighborhoods in a combined people- and place-based strategy. Business District Managers will provide regulatory, financial, entrepreneurial support during this period of recovery. Investment will be used to employ five geographically dispersed business district managers across the city. These individuals will to strengthen the business districts in communities while ensuring that current residents can also benefit from these investments.
This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Policy Recommendation: Support local, women-owned businesses

Priority Area:

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh
- Urban Redevelopment Authority

Total Estimated Budget

$100,000,000

Estimated Uses of Funding

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<th>Personnel</th>
<th>Capital</th>
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Existing and Potential Sources of Funding

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<th>Specific Source</th>
<th>Total Possible Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public</td>
<td>Urban Redevelopment Authority: InvestPGH</td>
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<tr>
<td>Public</td>
<td>Former ACCBO funds from CDBG</td>
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<td>PNC InvestPGH 2020</td>
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**Additional Investment Needed**

$88,800,000

Funding Sources: Public, Philanthropic

**Timeline**

Investment Status

The URA’s COVID-19 Recovery Loan Fund, Catapult and InvestPGH, Inc. programs have launched and received significant investment from PNC Bank in 2020.

**Key Milestones**

2. **Year 1**: Achieve certification for CDFI

3. **Year 2**: Business District Manager staff hired
Project Status: Initiate

The Apprenticeship Hub will be a one-stop office for businesses, educational institutions, and community organizations that want to create, expand, or access traditional or non-traditional apprenticeship and internship programs for both adults and opportunity youth. The Mayor’s Office will initially incubate the Hub pilot. Office staff will include a full-time workforce development professional dedicated to building the spectrum of work-based learning opportunities for youth and adults.

Investment will be used to create and staff the Apprenticeship Hub. Funds will be used to cover one full-time staff person and administrative costs. Additionally, the investment will support training pilots that will build local capacity for apprenticeship programs through wages, curriculum development, and training.

The Apprenticeship Hub will be responsible for driving businesses to commit to hiring youth and will provide upskilling opportunities for entry-level and skilled jobs. The Hub will be a convener, responsible for facilitating multi-stakeholder dialogue (business, education, policy, career readiness providers); an advocate, responsible for raising community awareness of career pathways in general and reducing stigma attached to apprenticeship or “new collar” (high school + 2 years training) jobs; and a marketer, responsible for sharing the news of what’s good in Pittsburgh locally, nationally, and internationally.

This proposal includes three potential activities to augment existing programs and better meet the needs of Opportunity Youth (young adults age 16-24 who are neither employed nor enrolled in education) and to help close the poverty gap:

- **Pre-apprenticeship network:** Additional programming will link codified pre-apprenticeship pathways with apprenticeship-type programs in non-traditional careers, such as IT, healthcare, and community services. Examples of similar programs in other locations include the pre-apprenticeship and apprenticeship pipeline in Philadelphia developed by JEVS and District 1199c, and the CVS Pharmacy Technician Pre-Apprenticeship program at Employ Milwaukee.

- **Pathways to Careers Initiative:** Pioneered by Our Piece of the Pie in Hartford, CT, young adults are supported through academic remediation and a one-year of job readiness post-secondary training. Work focuses on Manufacturing and Allied Health Careers, and OPP supports youth in partnership with local Community College staff as they earn credentials and can attain a high-demand, well-paying job. A similar program could be developed with the Workforce Development Center at CCAC as a partner. To augment this program, staff from the PA CareerLink® system specializing in young adult workforce development should work out of the CCAC Workforce Development Center to help young adults connect with the labor market.

- **Additional work experience/training for Opportunity Youth:** Opportunity Youth often need to find work quickly and yet struggle with an inconsistent work history. A transitional jobs program...
similar to the current adult transitional jobs program administered through Partner4Work that focuses on building a work history over 2-6 months of paid work experience while reinforcing soft skills could help to connect young adults to the workforce more permanently. A fellows program made up of Opportunity Youth, where youth are placed in paid employment for a full year with supported professional development and a cohort-based support model would create significant opportunity networks for young adults. Such a program could be structured so that alumni form near-peer mentoring networks, which have been demonstrated to have positive implications on both mentor and mentee. Partner4Work data suggests a statistically significant correlation between the presence of an adult mentor in a workforce program and connection to the labor market or post-secondary education for youth. Any programming developed under the ONEPGH umbrella should include adequate staffing and mentors to support youth through the program.

Programmatic investment of an additional $1M in these high-touch, intensive programs could serve an additional 100 Opportunity Youth annually. To implement a comprehensive system of services to Opportunity Youth, it is necessary to have flexible funding. Government funding, through the Workforce Innovation and Opportunity Act (WIOA) and Temporary Assistance for Needy Families (TANF), helps to seed the workforce system, but participants must document eligibility and meet outcomes. To provide genuinely comprehensive services, more funds are necessary.

This investment aligns with the following City-adopted goals:

**UNSDGs**

- **1. No Poverty**
- **4. Quality Education**
- **8. Decent Work and Economic Growth**
- **9. Industry, Innovation and Infrastructure**
- **10. Reduced Inequalities**

**Gender Equity Commission**

Priority Area:

- **2. Black Women’s Employment and Poverty**
- **3. Black Men’s Occupational Segregation**
- **6. College Admissions Exams**
- **7. College Bound Black Girls**
- **8. Police Referrals in Schools**
The need for this investment has been vetted and documented through the following plans and initiatives:

Local, state and national reports and initiatives document the lack of skilled workers, the value of traditional and non-traditional apprenticeships, and/or the need for an aligned, collaborative workforce development system including:

- Allegheny Conference: Inflection Point, Inflection Point 2017-2018
- Partner4Work: Local and Regional Workforce Development Plans
- Brookings Institute: Capturing the Next Economy: Pittsburgh’s Rise as a Global Innovation City
- Federal Initiative: Task Force on Apprenticeship Expansion
- State Initiative: The Office of Apprenticeship & Training
- According to the Opportunity Index there are 14,000 Opportunity Youth in Allegheny County. Multiple initiatives serve this population, including Partner4Work funded out-of-school youth programs, initiatives in the My Brother’s Keeper initiative, and PA CareerLink®. Other programs, like Learn and Earn, the leading summer youth employment program for Allegheny County and the City of Pittsburgh, serve a portion of the population, but are misaligned with the needs of the population.

The following organizations could potentially lead the implementation of this investment:

Successful implementation of The Apprenticeship HUB would require close coordination and collaboration with the following partners.

- Allegheny Conference on Community Development
- City of Pittsburgh
- Partner4Work
- Pittsburgh Public Schools
- Community College of Allegheny County
- Remake Learning
- Businesses
- Philanthropy

Total Estimated Budget

$45,319,000

Estimated Uses of Funding

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*Employer Fees:
- 25% year 4 = $115,500
- 50% year 5 = $231,000
- 75% year 6 = $346,500
- 100% years 7 - 12 = $462,000/yr = $2,772,000
- Total = $3,465,000

Additional Investment Needed

$14,254,000

Funding Sources: Private

$462,000 of this amount should sufficiently fund a pilot year of operation with two industry sectors. Additional fundraising would enable expansion of the Upskilling Pittsburgh Apprenticeship Network to serve more city residents and businesses or add pipelines in additional sectors.

Timeline

Investment Status

Meetings were held with potential lead partners, we are in the process of scheduling joint meeting to discuss structure and next steps.

Key Milestones

1. **Year 1**: Convene steering committee
2. **Year 1**: Develop shared curriculum
3. **Year 2**: 15 trainees admitted
Program Status: Accelerate

The City of Pittsburgh’s Financial Empowerment Center (FEC) has provided direct personal financial management support to 868 people since the launch of the program in March 2019, leading to nearly $1.3 million in total debt reduction and $1 million in increased savings.

The Pittsburgh FEC offers free professional one-on-one financial counseling for individuals and families looking to address their financial challenges and plan for their futures. Any area resident over the age of 18 can register to meet regularly with an accredited financial counselor — by phone or video during the pandemic — who will help them define and reach their own financial goals.

In the fall of 2017, the City of Pittsburgh and Neighborhood Allies began working with Cities for Financial Empowerment Fund to explore the creation of a Financial Empowerment Center for Pittsburghers. In 2018, Advantage Credit Counseling Services became the implementation partner. In March of 2019 the FEC opened its doors with a program manager and four counselors. Since then, the FEC has formed partnerships with dozens of local social service agencies, who promote the free, one-on-one counseling within their communities. The team continues to raise support from public and private funders to expand the impact of the FEC throughout Allegheny County.

Investment would be used to build and maintain a Financial Inclusion Project Plan, a technology system that has a forward-facing function to help individuals assess their financial health, track changes, and find resources, and that connects to ACDHS and United Way databases to unify reporting, referrals, and provide longitudinal data across multiple service providers on a per client basis; hire four to five Financial Coaches who would be embedded in social service agencies through the Financial Empowerment Centers model; cover operations of existing Financial Opportunity Centers; and support a part-time program coordinator and half for advertising and events through Bank On.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:
The need for this investment has been vetted and documented through the following plans and initiatives:

- **The Pittsburgh Financial Inclusion Project Plan**
  - This plan was created under the National League of Cities Financial Inclusion Cohort and undertook a wide-ranging outreach to service providers, service users, and non-service using citizens. Through this extensive outreach, which included focus groups, surveys, and research, this 'Project Plan' was developed. The document itself outlines the research and outreach processes that lead to the recommended project.

- **Cities for Financial Empowerment**
  - This organization has been the City’s national technical advisor for its work in deploying Financial Coaches both through Financial Empowerment Center and Financial Opportunity Center models. Their research shows improved outcomes for folks who have unfettered, free access to a Financial Coach. Furthermore, the cities that have already replicated this model, including our partners in Philadelphia, have corroborated this research with their results.

The following organizations could potentially lead the implementation of this investment:

- **Asset Building Network**
  - All of the partners and potential service providers are members of the Asset Building Network (ABN). This investment would be seeking one firm to hire, train, and manage financial coaches, which would likely be an ABN affiliate.

- **Neighborhood Allies**
  - The lead organization, Neighborhood Allies, is recognized by the Financial Inclusion Community as a leader in our region. The organization is focused on garnering resources, organizing partnerships, and creating shared learning opportunities.

**Total Estimated Budget**

$8,558,750

- Build and maintain Financial Inclusion Project Plan
- Employ 4-5 Financial Coaches
- Operations of existing Financial Opportunity Centers, plus one additional Center
- Funding for Bank On to support a part time program coordinator, advertising and events

**Estimated Uses of Funding**

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**Existing and Potential Sources of Funding**

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**Additional Investment Needed**

$8,218,750

Funding Sources: Philanthropic

**Timeline**

**Investment Status**

The City’s Financial Empowerment Centers launched in 2019, and in 2020 was nationally recognized for its COVID-19 response in quickly migrating their services to phone and video and having counselors specially trained in federal and state COVID-19-specific assistance programs.

**Key Milestones:**

1. **Year 2**: Increase the average Financial Wellness Score of a system user by 5 points (of 100)
2. **Year 3**: Have nearly every social service provider in the City of Pittsburgh as either a referral, co-location, or implementation partner for Financial Coaching.
3. **Year 4**: Have 5 available accounts from 5 different, preferably locally owned banks that meet national Bank On 2.0 account standards
Access to Capital

Project Status: Accelerate

As Pittsburgh becomes a city of choice for entrepreneurs, workers, and firms, there is an uptick in available business opportunities. These companies now need catering, rebar, and HR services, and local firms often have the right skills and local knowledge to deliver these products and services but for one key obstacle.

Capital is all too often the resource that holds talented entrepreneurs back from realizing success. Mayor Peduto often speaks of two Pittsburghs, one with access to resources, and another without. Unequitable access to capital for entrepreneurs is at the heart of what makes this divide persist from generation to generation.

Providing access to capital to under-resourced entrepreneurs can and has taken many forms, and sometimes access should best be provided indirectly. A few primary examples follow:

- The Urban Redevelopment Authority’s Micro Loan Program lends up to $30k to entrepreneurs with only 3% interest. Coupled with an education component, this new product will allow dozens of Pittsburghers to get the equipment, advertising, or facility they need to succeed, and can be used in combination with the non-profit KIVA’s no interest loans of up to $10k. These KIVA loans are actually crowdsourced and the city and URA have been promoting them for the past four years.
- The Oakland Business Improvement District has been working to fund an “Access to Capital via Access to Market” program it has designed that will use a donated retail space from the University of Pittsburgh on busy Forbes Avenue to create a retail space for four entrepreneurs from neighborhoods that lack foot traffic and high-income consumers. This space would be jointly managed by the entrepreneurs who would have a shared Point-Of-Sale (POS) system and a schedule whereby each would take turns as a clerk. OBID decided to pursue this strategy to both help diversify the offerings in its business district as well as to provide access to the Oakland market for folks from other neighborhoods with talent and great products, but a lack of capital.
- Pittsburgh’s Downtown Community Development Corporation (CDC) is working to pioneer a new program aimed to help small firms compete with chains and their massive lending advantage – a Lease Guarantee Program – whereby $100,000 will be set aside as a guarantee against default for a small local firm opening its first or second location downtown. The program includes detailed credit monitoring and resources to help retailers find the right sites.
- The City’s Department of Innovation and Performance and the Urban Redevelopment Authority developed Inclusive Innovation PGH, a mechanism for community engagement, best practices research, and rapid prototyping within local government. Inclusive Innovation PGH encourages the implementation of new projects using key strategies such as: activating new inclusive
spaces, creating public, private and non-profit partnerships, developing new service delivery models, and introducing human-centered design tools to develop inclusive and economic development focused projects to improve the quality of life of Pittsburgh residents.

While some tools like these exist, the capital available can be very risk-averse, overly expensive, or both. In the case of the final two projects, these are novel concepts that have not yet been attempted in our region.

This investment aligns with the following City-adopted goals:

**UNSDGs**

**Gender Equity Commission**

Policy Recommendation: Support local, women-owned businesses

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- When surveyed, business owners in Pittsburgh consistently rank access to capital as a top obstacle. Furthermore, research by the US Small Business Administration validates this claim, showing that minority entrepreneurs are three times more likely to be turned down for a business loan.
- City of Pittsburgh Roadmap to Inclusive Innovation

The following organizations could potentially lead the implementation of this investment:

- The Urban Redevelopment Authority (URA) has the capacity and expertise to administer funds and outside help from community organizations, especially business district managers, would be vital as a way to reach out to partners on the ground. The URA has decades of experience in administering loans and grants to businesses in every neighborhood in the city.
- The City of Pittsburgh Mayor’s Office and Department of Innovation and Performance
- 180 identified inclusive innovation partners

**Total Estimated Budget**

$19,100,000
• Micro Loan Program – The URA began this program with funding from InvestPGH but it needs to have continued support in order to sustain and expand it. The program began in 2019 but became quickly oversubscribed due to COVID-19 as many smaller businesses were not able to easily assess federal funding sources. Continued program requests will give us a clear picture of needed funds in Years 1 and 2 of ONEPGH funding however, we are recommending increasing the loan pool to $1,000,000 annually by Year 3, and $2,000,000 annually by Year 8.

• Access to Capital via Access to Market – Required funds will differ significantly per each implementation depending on whether space is bought or leased, how many entrepreneurs are served, and what fit out is required. For our desired pilot implementation in Oakland, which would help four businesses, we would need about $55k for fit out. This includes signage, $35k for rent annually, and $10k a year for management and promotion; totaling $100k for year one and $45k/year after that.

• Lease Guarantee Program – Downtown CDC will pilot this program beginning in Year 2 with $100k of private funds, but we expect it to be oversubscribed. Program requests will give us a clear picture of needed funds by Q1 Year 2; however, we are recommending doubling the amount of funding to $200k.

• Inclusive Innovation PGH program continuity

### Estimated Uses of Funding

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<th>Personnel</th>
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### Existing and Potential Sources of Funding

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<td>Inclusive Innovation Week</td>
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Additional Investment Needed

$16,700,000

Funding Sources: Public, Private

Timeline

Investment Status

The expansion of the Micro Loan program will begin in Q2 Year 1. The Access to Market Pilot in Oakland will begin once funding is secured. Downtown CDC is currently working to capitalize its lease guarantee fund.

The URA Micro Loan Program should continue in perpetuity, but will be self-sustaining once sufficiently capitalized. Lease Guarantee will be self-perpetuating from participant fees once initially capitalized, unless expansion is warranted. Each iteration of Access to Market would require minor ongoing subsidy, but would be largely self-supporting from rent paid by retailers.

Key Milestones

Micro Loans:
1. **Year 1**: Micro Loan Program expansion debuts
2. **Year 1**: Initial Loans are made
3. **Year 2**: Program demand can be understood and need for lending capital can be assessed.

Access to Market

1. **Year 2**: Define application criteria, distribute application, market program through business TA groups, CBOs
2. **Year 2**: Select participants, sign subleases, negotiate shared responsibilities of business owners, begin operation
3. **Year 2**: Begin Milestone 1 for phase 2 participants, assess whether extending 1st round of participants for another year is warranted, provide assistance with securing larger spaces if ready

Lease Guarantee

1. **Year 3**: define application criteria, distribute application, market program through business TA groups, CBOs
2. **Year 3**: Select participants, sign leases, begin operation including live credit monitoring of participating businesses
PGH Lab is a city-led program that connects local startup companies with the City of Pittsburgh and local authorities. Companies test new products and services in a real-world environment for three to four months. In the program, startups are encouraged to test, gain valuable market feedback, and analyze. In turn, the program gives local government the opportunity to explore new ways to use technology and services to make government more efficient, transparent, sustainable, and inclusive.

The PGH Lab program allows the City of Pittsburgh and local authorities to work and engage directly with the local entrepreneurial community. The programs are a testing ground for proposed solutions to complex urban challenges, where both private and public entities come together and form partnerships to find ways to make city government work more efficiently. To date, PGH Lab has engaged 15 startups over three consecutive cycles, partnered with three local authorities to participate in the PGH Lab Innovation Platform (Urban Redevelopment Authority, Housing Authority of the City of Pittsburgh, and the Pittsburgh Parking Authority), activated six different City of Pittsburgh Departments, and engaged 100+ community members via public events.

This investment aligns with the following City-adopted goals:

**UNSDGs**

- [8] Decent work and economic growth
- [9] Industry, innovation and infrastructure
- [10] Reduced inequalities

**Gender Equity Commission**

Policy Recommendation: Support local, women-owned businesses

Priority Area:

- [3] Black Men's Occupational Segregation

The following organizations could potentially lead the implementation of this investment:

- The City of Pittsburgh Mayor’s Office and Department of Innovation and Performance.
- The Urban Redevelopment Authority of the City of Pittsburgh

**Total Estimated Budget**

$1,690,000
Estimated Uses of Funding

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Existing and Potential Sources of Funding

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Additional Investment Needed

$1,635,000

Funding Sources: Philanthropic

Timeline

Investment Status

PGH Lab has expanded exponentially over three consecutive cycles, and is an example of civic innovation due to the unique partnership of government and entrepreneurs who come together to solve complex urban challenges. PGH Lab empowers early stage startups by providing access to testing, market feedback, and an opportunity to work with City employees on innovative pilot projects. The program has served as a direct model emulated by other cities. The entrepreneurial community has welcomed and supported PGH Lab by serving as pipelines for startup recruitment, providing mentorship opportunities, and promoting the program within their networks. The goal is to continue to expand the program, track data and performance, and further engage and connect entrepreneurs with resources.

Key Milestones

1. **Year 2**: Run a 4th and 5th cycle of PGH Lab engaging at least 10 startups per cycle. Increase the number of testing partners to a total of 7 organizations. Recruit at least one representative from each City of Pittsburgh department to sit on the review committee. Increase business development trainings for startups. Introduce startups to post-pilot resources to help them grow and scale. Improve pilot project data collection and reporting to highlight findings and best
practices. Engage and train 5 cities with the basics of running a PGH Lab program within local government.

2. **Year 3:** Create a PGH Lab network of startups and cities that will increase the number of pilot projects, startups engaged by local government, and encourage cities to implement programs similar to PGH Lab. The City of Pittsburgh and participating authorities will be at the forefront of civic innovation through a PGH Lab network that can encourage cities to collaborate and introduce innovative ideas that will make local government work more efficient, sustainable, and inclusive.
Project Status: Amplify

The Sister Cities Association of Pittsburgh launched in 2020, and is a program that fosters economic development and city strengthening. The Sister Cities Association of Pittsburgh’s mission is to develop deep and broad relationships with selected cities around the world with an ultimate goal of creating mutually beneficial economic development opportunities and stronger economies for Pittsburgh and its sister cities.

This investment will be used to supplement Pittsburgh’s international leadership, and work to attract international conferences and events to the City. Programming of Sister Cities Association of Pittsburgh will include delegations, student travelers, junior leadership, teach abroad, medical conferences, environmental conferences, STEAM education, adult travel, and internships.

The Pittsburgh region has been making international cities our sisters for over 60 years. Our first sister city agreement was signed in 1956 with Saarbrucken, Germany. In the following years, the Pittsburgh region has partnered with twenty sister cities.

2020 - Glasgow, Scotland
2008 - Da Nang, Vietnam
2006 - Karmiel & Misgav, Israel
2002 - Presov, Slovakia
2001 - Ostrava, Czech Republic
2000 - Skopje, Macedonia
1999 - Fernando de al Mora, Paraguay
1997 - Saitama City, Japan
1993 - Sofia, Bulgaria
1993 - Matanzas, Cuba
1987 - San Isidro, Nicaragua
1982 - Wuhan, China
1980 - Sheffield, England
1970 - Bilbao, Spain
1956 - Saarbrucken, Germany

Unknown date of agreement signing: Naucalpan, Mexico, and Gaziantep, Turkey.

This investment aligns with the following City-adopted goals:

UNSDGs
The need for this investment has been vetted and documented through the following plans and initiatives:

Many SCAP activities will be based on successful models across the United States learned through first-hand research done with Sister Cities International, Washington, DC, and through visits to “best practices” Sister City organizations around the country.

The following organizations could potentially lead the implementation of this investment:

The SCAP will provide overarching planning, coordination and execution of Pittsburgh’s Sister Cities strategy, but many Pittsburgh NGOs, foundations, corporations, educational institutions and individuals will be involved in implementation of specific activities.

Total Estimated Budget

$5,034,500

Estimated Uses of Funding

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Additional Investment Needed

$5,009,500

Funding Sources: Public, Private, Philanthropic
Timeline

Investment Status

Sister Cities Association of Pittsburgh launched and hired an Executive Director in 2020. In 2020, Pittsburgh and the City of Glasgow, Scotland officially became sister cities.

Key Milestones

1. **Year 1**: Hired Executive Director and developed a new Sister City relationship with Glasgow Scotland.
2. **Year 3**: Hire Program Manager #1, complete vetting for at least an additional three potential Sister Cities and expand relationship/economic activities and visits with additional existing and potential Sister Cities, report on progress to stakeholders.
3. **Year 4**: Hire Program Manager #2, complete vetting for at least an additional three potential Sister Cities and expand relationship/economic activities and visits with additional existing and potential Sister Cities, report on progress to stakeholders.
Affordable Housing

12 Year Goal:

Reduce the number of cost burdened households by 50%
Pittsburgh lacks affordable housing options, and the City must work to create adequate supply to meet demand, while also ensuring residents can stay in their neighborhoods as they grow and change. This will require creating new affordable housing options, but also investing to prioritize that existing affordable housing options remain affordable and in good condition. This strategy will leverage the Housing Opportunity Fund (HOF) to create additional affordable housing options. In addition to funds from the HOF and funds from ONEPGH, this strategy can also utilize equity from the Low-Income Housing Tax Credit (LIHTC), tax-exempt debt, and private debt. The ability of this investment to leverage LIHTC funds should support fundraising efforts related to producing and preserving affordable housing. These investments will create a market that will support the demand for affordable housing in the City of Pittsburgh.

In 2015-2016, the City of Pittsburgh assembled an Affordable Housing Task Force to better understand the affordable housing needs across the City. The Task Force recommended the City establish a Housing Trust Fund, and as a response to the need for affordable housing, the Housing Opportunity Fund (HOF) was created. In 2018, Pittsburgh City Council increased the Realty Transfer Tax from 4% to 4.5% to cover HOF programs.

The HOF is overseen by an Advisory Board and a Governing Board. The HOF Advisory board is composed of 17 Pittsburgh residents with varying occupations and socioeconomic backgrounds, and the URA acts as the Governing Board for HOF.

The City of Pittsburgh is committing $10 million per year for the next 12 years to address the affordable housing crisis. The following programs were approved by the Advisory Board, URA Board of Directors, and City Council for the 2020 funding year:

- Rental Gap Program
- Homeowner Assistance Program
- Down Payment and Closing Cost Assistance Program
- Housing Stabilization Program
- For-Sale Development Program

This investment aligns with the following City-adopted goals:

UNSDGs

![UNSDG 1: No Poverty](image1)
![UNSDG 9: Industry, Innovation, and Infrastructure](image2)
![UNSDG 10: Reduced Inequalities](image3)
![UNSDG 11: Sustainable Cities and Communities](image4)
Gender Equity Commission

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Affordable Housing Task Force Report
  - This report recommended the creation of the Housing Opportunity Fund to help increase the investments in production and preservation of affordable housing at the local level as federal and state resources have become less reliable and have steadily decreased.
- Housing Opportunity Fund
  - Legislation was passed by City Council to create this fund. Included in this legislation is the creation of an Advisory Board and an Annual Allocation Fund that will specifically direct the nature of the investments.

The following organizations could potentially lead the implementation of this investment:

- Urban Redevelopment Authority
  - Will serve as the administrator for the Fund
- The City of Pittsburgh, Department of City Planning
  - The City will be the initial funder of the Fund
- Affordable Housing Developers
  - Will be responsible for creating affordable housing options through the Fund

Total Estimated Budget

$240,000,000

- $120,000,000 for New Construction: with the construction of new affordable housing, projects will utilize both the 9% and 4% LIHTC
- $120,000,000 for Preservation: the preservation of existing affordable housing will be best suited to use the 4% LIHTC

Estimated Uses of Funding

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Existing and Potential Sources of Funding

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The philanthropic and private sources listed in the table above as “TBD” would be potential supplements for the Fund, but would fall outside of, any ask associated with ONEPGH. Those sources listed would have to be used as debt and couldn’t be offered as grant funding. As such, their utilization would be in part contingent upon the uses outlined in an AAP and the projects and programs seeking funding from the HOF.

Additional Investment Needed

$160,000,000

Funding Sources: Public, Private, Philanthropic

Timeline

Key Milestones – New Construction
1. **Year 1**: Identify High Opportunity Sites with clear Opportunity Matrix (transit, jobs, etc.)
2. **Year 2**: Establish additional resources for Housing Opportunity Fund, and how much of that focused on new construction
3. **Year 2**: Determine potential for separate fund with further specified goals (community partner development etc.)
4. **Year 5**: Pilot programs

Key Milestones – Preservation
1. **Year 1**: Preservation of Multifamily. The most important first task in this is underway – the preservation database
2. **Year 2**: Identification of highest priority preservation projects of existing restricted income housing as well as naturally occurring affordable housing preservation opportunities
3. **Year 5**: First steps of implementation, both keeping expiring projects income-restricted and introducing non-restricted ones into a restricted framework.
Project Status: Accelerate

In 2021 Mayor Peduto and the Urban Redevelopment Authority launched OwnPGH, a bond-funded single-family home acquisition and rehab program. The centerpiece of OwnPGH is a $22 million bond issuance to finance a fund that will lower barriers to the acquisition of single-family homes throughout the City of Pittsburgh. The URA also plans a separate fund to help homebuyers cover rehabilitation costs. The $22 million fund will offer competitive interest rates to interested borrowers wishing to acquire homes to serve as their primary residences. The bond debt will be repaid over the life of the mortgages as the borrowers repay their mortgages.

In addition, the URA plans to use $4 million of its existing Mortgage Revenue Bond Proceeds account to fund deferred second mortgages to help buyers finance home rehabilitation costs. Up to 20% of the property’s purchase price, or $40,000 per property, whichever is less, will be made available to borrowers in the form of a deferred second mortgage.

OwnPGH includes an effort by the City’s Finance Department to make the purchase of vacant, city-owned side yards easier for homeowners. In the current process, after a purchaser has applied to purchase a side yard and has been deemed an approved buyer, the City orders a title report on the property detailing its legal status, outstanding taxes and liens, and ownership history. This process can take years to complete, as the City has a backlog of some 100 title reports stretching back three years.

The Finance Department now plans to tell purchasers to order their own title reports, which is already required of buyers of all other City properties, and should speed up the side yard process by giving interested buyers incentive to finish the title reports quickly and allow them to use the title vendor of their choice.

Pittsburgh’s housing stock requires preservation of homes in good condition and rehabilitation of those that are in disrepair. Ensuring that homes receive the necessary maintenance through either preservation or rehabilitation will lead to more available options for residents. Additionally, this investment focuses on efforts to provide housing options that support the improved health of residents, which will require that all preservation and rehabilitation efforts address any issues in home presenting health challenges to residents. There is strong demand for these services, but providers lack the capacity to meet this need. This strategy focuses specifically on the preservation and rehabilitation of single-family and small-scale multifamily rental units and will include a workforce development component.

This investment includes a pilot of the Bridges Beyond Blight program, which inverts the model of subsidized housing to provide a pathway to wealth for the residents who need it most. Converting the City’s stock of abandoned and blighted properties to affordable housing, the Housing Authority would monetize the subsidy the public sector would pay to section 8 landlords over 30 years up front to significantly reduce the cost of a 30 year mortgage and offer a pathway to home ownership for tenants.
Investment would be used to increase the availability of preservation and rehabilitation services. This will be accomplished through identifying existing programs that support preservation and rehabilitation of single-family and small-scale multifamily rental units and better understanding gaps in this area impeding their ability to scale, finalizing a strategic plan to include workforce opportunities, and piloting programs. This investment will impact 5,000 units.

**This investment aligns with the following City-adopted goals:**

*UNSDGs*

The need for this investment has been vetted and documented through the following plans and initiatives:

- Affordable Housing Task Force Report
- Pittsburgh Land Bank legislation and strategic plan
- Pittsburgh Land Recycling Handbook
- NLSA Tangled Title Project pilots
- Community Land Trust research (Burlington Associates, Pittsburgh Community Reinvestment Group, Allegheny Land Trust, Lawrenceville Corporation, and the Oakland Planning and Development Corporation)
- Allegheny County Lead Task Force
- The Sustainable Home Improvement Partnership
- The Green and Healthy Homes Initiative
- Bridges Beyond Blight

**The following organizations could potentially lead the implementation of this investment:**

*Title clearance:*

- Urban Redevelopment Authority
- City of Pittsburgh, Department of Finance
- Pittsburgh Land Bank
- Neighborhood Legal Services Association (NLSA) Tangled Title Project
- Healthcare providers
- Community Development Corporations (CDCs)

**Total Estimated Budget**

$145,000,000

- $5,000,000 for title clearance
- $20,000,000 for community land trust capacity and pilot programs
Estimated Uses of Funding

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Existing and Potential Sources of Funding

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Additional Investment Needed

$65,750,000

Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status
The City and the URA launched OwnPGH in 2021.

The NLSA has piloted a limited number of cases under its Tangled Title Project, but plans to scale the project by taking on an increased number of cases. These figures all presume the use of pro bono legal services.
Key Milestones

1. **Year 2:** The workforce development partnership will be in place and a pilot project will have started to renovate a certain number of homes in particular target neighborhoods to both train new workers as well as provide healthy, safe, energy efficient, affordable homes for Pittsburgh residents.

2. **Year 4:** The number of homes served annually across all of the service provider partners will double.

3. **Year 5:** The number of homes served will reach a sustainable annual level that will be greater than 300 homes per year through 12 years.
The Mission of the Pittsburgh Land Bank (PLB) is to return unproductive property to beneficial reuse through an equitable, transparent, and public process; revitalize neighborhoods to strengthen the City’s tax base; and support socially and economically diverse communities. The Pittsburgh Land Bank was created via local ordinance in the Spring of 2014. It operates citywide within the municipal boundaries of the City of Pittsburgh. It is governed by a 9-member board of directors and is the local government agency responsible for the recycling of distressed properties back to productive use.

To increase home ownership in Pittsburgh, the City needs to support efforts that clear titles for residents and initiatives that increase the housing stock available for purchase. Unlike property sales at the URA or the City, the PLB does not need to sell property to the highest bidder which will allow these properties to be more accessible for community use. There are currently organizations in the City that are supporting these efforts, but they require additional capacity to meet the community needs.

The Pittsburgh Land Bank is a nascent organization, it is afforded certain abilities under state law that will allow it to clear title in volume. This ability should allow for the Land Bank to clear title in a shorter amount of time. The local legislation for the Land Bank also contemplates that the organization could be positioned to provide legal assistance to residents facing tangled title issues on their home.

Investment would be used to support increased ownership of single-family and small-scale multifamily housing. This will be accomplished by establishing a Clear Title program, which will confirm opportunity areas throughout the city, clear titles, partner with land banks, and establish new community land trust pilots in different areas of the city to increase capacity and leverage the new construction of single-family and small-scale multi-family homes. This title clearing work would impact 5,000 parcels.

**This investment aligns with the following City-adopted goals:**

**UNSDGs**

The need for this investment has been vetted and documented through the following plans and initiatives:

- Affordable Housing Task Force Report
- Pittsburgh Land Bank legislation and strategic plan
- Pittsburgh Land Recycling Handbook
- NLSA Tangled Title Project pilots
Community Land Trust research (Burlington Associates, Pittsburgh Community Reinvestment Group, Allegheny Land Trust, Lawrenceville Corporation, and the Oakland Planning and Development Corporation)

**The following organizations could potentially lead the implementation of this investment:**

**Title clearance:**
- City of Pittsburgh, Departments of City Planning, Law, and Finance
- Pittsburgh Land Bank
- Neighborhood Legal Services Association (NLSA) Tangled Title Project

**Land Bank and Community Land Trust Capacity/Pilots:**
- Pittsburgh Land Bank
- Community-based CLTs
- A regional CLT backbone organization, which will need to be established

**Total Estimated Budget**

$25,000,000

- $5,000,000 for title clearance
- $20,000,000 for community land trust capacity and pilot programs

**Estimated Uses of Funding**

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**Existing and Potential Sources of Funding**

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**Additional Investment Needed**

$24,400,000
Funding Sources: Public, Private, Philanthropic

Note: Based on the Land Recycling Handbook, $43M could be returned in cost avoidance and tax revenue by clearing title on properties designated for development. This would lend itself well to Pay for Success or other types of private funding.

Timeline

Investment Status

The City has allocated the $200,000 for the Land Bank in its 2018 Operating Budget for funding personnel and other costs. The Heinz Foundation has also graciously donated $400,000 to supplement its operations and pilot project work. The URA has already committed or disbursed funding for the Lawrenceville and Oakland Community Land Trusts projects.

The NLSA has piloted a limited number of cases under its Tangled Title Project, but plans to scale the project by taking on an increased number of cases. These figures all presume the use of pro bono legal services.

Key Milestones

1. **Year 1:** The PLB will take first properties into portfolio and be positioned to facilitate a pilot project illustrating potential to enable responsible, neighborhood-scale development.

2. **Year 2:** The City of Pittsburgh, through increased capacity/partnership with the Land Bank, shortens time to clear title of publicly-owned properties from 18 months to 9 months. Title clearances increase to a rate of more than 100/year. The Lawrenceville and Oakland CLTs complete the pilot projects they presently have underway and three more CDCs/CBOs have CLT structures in place to begin piloting the model in their communities.

3. **Year 4:** Title clearances of priority public properties at a steady rate of more than 150 per year. Three more CDCs/CBOs have CLT structures in place to begin piloting the model in their communities.
Health and Wellbeing

12 Year Goals:

- No one “on the street” unless by their own choosing
- Provide stable/permanent housing within 30 days
- Preventing people from experiencing displacement/homelessness without support
- End food Insecurity
Project Status: Accelerate

The mission of the Office of Community Health and Safety is to improve community safety and well-being, and support public safety personnel by building a public health-informed response continuum. The Office of Community Health and Safety is focused on building a response continuum and developing sustainable upstream interventions to address unmet community social service needs that often fall to Public Safety personnel, who represent the 24/7 safety net response.

Through partnerships and program development, the Office will focus on:

- **Developing a Continuum of Support**: Through continued collaboration with first responders and community members, analysis of calls for service, mapping of existing services, development of new partnerships, and evaluation of existing models, the Office of Community Health & Safety (OCH&S) will establish a continuum of resources and responders to address community unmet social service needs that are often encountered by Public Safety partners. First responder social support referrals, case conferencing and review, and service gap analysis will be utilized to build this continuum.

- **Implementation of Public Health-Informed Practices**: Public Safety personnel consistently respond to community needs that exceed what they can provide in a single engagement model; however, first responders have significant exposure to issues that affect community members’ health and well-being. OCH&S will work with the Department of Public Safety, public health entities, and academic partners to evaluate new programs and responses to proactively address issues (especially upstream interventions) and reduce harm experienced by community members. Additionally, partners will evaluate best practices, facilitate focus groups, and elevate translational experiences.

- **Consistent Community Engagement and Partnership**: Continued community engagement, transparency, and accountability to the community and first responders is critical to building trust and facilitating change in the current response continuum. OCH&S will create a collaborative model of program development and evaluation, prioritizing continuous review to ensure that deficits are quickly addressed and used for growth. OCH&S will partner with existing community organizations and prioritize community members who have been harmed and may not engage in traditional meetings. Initial efforts will focus on creation of multiple advisory collaboratives focused on Black neighborhoods most harmed by the war on drugs and systemic racism.
This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

Recommendations:
- Address police violence immediately
- Prioritize Resources for women, girls, trans and gender diverse people, such as federal emergency relief grants, for essential health services, including sexual and reproductive health services and gender based violence prevention programs

The need for this investment has been vetted and documented through the following plans and initiatives:
- Community Police Reform Task Force Recommendations
- Allegheny County Crisis Response Recommendations

The following organizations could potentially lead the implementation of this investment:
- The City of Pittsburgh, Department of Public Safety

Total Estimated Budget

$2,334,000

Estimated Uses of Funding

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### Additional Investment Needed

$1,894,000

Funding Sources: Private, Philanthropic

### Timeline

**Investment Status**

**2020 Accomplishments**

- Developed blueprint for Office of Community Health and Safety, in collaboration with the Mayor’s Office of Equity and the Department of Public Safety, to address unmet needs in the community frequently identified by first responders.
- Created public health informed diversion program pilot infrastructure in Zone 1 in partnership with Allegheny County Health Department, Foundation of HOPE, CONNECT, and the Department of Public Safety to reduce criminal justice involvement for people engaged in criminalized activities associated with substance use and poverty, using grant dollars from the CDC.
- Developed RFP and was awarded ESG funding to partner in the planning of a homelessness outreach and public safety co-responder program to ameliorate homelessness while reducing criminal justice responses from public safety. This partnership between the Office of Community Health and Safety, Public Safety and Allegheny Health Network’s Center for Inclusion Health is one of the first of its kind for our region.
- Launched the SafeSwim campaign, the first translational Public Safety initiative, in partnership with City Parks and Pittsburgh Bureau of EMS, to provide personal flotation devices to young people in order to prevent drowning as a result of limited guarded swimming options during the pandemic.

### Key Milestones

1. **Year 2:** In this year, OCHS will continue to hire critical personnel as outline in their four year vision. These positions include a Community Engagement Coordinator and Policy Liaison. In addition OCHS will continue to work with CONNECT to encourage more municipalities to join this work.
2. **Year 3:** OCHS will work to get case managers located in every Police Zone to assist in diversion efforts and expand the number of trained social and healthcare workers to co-respond with Officers.

3. **Year 4:** As the program expands OCHS will continue to work with community to ensure that this is an iterative process and they are working with Police to make sure the practices and policies reflect community need.
Project Status: Initiate

The Pittsburgh Food Hub will be a food distribution and business support center consisting of three parts: a distribution center for small and medium producers, a commercial kitchen space for small and medium value-added manufacturers, and a retail space for a year-round farmers’ market.

The Hub will include a large warehouse facility with coolers, freezer space, and dry storage to hold a variety of produce and other food products. The kitchen facility will have enough stations to accommodate multiple users or classes at a time. The stations will be available for rent on an hourly or daily basis. Walk-in coolers & freezer space as well as a variety of professional kitchen equipment will also be available.

Based on existing models, the Pittsburgh Food Hub is anticipated to create over 30 jobs on site and 100 in related businesses. We expect to procure as much as $5,000,000 in farm purchases that will be distributed throughout the city.

The goal of the Food Hub is to fight hunger and food access inequality by: establishing a distribution network, providing culinary education to both those seeking to use it for employment and those simply wanting to be more nutritious, supporting local food growers and producers by acting as space for regional farmers to connect with businesses and institutions of all sizes, and addressing food waste by creating value-added products from imperfect or soon-to-expire produce. The Hub will seek to create a platform for food entrepreneurs to work and learn together. Therefore, the Pittsburgh Food Hub is a holistic approach to resolving hunger by building a sustainable model that empowers the local economy and community.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Policy Recommendation: Support local, women-owned businesses

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- City of Pittsburgh FeedPGH Report
- ONEPGH Resilience Strategy
The following organizations could potentially lead the implementation of this investment:

- URA and City of Pittsburgh
- Hollymead Capital
- Idea Foundry

Total Estimated Budget

$1,500,000

Existing and Potential Sources of Funding

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Additional Investment Needed

$700,000

Funding Sources: Public, Private, Philanthropic

Estimated Uses of Funding

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Timeline

Investment Status
Planning Stage

Key Milestones

1. **Year 2**: Distribution center opens
2. **Year 2**: Commercial Kitchen space opens
3. **Year 3**: Retail space opens
**Project Status: Accelerate**

Investment will be used to support the creation of a low barrier, all-weather shelter to remediate chronic homelessness and some of the high barriers to housing. This critical project is the process of being built Downtown with contributions and leadership from Pittsburgh Mercy and DHS Bureau of Homeless Services, as a part of the Homeless Advisory Board plan. This shelter will include single room occupancies, a day room for people to find respite, overnight shelter beds, areas for pets so that people experiencing homelessness do not have to leave their pets behind.

This investment also includes the addition of wrap around services for clients. The City donated the land on 2nd Avenue that will house the shelter with contributions came UPMC, PNC Bank, local foundations, and Allegheny Health Network to build this new state of the art building and provide critical services.

This project is a prime example of the impact of coordinating public, private and philanthropic resources, funding and efforts towards addressing an identified public need. The shelter is breaking ground in 2021.

**This investment aligns with the following City-adopted goals:**

**UNSDGs**

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The need for this investment has been vetted and documented through the following plans and initiatives:

- Allegheny Strategic Plan to Prevent and End Homelessness

**The following organizations could potentially lead the implementation of this investment:**

- Pittsburgh Mercy (including Operation Safety Net)
- Homeless Advisory Board
- Allegheny County Department of Human Services (including Bureau of Homeless Services, Behavioral Health Analytics)
- Allegheny County Jail
- Community Human Services
- Northside Homeless Alliance (including LIVING Ministry)
- Homeless Children’s Education Fund
- Pleasant Valley Shelter
- Persad Center
- Allies for Health and Wellbeing

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King County, WA uses 37.5% of the revenue from a 2% lodging/hotel tax for affordable workforce housing and services for homeless youth.
• Urban Redevelopment Authority
• Women’s Center and Shelter
• Veterans Leadership Program
• Veterans Place
• Shepherd’s Heart
• Catholic Charities
• Light of Life
• Lutheran Services
• The Open Door, Inc.
• Bethlehem Haven
• Housing Authority, City of Pittsburgh
• Housing Authority, Allegheny County
• Catholic Dioceses of Pittsburgh
• Pittsburgh Public Safety

Total Estimated Budget
$22,910,000

Estimated Uses of Funding

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Additional Investment Needed

$1,500,000

Funding Sources: Public, Private, Philanthropic
Timeline

Investment Status

The homeless shelter has many partners, is nearly fully funded and nearing breaking ground for construction

Key Milestones

1. **2020**: The City donated its ‘Motorpool Lot’ on Second Avenue
2. **2021**: Groundbreaking
3. **2022**: Construction to be completed, and shelter will be open for clients
Project Status: Initiate

The Assured Cash Experiment of Pittsburgh (AcePGH) is a guaranteed income pilot program that will provide 200 City of Pittsburgh residents with a cash gift of $12,000 disbursed monthly over a period of two years. Research has shown for financial security programs and policies to be most effective, they should reflect three best practices:

- **Unrestricted** – Minimal criteria is required to receive the benefit
- **Automatic** – Eligibility determination and delivery should require minimal effort
- **Cash-Based** – Participants should have the flexibility to use the benefit as they deem necessary

Pilot Design

Program participants will be recruited in two groups. The first group will include 100 Black women who are City of Pittsburgh residents at or below 50% area median income (AMI) recruited from existing clients of the Pittsburgh Empowerment Center. The second group will be 100 City of Pittsburgh residents randomly selected from five different zip codes (North, South, East, West, and Central) and stratified to match area demographics. All participants must be at least 18 years of age.

AcePGH will provide these 200 participants with a $500 unrestricted, monthly cash transfer for a period of 24 months. Cash gifts will be disbursed via debit card. Program participants will receive an onboarding and benefits overview session with the city’s Financial Empowerment Center and may opt-in to continue to receive financial counseling throughout the pilot.

This selection process was determined to make sure the AcePGH is taking an intentional approach to addressing the disparities and inequities for Black women outlined in the City of Pittsburgh’s Gender Equity Commission report from 2019. We believe these two groups will offer the most realistic glimpse into how a guaranteed income could change some of Pittsburgh’s largest racial and socioeconomic inequities.

In alignment with national partners, AcePGH believes that unrestricted cash must supplement, rather than replace, the existing social safety net. Thus, we will take action to protect participants against potential benefits losses by pursuing benefit waivers at the state- and local-level, providing a personalized benefit eligibility overview, and establishing a Hold Harmless Fund.

Partnerships

The Pittsburgh Financial Empowerment Center (FEC) offers free one-on-one counseling to City of Pittsburgh residents. FEC counselors bring their deep knowledge and access to benefits information, client relationships, and financial counseling expertise to AcePGH to make sure participants receive a personally tailored and fully accessible experience to the pilot program and economic opportunity in general. Program participants will receive an onboarding and benefits overview session with the Pittsburgh FEC and may opt-in to continue to receive financial counseling throughout the pilot.

With AcePGH, Mayor Peduto joins a growing cohort of cities engaged in the national Mayors for Guaranteed Income (MGI) initiative. MGI builds on the success of the first mayor-led guaranteed income pilot (SEED) and was founded in June 2020. MGI brings mayors together in this network to advocate for
a guaranteed income—direct, recurring cash payments—that lifts all communities, building a resilient and just America. To date, MGI includes over 40 mayors who have pledged to advocate for guaranteed income and invest in narrative change efforts around economic insecurity. MGI’s staff and national network will provide valuable lessons learned and technical assistance throughout the pilot implementation.

MGI also partnered with the University of Pennsylvania School of Social Policy & Practice to create a Center for Guaranteed Income Research (CGIR). The goal of CGIR is to consolidate the key learnings from the pilots taking place in MGI member cities, to address knowledge gaps in the contemporary understanding of guaranteed income’s impact for Americans, and to allow the organization to layer data with anecdotal evidence in federal advocacy.

Research and Evaluation

To ensure a rigorous evaluation of pilot results, AcePGH has partnered with MGI and CGIR to run a randomized control trial using a mixed methods approach to answer the following research questions:

- How does a guaranteed income affect financial volatility?
- To what degree do changes in income volatility alter financial health, employment, and well-being?
- How does guaranteed income generate agency over one’s future?

Following participant recruitment, residents will be randomized into matched treatment (N=200) and control (N=200) groups. CGIR will conduct quantitative surveys at baseline and every six months through the end of the pilot. Primary outcomes of interest include income stability, employment, food security, health, and well-being. This will be complemented with qualitative interviews to provide further context around household perception, decision-making, and adaptation. CGIR will also aggregate spending categories from pilot debit cards and publish quarterly updates via an online, public dashboard.

In addition, AcePGH will track operational data from the FEC on number of counseling sessions attended, as well as change in savings, debt and credit score. Finally, AcePGH will include a Community Engagement and Participant Story-telling component that will seek to understand and amplify the local narrative and share results widely among our community members.

This investment aligns with the following City-adopted goals:

UNSDGs
Gender Equity Commission
Policy Recommendations:

- Pilot a Universal Basic Income program
- Prioritize resources for women, girls, trans and gender diverse people, such as federal emergency relief grants, for essential health services, including sexual and reproductive health services and gender based violence prevention programs.

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- City of Pittsburgh Gender Equity Commission: Pittsburgh’s Inequality Across Gender and Race
- City of Pittsburgh: Equity Indicators Reports

The following organizations could potentially lead the implementation of this investment:

- The ONEPGH Fund
- City of Pittsburgh Financial Empowerment Center
- City of Pittsburgh Mayor’s Office of Equity
- Mayors for Guaranteed Income
- Center for Guaranteed Income Research, University of Pennsylvania School of Social Policy and Practice
- Stockton Economic Empowerment Demonstration

Total Estimated Budget

$3,102,124

- This budget covers the two-year pilot program
- Over 85% of the budget will go to direct cash transfers to participants

Estimated Uses of Funding

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Additional Investment Needed

$2,502,124
Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status
Partial private funding received. Fundraising conversations in process. Pilot launch is dependent on receiving funds to cover the full pilot budget. AcePGH Director hired and pilot is ready to launch upon investment receipt.

Key Milestones
Year 1:
- Pilot design finalize; participant selection process determined; research and evaluation plan completed; staff hired
- Pilot funding secured & pilot launch
- Participant recruitment and enrollment; FEC on-boarding and benefits counseling; debit cards distributed
- Payments provided monthly
- Surveys from treatment and control groups collected at baseline, 6 months, 12 months

Year 2:
- Payments provided monthly
- First year results analyzed and published
- Surveys from treatment and control groups collected at 18, 24 months & participant qualitative interviews conducted

Year 3:
- Pilot payments ended
- Surveys from treatment and control groups collected at 30 months (6 months post-pilot)
- Second year results and final analysis published
INVESTMENTS FOR PLANET
Environmental and Recreational Assets

12 Year Goal:
Ensure that all residents have affordable access to environmental amenities and programming in their neighborhoods.
Project Status: Accelerate

One of Pittsburgh’s most valuable assets is its park system. These parks, however, require improvements, so that they City can achieve its goal of improving access to and the quality of parks.

Investment would be used to design and construct improvements to the park system, including the City’s five regional parks, collect detailed data on all parks and facilities in parks, and map all assets to prioritize parks for design and construction.

In addition to regional parks, this investment would also fund improvement to park quality and access in underserved neighborhoods- defined as parks located in high-density, low-income, and minority-majority census tracts. This investment would achieve the objective of ensuring a 10 minute, ½ mile walk to a park for all city residents.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Open Space Plan
- PWSA City-Wide Green First Plan
- Pittsburgh Parks Conservancy The Parks Plan
- Pittsburgh Parks Conservancy Regional Parks Master Plan

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh Departments of City Planning, CitiParks, and Public Works
- Pittsburgh Parks Conservancy
- PWSA
Total Estimated Budget

$800,000,000

Existing and Potential Sources of Funding

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<td>Private</td>
<td>Pittsburgh Pirates Charities Fields for Kids 2018</td>
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<td>USTA Facility Assistance Program 2019</td>
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<td>Parks Tax, beginning 2021</td>
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Additional Investment Needed

$427,452,463

Funding Sources: Public, Philanthropic

Estimated Uses of Funding

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Timeline

Investment Status

Ongoing, but at a reduced scale.

Key Milestones

1. **Year 2:** Mapping, analyzing, and prioritizing investments in 18 neighborhood-scale parks in underserved (high-density, low-income, and minority-majority census tracts) and identification of future opportunities for new parks in these areas to meet both park quality and park access goals.

2. **Year 4:** Working from the Open Space Plan, collect detailed data on all parks and facilities in parks and mapping all assets to prioritize parks for design and construction.

3. **Year 12:** Construct all improvements to the City's 5 Regional Parks as per the City's Open Space Plan and Regional Parks Master Plan.

4. **Year 12:** Capital Improvements to 10 of 14 neighborhood parks in underserved areas slated for improvement (1 per year)

5. **Year 12:** Capital Improvements to relocate 4 parks and construct 4 new neighborhood-scale parks in underserved areas to allow for 1/4 to 1/2 mile (5-10 minute) walking access to parks for residents in these areas.
Project Status: Accelerate

To support the City’s goal of increasing the number of residents who live closer to parks and greenspace, existing Greenways will be improved and additional City-owned parcels adjacent to existing Greenways will be added to the network. The City’s Greenways are mostly located along steeply sloped hillsides. A lack of maintenance, increase in invasive species that choke out trees and biodiversity, and an increase in rainfall frequency, quantity and intensity, has resulted in significant landslide clean-up costs in recent years. Investing in the Greenways system is a strategy the City intends to use for ecological resilience to the changing climate. Basic maintenance and improvement of existing Greenways will be coupled with the expansion of Greenways program into additional sites, such as Hays Woods.

Investment would be used for planning, community engagement, basic maintenance, reforestation and improvement of existing Greenways, and support the expansion of the Greenways program into additional sites to allow for landslide prevention, increased biodiversity and tree canopy, and a ten minute walk to open space for all residents. This investment would also include staffing capacity to take advantage of longer term sustainable financing mechanisms such as carbon credits.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Open Space Plan
- Greenways for Pittsburgh
- Hays Woods Task Force Report
- ONEPGH Resilience Strategy
- Pittsburgh Climate Action Plan 3.0
The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh: Departments of City Planning, Mobility and Infrastructure, and Public Works
- Tree Pittsburgh
- Landforce
- Trail Pittsburgh
- Student Conservation Association
- Grounded Strategies

Total Estimated Budget

$42,200,000

Estimated Uses of Funding

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Existing and Potential Sources of Funding

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<td>Public</td>
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<td>Philanthropic</td>
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<td>Philanthropic</td>
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<td>Philanthropic</td>
<td>Cambium Carbon and Arbor Day Foundation Grant</td>
<td>Technical Assistance</td>
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<td>Public</td>
<td>DCNR/DCED Grants - Trails, Planning, &amp; Construction</td>
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<td>Private</td>
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Additional Investment Needed

$35,950,000
Funding Sources: Public, Philanthropic, Private

**Timeline**

**Investment Status**

Ongoing; however, additional funding would allow for additional capacity

**Key Milestones**

1. **Year 4:** Planning for existing greenways and Hays Woods complete, projects identified, and full identification of costs of improvements
2. **Year 12:** Construction of improvements (trails, passive improvements, invasive species removal, plantings, stormwater management) in Greenways
3. **Year 12:** Identification of future greenways and purchasing of additional properties to complete greenways through Treasurer’s Sale, Land Bank, and private purchase.
Project Status: Accelerate

Investment would be used to increase and maintain the health of the City’s street tree, park and urban forest canopies. This includes removal of trees at high or severe risk, tracking and maintaining existing canopies, planting new trees, and tracking and maintaining new trees. From 2010-2015, Pittsburgh lost 6% or 1,000 acres of tree canopy coverage due to development, disease outbreak and removal of trees that naturally aged and died.

In 2018, the City’s Shade Tree Commission worked with the Mayor to develop an Executive Order to establish an internal Tree Protection Task Force for no net loss of tree diameter on City-owned property, which applies to all City departments and authorities. 150 acres of canopy loss was experienced on City-owned property, and as new projects and infrastructure are planned on City property and rights-of-way, further loss of existing, established canopy is anticipated. In 2020, the City’s Shade Tree Commission also developed the Equitable Tree Investment Plan to target investments in additional tree canopy towards low canopied and environmental justice neighborhoods.

Funding will be used to maintain existing street trees, increase plantings on streets and City-owned property to make up the 6% loss, and begin a trajectory to increase and maintain canopy overall by 10%. Over 12 years, 60,000 trees will need to be planted to maintain the canopy as is; 25,000 additional will need to be planted to make up for the loss incurred from 2010-2015. The target is to plant 100,000 trees in 12 years.

The City’s Forestry Division will require additional capacity to deliver this investment. It is critically important that resources are directed towards maintaining new street trees and forest canopy over the lifetime of this natural infrastructure. In accordance with current operating budget and canopy coverage, capacity and funding required for the City’s Forestry Division to appropriately handle the increase in canopy would amount to an increase of roughly $50,000 and 3 new FTE each year for 12 years. It is recommended that the City begin to think about urban forest in two tracks- urban street trees and natural forested areas, and maintain and plan for those spaces accordingly.

This investment aligns with the following City-adopted goals:

**UNSDGs**

**Gender Equity Commission**

Priority Area:
The need for this investment has been vetted and documented through the following plans and initiatives:

- Urban Forest Master Plan
- Open Space Plan
- Climate Action Plan 3.0
- Allegheny County Urban Tree Canopy Assessment, 2010-2015
- 2017 City Executive Order: Creation of City Task Force on Tree Protection
- Shade Tree Commission’s Equitable Street Tree Investment Strategy

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of Public Works, Forestry Division
- City of Pittsburgh Shade Tree Commission
- Tree Pittsburgh
- Western PA Conservancy
- Cambium Carbon

**Total Estimated Budget**

$40,000,000

**Estimated Uses of Funding**

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**Existing and Potential Sources of Funding**

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**Additional Investment Needed**

$32,355,310

Funding Sources: Public, Philanthropic
Timeline

Investment Status

Ongoing, but would ramp up with additional funding

Key Milestones

1. Year 1: Assessment of carbon credits and wood reuse as a sustainable financing mechanism for greenways reforestation with technical assistance from Cambium Carbon

2. Year 3: Complete Severe and High Risk Street Tree Removal, plant 17,000 trees

3. Year 6: Complete Moderate and Low Risk Removals, plant 51,000 trees

4. Year 12: Plant 100,000 trees
Green Infrastructure

12 Year Goal:

Embrace stormwater as an asset: go beyond management of CSO and SSO and use stormwater management to create co-benefits of air quality, job creation, health, safety, green space creation, water quality, recreational days on the river, increased property value, and reduced urban heat island effect.
Stormwater Interventions

**Project Status: Accelerate**

Flooding, excessive stormwater runoff, and combined sewer overflows are prevalent throughout Pittsburgh. They lead to basement backups, neighborhood flooding, and streams overflowing. Investments in stormwater interventions are needed to minimize these risks to public health and safety and to minimize polluting our environment. Stormwater interventions are proven to reduce and manage the occurrence of these events – improving the quality of life throughout Pittsburgh.

<table>
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<tr>
<th>Shed #</th>
<th>Shed Name/Locale</th>
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<td>A42</td>
<td>Negley Run</td>
<td>Thomas and McPherson, Larimer Park, Penn Circle Conversion, Washington Blvd. Phase 1</td>
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<td>A22</td>
<td>Two Mile Run/East Busway</td>
<td>Woodland Rd, Hillcrest, Shamrock Way, Melwood and Finland, Maryland Street</td>
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<td>A41</td>
<td>Heth's Run</td>
<td>Heth's Avenue, Zoo Parking Area</td>
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<td>M29</td>
<td>Four Mile Run</td>
<td>Panther Hollow Lake Retrofit, Four Mile Run, Wightman Park</td>
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<td>M19</td>
<td>Soho Run</td>
<td>MLK Field, Centre and Herron, Hill District Choice Neighborhood Planning</td>
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<td>M19B</td>
<td>South Oakland</td>
<td>Lawn and Ophelia</td>
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<td>A48</td>
<td>Central Northside</td>
<td>Sampsonia Way Green Alley, Allegheny Circle, Manchester</td>
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<td>O-27</td>
<td>Woods Run</td>
<td>Riverview Park Phase I, St. Johns site</td>
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<td>A58</td>
<td>East Street Corridor</td>
<td>East St. &amp; Evergreen Rd.</td>
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<td>M16</td>
<td>South Side</td>
<td>S 21st Street, South Side Park, South Side Neighborhood St</td>
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<td>A60</td>
<td>Spring Garden</td>
<td>Homer and Damas, Spring Garden stream, Northview Heights (Design only)</td>
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<td>Various</td>
<td>Saw Mill Run</td>
<td>Bernd &amp; Bausman, Maytide, Volunteer’s Field, Overbrook</td>
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Investment would be used to create a stormwater utility, establish a stormwater fee, construct stormwater interventions, invest in technology to collect data for measurement and verification, and assess current stormwater code to align with changing stormwater management needs.
This investment aligns with the following City-adopted goals:

UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- Citywide Green First Plan
- Watershed Resilience Accelerator Plan
- Open Space Plan
- Stormwater Project Specific Plans

The following organizations could potentially lead the implementation of this investment:

- Pittsburgh Water and Sewer Authority
- City of Pittsburgh

Total Estimated Budget

$730,000,000

Existing and Potential Sources of Funding

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Additional Investment Needed

$70,000,000

Funding Sources: Public, Private, Philanthropic
Estimated Uses of Funding

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Timeline

Investment Status

Ramping up to meet EPA Consent Decree requirements.

Key Milestones

1. **Year 2**: Have strengthened SW Code that aligns with the Green First Plan approved by City Council.

2. **Year 8**: 50% of our Priority Sewersheds will achieve 85% of combined sewer overflows controlled by this date.

3. **Year 12**: 1000 impervious acres managed with green infrastructure, controlling one billion gallons of stormwater in the combined system.
Climate Action

12 Year Goals:

- 100% Renewable electricity use
- 50% building energy use reduction
- 50% total GHG emissions reduction
- 200 MW of local renewable electricity generation
- zero waste
Project Status: Initiate

According to a 2016 report from the American Council for an Energy Efficient Economy, Pittsburgh is the 6th worst city in the US for overall residential energy burden, which is the ratio of energy bills to household income. Black Pittsburghers scored second 2nd worst in the US, with some households paying up to 16% on energy bills alone. Residents are paying twice the national average on utility bills, while energy rates are among the lowest in the country. High energy burden is a result of the city’s aging, inefficient homes throughout the City- 50% of Pittsburgh homes were built before 1940. Investment in education, outreach, and retrofit subsidies and loans will improve Pittsburgh’s housing stock, reduce energy burden, increase health, and slash GHG emissions.

Investment would be used to develop a residential energy efficiency platform to bring together resources and services that are reputable and affordable to the public. The program will also: hire two full-time employees to improve education, outreach, and data analysis around residential efficiency, support policy analysis to improve building codes and related efficiency policies, expand and subsidize energy audits and decision making tools, and make retrofits more affordable and accessible to residents.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Climate Action Plan 3.0
- Bloomberg Mayor’s Challenge
- Pittsburgh Equity Indicators Reports
- ACEEE: Lifting the High Energy Burden in America’s Cities
The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Dept City Planning
- Rebuilding Together Pittsburgh
- Urban Redevelopment Authority
- Duquesne Light Company
- Peoples Natural Gas

Total Estimated Budget

$24,000,000

Estimated Uses of Funding

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Existing and Potential Sources of Funding

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<td>Non-profit</td>
<td>Existing funds, NGOs, grant programs, etc. already working on residential energy efficiency</td>
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Additional Investment Needed

$22,900,000

Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status
Analysis and engagement has been conducted to understand need and scale for retrofits and upgrades.

Key Milestones

1. **Year 1**: Pilot web-based platform
2. **Year 2**: Full platform should be deployed
3. **Year 3**: Retrofits should be completed in key/prioritized homes and neighborhoods. Significant reduction in energy burdens should be recognized
Project Status: Initiate

In order for Pittsburgh to truly transition to a 'green economy', it needs to invest in relevant workforce development opportunities. The priority of this investment should be to train a new workforce to construct, install, operate, and maintain these new systems.

Investment would be used to develop a “train the trainer” program for new systems and practices, create a scholarship program for Pittsburgh residents to allow for individuals to attend training and certification programs, sessions, and classes, develop an outreach and education program to inform existing workforce of new programs, technologies, and best practices, and create an advocacy program for rapid adoption of new best practices.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Climate Action Plan

The following organizations could potentially lead the implementation of this investment:

- Green Building Alliance
  - Green Building Alliance has existing programs focused on training individuals working in construction, development, and facilities management in 'green' practices and energy efficiency building practices.

- Partner4Work
  - Partner4Work is a workforce development organization that connects funding, expertise and opportunities for employers, job seekers, agencies, and policy makers to develop a thriving workforce in the Pittsburgh area.

- Energy Innovation Center
The Energy Innovation Center is focused on workforce development specific to integrating sustainability into trades programs.

Total Estimated Budget

$3,000,000

Estimated Uses of Funding

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Existing and Potential Sources of Funding

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Additional Investment Needed

$3,000,000

Funding Sources: Philanthropic

Timeline

Investment Status

Ongoing but limited- Existing groups such as EIC, GBA, P4W have existing programs aimed at workforce development but limited investments/funds are available for 'green/sustainable' specific programs.

Key Milestones

1. **Year 2**: Programs/trainings on which to focus should be identified as well as local 'trainers'. This will guide education, outreach, and advocacy over the remainder of the investment.

2. **Year 2**: Training programs should be established and scholarship fund should be in place.

3. **Year 12**: Training programs should be ongoing to ensure most up to date technology and best practices are being implemented in Pittsburgh.
Project Status: Accelerate

The Western Pennsylvania Energy Consortium (WPEC) currently purchases energy for approximately 30 entities including governments, universities, institutions and nonprofits, through a reverse auction every two years. In 2020, WPEC members began purchasing 100% renewable energy credits, reaching the City’s 2030 target, and saving $700,000 collectively for members, $100,000 for the City of Pittsburgh alone. With the power of group purchasing, WPEC has the capability to play an integral part in commissioning local renewable energy installations. Coal and natural gas-fired power plants in the region contribute to Pittsburgh’s poor air quality and failure to meet EPA attainment. Increasing local renewable energy installations could begin to replace those sources of industrial pollution and improve environmental health.

Investment would be used to expand WPEC membership, develop an energy and data tracking platform, hire four full-time employees to manage energy purchasing, partnerships, data, and outreach, and provide legal analysis and framework to formalize WPEC.

This investment aligns with the following City-adopted goals:
UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Climate Action Plan 3.0

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of City Planning
- Western Pennsylvania Energy Consortium

Total Estimated Budget

$4,200,000

Estimated Uses of Funding

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Additional Investment Needed

$3,675,000

Funding Sources: Public, Philanthropic

Timeline

Investment Status

Some existing funds/man hours go towards the WPEC but greater investment is needed to grow the consortium and reach the goal of 100% renewable electricity.

Key Milestones

1. **Year 2**: Planning for the next energy purchase will begin.
2. **Year 3**: Next energy purchase will be completed.
3. **Year 4**: Energy and data management platform will be developed and implemented
**Project Status: Accelerate**

In order for the City of Pittsburgh to lead by example and improve energy efficiency, reduce GHG emissions and increase cost savings, deep retrofits must be completed on existing public facilities. In 2019, the City passed a Net Zero ordinance for new construction and renovations of municipal buildings. Much of the information about types of projects needed and areas of focus have already been identified by the Facilities Optimization Study and work completed by the City’s Sustainability and Resilience and Facilities Divisions. The next step to implement these recommendations, add skilled laborers and purchase retrofit materials. Funding is required to move these projects forward, beginning with the physical upgrade of City facilities. Prioritization to determine which buildings to on which to focus is based on analysis through the first Municipal Building Benchmarking Report. The ultimate goal is to improve the efficiency of the nearly 300 facilities owned by the City of Pittsburgh. As the City upgrades its facilities, other public agencies should be doing the same. As with the City, funding is needed to further retrofits in all publicly owned facilities.

Investment would be used to fund five full-time employees to physically implement retrofit recommendations, purchase retrofit materials and supplies, conduct research, utilize data technology and analysis to pursue renewable energy generation on public facilities, and staff time and research to develop improved procurement policies around ongoing facilities optimization needs.

**This investment aligns with the following City-adopted goals:**

**UNSDGs**

![UNSDGs Icons](https://example.com/unsgd-icons)

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Climate Action Plan 3.0
- Facilities Optimization Study
- Pittsburgh Municipal Building Benchmarking Report

**The following organizations could potentially lead the implementation of this investment:**

- City of Pittsburgh, Department of City Planning
- City of Pittsburgh, Department of Public Works
- Green Building Alliance
● Other Public Entities and City Authorities, efforts are still needed across all public buildings in order to reduce energy consumption by 50%.

Total Estimated Budget

$72,000,000

Estimated Uses of Funding

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Additional Investment Needed

$44,479,346

Funding Sources: Public, Private
**Timeline**

**Investment Status**

Limited investment has been made to physically improve the energy efficiency of public facilities. Extensive investments have already gone into the analysis/prioritization of retrofits and upgrades needed.

**Key Milestones**

1. **Year 2**: Updated procurement policies will be adopted and begun to be implemented.

2. **Year 3**: Retrofits will be completed in key/prioritized buildings so that energy/cost savings can begin to be used to improve other facilities.

3. **Year 6**: Needed retrofits will be completed and day to day maintenance practices will be in place in order to ensure continued optimum performance across all facilities.
**2030 Districts Expansion**

**Project Status: Accelerate**

The City of Pittsburgh should look to expand the 2030 Districts to promote commercial energy efficiency. This investment would be used to fund staff and resources to expand the 2030 District Goals by creating the ‘2030 District Affiliates’ program, which will be tasked with furthering outreach and education as well as promoting energy efficiency to building managers, operators, and owners, advocating local, state, and federal policymakers about building codes, energy efficiency, and renewable energy, and providing staff and funds to expand the City of Pittsburgh Building Benchmarking and other energy efficiency programs.

**This investment aligns with the following City-adopted goals:**
- UNSDGs

**The need for this investment has been vetted and documented through the following plans and initiatives:**
- Pittsburgh Climate Action Plan 3.0
- Green Building Alliance 2030 District
- City of Pittsburgh Building Benchmarking Report

**The following organizations could potentially lead the implementation of this investment:**
- City of Pittsburgh, Department of City Planning
- Green Building Alliance

**Total Estimated Budget**

$2,400,000

**Estimated Uses of Funding**

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Additional Investment Needed

$1,900,000

Funding Sources: Philanthropic, Private, Public

Timeline

Investment Status

In progress: Significant progress/investment has been made in the 2030 District and related projects. Building benchmarking has been implemented in Pittsburgh, which represents a significant investment in time and resources. However, additional investment is needed to move to the next level and achieve the 12 year goals.

Key Milestones

1. Year 2: 2030 District Affiliates Program will be started
2. Year 2: City of Pittsburgh will implement additional energy efficiency policies
3. Year 12: 50% energy and water reductions are recognized
Project Status: Coordinate

An integrated zero waste organization is needed to fulfill Pittsburgh's goal of diverting 100% of the City's waste from the landfill. The zero waste management system will include the deployment of household recycling bins beginning in 2020, development of an ecoreuse site, waste transfer station, public education and outreach, data collection, organics and construction/demolition materials management, circular economy research and development, and partnership management.

The first step in this process will be to develop a formal organization or authority charged with improving resources management. Ultimately, this organization would oversee the day to day management of the waste transfer site, public outreach and education related to resource management, and the transition to a zero waste/ circular economy.

Investment would be used to purchase and distribute recycling bins to all households, cover the start-up cost of a formalized waste management organization or authority, fund five full-time staff (1-Data and regulatory, 1- Public education and outreach, 1-Project Manager/Lease and Land Manager, 1- Partnership manager, 1-Admin role), acquire land to develop a waste transfer site, support education and outreach events, support the purchase of any materials needed to fulfill the above objectives.

This investment aligns with the following City-adopted goals:

UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Climate Action Plan 3.0
- Roadmap to Zero Waste

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Departments of City Planning and Public Works
- Pennsylvania Resource Council
- Construction Junction
- A new waste management organization/authority
**Total Estimated Budget**

$67,000,000

**Estimated Uses of Funding**

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**Existing and Potential Sources of Funding**

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<td>Public</td>
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<td>Philanthropic</td>
<td>Cambium Carbon and Arbor Day Foundation Wood Reuse Study 2021</td>
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**Additional Investment Needed**

$64,000,000

- This amount includes necessary funds from private sources and developers for the leasing, development, and operation of the transfer station, which is estimated to cost $5,000,000. Additional funding from the private sector would help sustain the program and organization.

**Funding Sources:** Public, Private, Philanthropic

**Timeline**

**Key Milestones**

1. **Year 2:** Complete distribution of recycling bins to all residents
2. **Year 2:** Official creation of waste management organization/authority
3. **Year 4:** Development of Waste Transfer Site
Renewable and District Energy

Project Status: Accelerate

In early 2015, the US Department of Energy, the Center for Energy, and the City of Pittsburgh signed a Memorandum of Understanding to explore how district energy developments could help Pittsburgh become an internationally-recognized leader in sustainable energy innovation. Expanding district scale energy systems will allow Pittsburgh to create a ‘grid of grids.’ In order to attain the GHG emissions goals set forth in the Climate Action Plan, renewable energy generation must be a main component of these systems.

Investment would be used to hire two Full-Time Employees who would: oversee District Energy Implementation, Renewable Generation Management, and Energy Planning, provide outreach and education programming to work with neighborhoods and communities to determine best energy plans for each neighborhood, support policy advocacy to allow for community-scale solar and promotion of renewable electricity, research capacity and data analytics to prioritize systems and develop optimal plans, and install renewable electricity generation on City-owned facilities and properties.

This investment aligns with the following City-adopted goals:

UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- Pittsburgh Climate Action Plan 3.0
- Smart Cities Plan
- District Energy Plan

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of City Planning
- Duquesne Light Company
- Pittsburgh Allegheny County Thermal

Total Estimated Budget

$153,000,000
Estimated Uses of Funding

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<td>Philanthropic</td>
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Additional Investment Needed

$153,000,000

Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status

Some district energy systems currently exist or are in development. Plans/ideas for additional systems have been identified. Some public lands/facilities have been identified as locations for energy generation.

Key Milestones

1. **Year 2**: Development of standard methodology/best practices for energy planning on a district scale
2. **Year 4**: 100 Megawatts of local renewable electricity will be online
3. **Year 12**: Construction of CHP, district scale systems will be complete
INVESTMENTS FOR PLACE
Mobility

12 Year Goals:

- No one dies or is seriously injured traveling on city streets
- Every household in Pittsburgh can access fresh fruits and vegetables within 20 minutes travel of home without a private automobile
- Reduce reliance on fossil fuels and place a sense of urgency on clean air and climate initiatives
- All trips less than one mile are easy, achievable and enjoyable by non-vehicle travel
- Ensure combined cost of transportation, housing and energy doesn't exceed 45% of household income
- Travel times are predictable and reliable
- No more closed loop systems
Project Status: Accelerate

Research has found that reliable travel time to employment and quality education/training is the single most important factor in household’s ability to escape poverty or better their economic outcomes for this generation and subsequent generations. Reliable and convenient access is uneven across our city and region. “Access to Opportunity” seeks to fill the accessibility gap to enable all residents and households to reach their aspirations and potential to advance. Critical to this initiative are frequent, reliable and affordable transportation linkages that do not require the ownership, maintenance and operation of a private automobile. As these goals trend toward more substantive, large-scale investments, many elements of the initiative are achievable only in the mid- to longer term. The return on investment is substantial and could include: increased potential lifetime earnings, better choices and early life opportunities for younger household members, and increased access to better food, health care, and other needs that support overall better life outcomes.

Move PGH is a unique two year pilot program to provide all Pittsburghers with access to more transportation choices. It’s the result of a collaboration between multiple groups called the “Pittsburgh Mobility Collective (PMC).” All the members of the PMC are working together (instead of competing) to bring Pittsburgh a greater variety of transportation options. Led by the Department of Mobility and Infrastructure, MovePGH works to connect different types of mobility services using mobility hubs so Pittsburghers can easily get to destinations using multiple options. This investment is explores non-traditional transportation.

Historically, Pittsburgh has been commuting on the same street and right of way infrastructure for decades. Most of these commute trips back in the day were accomplished by walking - via the city’s many staircases and robust street network. While that level of walk-access commuting may not be achievable in the next 12 years of city evolution, investing in high capacity, high frequency, and reliable non-private commute modes will be essential to residents who rely on public transportation in their everyday life.

This investment aligns with the following City-adopted goals:

UNSDGs

Los Angeles voters approved a .5 cent sales tax increase to fund new transit operations and construction.
Gender Equity Commission
Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Imagine Transportation 2.0

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of Mobility and Transportation
- The Pennsylvania Department of Transportation
- Port Authority of Allegheny County
- Friends of the Riverfront
- Riverlife
- Oakland Transportation Management Association
- Pittsburgh Downtown Partnership
- Allegheny Regional Asset District

Total Estimated Budget

$374,000,000

Estimated Uses of Funding

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<td>State</td>
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State Transportation Alternative Program $30,000,000

Federal BUILD Grant $9,000,000

State / Regional Asset District Greenways Trails and Recreation, C2P2 $11,000,000

State, Federal Multimodal Grants, FTA $10,000,000

State, Federal Multimodal Grants, FTA $75,000,000

Total $206,000,000

Additional Investment Needed
$168,000,000

Funding Sources: Public, Private, Philanthropic

Most or all of these critical projects could be funded through existing or potentially new state and federal grant programs, however it is unlikely that all could be fully funded within the time window. Assuming 30% of funding is received, it would lead to a shortfall of $168 million over the twelve year investment window.

Timeline
Investment Status

Several of these major initiatives have already been partially funded and are progressing into engineering. These major initiatives have also received or are in the process of applying for grant funding from various sources. Several other investments are aspirational but necessary.

Key Milestones

1. **Year 1**: Establish MovePGH
2. **Year 8**: Move all initiatives from concept to project
3. **Year 12**: Completion of major mobility connections
Project Status: Accelerate

Building the city of the next century requires reimagining and repurposing infrastructure of the last century. The City of Pittsburgh has over 600 signalized intersections, 40,000 streetlights, and over 1,000 centerline miles of local streets. The city is unlikely to build any more roads or substantially widen those that we have. This means that we must gain greater efficiency from what we have rather than attempting to build more beyond our current holdings.

The City can move more with less and can do more, be more and achieve more with what we have. We can do this by managing demand - providing more information as to alternate routes, modes, schedules, and other options. We can expand upon our node of smart signals to establish a network of signals that can communicate to one another and connected vehicles to optimize the safety and efficiency of our overall system. We can use street lights for multiple purposes - not only lighting travel paths but sensing everything from travel patterns to air quality and utilizing this network for high-tech communication linkages. All of these intelligent systems will come together to a singular hub, a state-of-the-art traffic and mobility control center capable of aggregating and dynamically adjusting to data inputs to optimize the limited system and capacities we have in the city.

Investment would be used to pursue Transportation Demand Management, improve signals and streetlights, and strengthen a traffic control center. These projects are critical investments in the future of the City. They are all speaking to the City’s emerging role in the changing face of mobility.

This investment aligns with the following City-adopted goals:

UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- City’s Smart Streetlight Strategy- imagines multipurpose outcomes for the street light assets currently under city control
- The Smart Spines Initiative- a spin-off of the City’s nearly-successful Smart Cities pursuit, expands upon the city’s investment in next-generation adaptive traffic control systems to go even further toward the goal of Zero traffic fatalities and highly optimized system operations. Inherent in this goal is the vision of a best in class transportation control center that can bring together multiple modes and multiple feeds to optimize system operations and opportunity of access to our residents and fellow city travelers.
The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of Mobility and Infrastructure
- Pennsylvania Department of Transportation
- Port Authority of Allegheny County
- Duquesne Light Company
- Major employers (BNY Mellon, PNC, UPMC, etc.)
- Transportation Management Associations (PDP, Oakland, etc.)
- Major developers (via TDM plans associated with TIA approvals)
- Southwestern Pennsylvania Commission
- Public Parking Authority of Pittsburgh

Total Estimated Budget

$156,000,000

Estimated Uses of Funding

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Additional Investment Needed

$114,000,000

All projects have partial funding already secured, and would likely be strong candidates for additional funding. However, it is unlikely that all projects receive full funding over the twelve year cycle.
Assuming 30% of project funding for TDM, Signals, and Traffic Control are received, the City would still need $114 million.

**Funding Sources: Public and Private**

**Timeline**

**Investment Status**

The City’s Streetlights project is already underway and will serve as a critical and fundamental piece of infrastructure that other investments will build on. The other projects are all sustained by the city on an annual basis, but are not operating to the scale required for true transformation of City Operations.

**Key Milestones**

The initiatives would help get the city’s infrastructure into the 21st century, but would require continued investments and improvements in order to always stay on the technological vanguard. So while this investment is a major leap forward, it must be sustained afterward.
Project Status: Initiate

Pittsburgh is well-known as a hilly city with vulnerable soil types and slide-prone slope areas. With changing climate patterns, Pittsburgh is becoming increasingly susceptible to major climatic events, including record-breaking cold and rainfall, as well as increasing frequency of flooding events. 2018 was the wettest year on record for Pittsburgh, with 2019 coming in as the second wettest year on record.

Responding to shocks and stresses is critical to a city resilience strategy. The elements included in this initiative build upon the city’s resiliency strategy to address critical concerns. The Department of Mobility and Infrastructure (DOMI) is committed to safety and aims to eliminate fatalities on the City’s roads.

Investment would be used to achieve Vision Zero (elimination of traffic related serious injuries and fatalities), develop a high crash intersection and corridor strategy (safety improvements at known areas of safety concern), initiate a traffic calming and local neighborhood livability program (initiatives to slow local travel speeds which in turn improve local safety and quality of life), and support slope management and flood mitigation.

This investment aligns with the following City-adopted goals:

UNSDGs

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of Mobility and Infrastructure
- The Pittsburgh Bureau of Police
- The Pennsylvania Department of Transportation
- The Southwestern Pennsylvania Commission
- Age Friendly Pittsburgh
- BikePGH
- AARP or Pittsburgh
- Pittsburgh Public Schools
- Multiple neighborhood organizations
- Council of the City of Pittsburgh
Total Estimated Budget

$114,000,000

Estimated Uses of Funding

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Additional Investment Needed

$51,157,000

The City could reasonably expect to continue to receive competitive grant awards to support these programs, but it is unlikely that all programs would be funded to the necessary amount. Assuming 30% of necessary state and federal funding would be received, the City would still need to identify $86 million to meet the needs previously articulated.

Funding Sources: Public, Philanthropic
Timeline

Investment Status

The City funds these programs on an annual basis, but not to the scale that is necessary in order to fully implement a comprehensive program. In order to successfully be able to respond to known challenges, the City must invest at a higher rate.
State of Good Repair

Project Status: Accelerate

With changing climate patterns, Pittsburgh is increasingly susceptible to major climatic events, including record-breaking cold and rainfall. The Department of Mobility and Infrastructure (DOMI) is committed to safety and aims to eliminate fatalities on the City’s roads. Ensuring that the City’s sidewalks, roads, steps, and bridges are in good repair is an essential step in achieving this goal.

Investment would be used to maintain a state of good repair for the City’s infrastructure. Specifically, funds will be used to pave more roads (80 miles per year), repair and maintain bridges (clear all category 0 and 1 repairs), and improve and create pavement markings with a focus on those on primary streets and near schools. Few federal and state resources exist to support good repair investments. The City will be responsible for making most of these investments on its own.

This investment aligns with the following City-adopted goals:

UNSDGs

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh- DOMI
  - The City of Pittsburgh and specifically DOMI is almost entirely responsible for the state of good repair of its own assets.

- Utilities and Other Right-Of-Way Operators (PennDot, Allegheny County, etc.)
  - These operators can support this system and cooperatively solves a problem that affects multiple operators

Total Estimated Budget

$372,000,000

Estimated Uses of Funding

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Additional Investment Needed

$213,755,550

Funding Sources: Public

Timeline

Investment Status

The City funds these programs on an annual basis, but not to the scale that is necessary in order to fully implement a comprehensive program and keep up with asset deterioration. As it presently stands, the City has a shortfall from its existing investments that, if left unabated, will continue to grow.
Critical Infrastructure

12 Year Goal:

Build a twenty-first century smart water system for the City of Pittsburgh, and create infrastructure systems that are resilient, reliable, secure, efficient and technologically enabled.
Project Status: Accelerate

Creating a resilient, reliable, secure, efficient, and technologically advanced water system is a priority for the City of Pittsburgh, the Pittsburgh Water and Sewer Authority (PWSA), and Pittsburgh residents. PWSA is making significant investment in the following two initiatives, but additional investment is needed to further their impact throughout the city.

- **Prioritization of lead service line replacements**
  - Additional financial resources are needed to support replacement of homeowner’s portion of lead service line. This will increase capacity for PWSA to invest in and coordinate the replacement of water mains and service lines to avoid the duplication of costs and service interruptions.

- **Highland Park Reservoir**
  - Invest in community amenities around the Highland Park Reservoir with the need to meet regulatory requirements and provide Pittsburgh with a safe, efficient, and reliable source of drinking water.

Investment would be used to fund lead line replacement, support a pilot study that would identify the costs of implementing across the city, develop a community outreach process and preliminary design efforts, and fund various upgrades to the Highland Park Membrane Filtration Plant to improve safety, efficiency, and meet regulatory compliance.

**This investment aligns with the following City-adopted goals:**

**UNSDGs**

[Icons for SDGs 3, 6, 9, 11, 14, 16]

The need for this investment has been vetted and documented through the following plans and initiatives:

- PWSA 2017-2021 capital plan
- PWSA Focusing on the Future 2017 Roadmap to Success
- City PGH 2030 Climate Plan: Pittsburgh Energy Consortium
- PWSA Pittsburgh’s Water Future 2030
- PWSA Lead Line Removal
The following organizations could potentially lead the implementation of this investment:

- Pittsburgh Water and Sewer Authority
- City of Pittsburgh Departments of City Planning, Mobility and Infrastructure, Public Works

Total Estimated Budget

$79,200,000

Estimated Uses of Funding

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Existing and Potential Sources of Funding

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Additional Investment Needed

$3,500,000

Funding Sources: Public, Philanthropic

Timeline

Investment Status


Key Milestones

1. **Year 1:** PWSA work completed in 2018 will further refine the average cost estimate for private side replacement.
2. **Year 2:** Stakeholder agreement for use of Reservoir through community planning process.
Regional Public Safety Training Facility

Project Status: Accelerate

The City of Pittsburgh has acquired the site of the former Highland Drive Veterans Affairs Hospital in Lincoln-Lemington. The 168-acre site is envisioned to be developed into the new home of a Public Safety Regional Training campus, to consolidate Public Safety functions of the City of Pittsburgh which are currently decentralized city-wide and located in sub-standard facilities with limited training capabilities. This facility would also afford the City the ability to grow Public Safety as needed.

The facility would be utilized by both the City as well as regional public safety entities. Areas with centralized training can point to specific component programming to reduce liability. For example, the new facility will accommodate mastery of series of training components, so officer involved incidents are not occurring through a deficiency in training.

The City’s current Public Safety Training Facility is located in the flood plain on Washington Boulevard, a site that needs to be repurposed for stormwater management. The VA campus is located nearby, and will allow the City to build an energy-resilient, state of the art facility that will benefit the region.

The investment required is for design, construction and project management.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission
Policy Recommendation: Address police violence immediately

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

A site analysis of the property was conducted in 2016. PWSA’s Green First Plan outlines the necessity to move the current Public Safety Training Facility at Washington Boulevard and repurpose the site for stormwater management.
The following organizations could potentially lead the implementation of this investment:

- The City of Pittsburgh Departments of Public Works, Finance, and Public Safety

**Total Estimated Budget**

$90,000,000

**Estimated Uses of Funding**

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**Existing and Potential Sources of Funding**

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**Additional Investment Needed**

$87,500,000

Funding Sources: Public, Private, Philanthropic

**Timeline**

**Investment Status**

Planning Stage

**Key Milestones**

1. **Year 2**: Design completed
2. **Year 3**: Begin construction
3. **Year 6**: Construction completed
Project Status: Initiate

Maintaining a modern, functional and healthy city requires multiple utilities and public infrastructure to operate in the right-of-way: water and sewer, electricity, gas, street trees, broadband, street lights, steam tunnels, parking meters, electric vehicle charging, green infrastructure, etc. To act efficiently and with the least disruption to residents and city systems, utilities require some coordination, policy and data sharing with one another, whether to reduce the amount of digging and repaving, trim street trees to be compatible with electric lines, or connect streetlights to broadband to allow for better management.

This investment would be used to create a “system of systems” organization focused on utility coordination. An equivalent of 811, or call before you dig, the establishment of this system would increase efficiency and resource coordination among public and private utilities operating infrastructure within the City’s right-of-way. The organization will require staffing capacity and physical space, but will take on a very lean model of operations. The ultimate benefit of this new organization is that it will yield cost savings for ratepayers, improve efficiency in the delivery of infrastructure repair and replacement, and foster better development of the built environment.

This investment aligns with the following City-adopted goals:

UNSDGs

The need for this investment has been vetted and documented through the following plans and initiatives:

- ONEPGH: Resilience Strategy
- Watershed Resilience Accelerator Plan
- 2017 City Executive Order: Creation of City Task Force on Tree Protection
- Smart PGH Plan

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh Department of Mobility and Infrastructure
- City of Pittsburgh Department of Innovation and Performance
- City of Pittsburgh Department of Public Works
- City of Pittsburgh Department of City Planning
- Pittsburgh Water and Sewer Authority
- Pittsburgh Parking Authority
- Duquesne Light Company
- Peoples Gas
- Penn American Water
- Pittsburgh Allegheny County Thermal
- Bellefield Boiler
- Clearways Energy
- CONNECT
- Pennsylvania Public Utilities Commission
- Pennsylvania One Call

**Total Estimated Budget**

$15,500,000

**Estimated Uses of Funding**

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**Additional Investment Needed**

$9,500,000

Funding Sources: Public, Private, Philanthropic

**Timeline**

**Investment Status**

Planning Stage

**Key Milestones**

1. **Year 1**: Organization formed and membership finalized
2. **Year 2**: Staff hired and organization operational
Art, Historic, and Cultural Assets

12 Year Goal:

Ensure that all residents have affordable access in their neighborhood to welcoming cultural experiences.
Project Status: Accelerate

One of the responsibilities of the Public Art and Civic Design Division, housed within the Department of City Planning, is the conservation and restoration of the City’s Art Collection. A GIS ART Map, developed in partnership with the City’s GIS Division, includes images of works of art separated and classified by layers such as monuments and memorials, contemporary works of art, community-generated art, and others. Individuals are able to access this map via their iPhone, tablet, and computer.

The Public Art and Civic Design Division partnered with the Department of Public Works to assess the current condition of the City’s art collection by locating and visiting every monument and memorial, recording this information in the City’s Cartegraph platform. The creation and implementation of these new tracking systems now aid the Public Art and Civic Design Division to easily update and keep track of the collection and allow the City to better understand when art needs to be restored or preserved. Restoration and preservation require additional funds.

This investment aligns with basic maintenance of existing amenities/assets for which the City is responsible. The systems and mechanism created via the mapping platforms could also start informing the City how to overlap and connect different layers of information in order find opportunities for physical interventions to eliminate deserts. The budget for the Public Art and Civic Design Division does not include enough support to conserve and preserve all of the art on the City’s Art Collection.

Investment would be used to restore the City’s Art Collection of over 168 pieces of art.

This investment aligns with the following City-adopted goals:

UNSDGs

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Department of City Planning
  - The Public Art and Civic Design Division can coordinate the work that needs to be done to the City’s Art Collection while collaborating with the vendors below.
- Local Vendors
Total Estimated Budget

$12,000,000

Estimated Uses of Funding

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Existing and Likely Possible Sources of Funding

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Additional Investment Needed

$11,340,000

Funding Sources: Public, Philanthropic

Timeline

Investment Status

The Public Art and Civic Design Division has an annual budget of $55,000. Considering that an average estimate to conserve one of the monuments, memorials, or other works of art owned by the City is around $75,000, the amount currently allocated to this program does not even cover the necessary funds for the conservation of one of the pieces of City's Art collection.

Key Milestones

1. **Year 3**: Have 28 of the 168 works of art owned by the City restored.
2. **Year 7**: Have another 70 works of art be restored
3. **Year 12**: Have the complete collection - 168 works of art owned by the City restored
Deconstruction and Cultural Heritage Plan

Project Status: Initiate

This investment would be used to create a Deconstruction and Cultural Heritage Plan and fund implementation. Resources will be included for a fund for the proactive preservation of historic buildings. In 2021, Mayor Peduto signed an executive order and developed a Deconstruction Task Force to explore the benefits and increased costs of deconstructing condemned properties instead of mechanically demolishing as traditionally conducted. 1,737 buildings within the city limits are currently condemned as uninhabitable, and since 2015, the City of Pittsburgh has spent $12,242,814 demolishing structures and has issued private demolition permits valued at $24,445,517. Deconstruction is intended to improve the health and safety of residents by reducing carbon emissions, minimizing airborne pollutants like lead and asbestos, and remediating blight that is proven to increase stress, blood pressure, and risk of heart disease for neighbors living around it. The City’s deconstruction policy is an opportunity to create family-sustaining jobs, foster the expansion of a circular economy, advance an equitable investment in improving quality of life in low-income communities, and divert reusable materials from languishing in landfills for generations. Funds will include deconstruction costs for roughly 35 condemned City-owned structures annually.

This investment aligns with the following City-adopted goals:

UNSDGs

Gender Equity Commission

Priority Area:

The need for this investment has been vetted and documented through the following plans and initiatives:

- Cultural Heritage Plan – PreservePGH
- City of Pittsburgh Roadmap to Zero Waste

The following organizations could potentially lead the implementation of this investment:

- City of Pittsburgh, Departments of City Planning and Permits, Licenses, and Inspections
- Pennsylvania Historical and Museum Commission
- The Mayor’s Deconstruction Action Council, which includes:
  - City of Pittsburgh
o Allegheny County Health Department
o Urban Redevelopment Authority
o Contractors, architects, developers, and historic preservation experts
o Academic institutions
o Workforce development orgs and labor unions
o Building materials professionals
o Waste haulers

Total Estimated Budget

$87,440,000

Estimated Uses of Funding

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Existing and Likely Possible Sources of Funding

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Additional Investment Needed

$32,880,000

Funding Sources: Public, Private, Philanthropic

Timeline

Investment Status

Ongoing inventoring and mapping, however not currently proactively preserving or conserving buildings. With these additional resources, $12m would be set aside for building preservation and conservation.
Key Milestones

1. **Year 1**: Establish deconstruction policy for City-owned condemned structures, and pilot first 35 deconstruction projects
2. **Year 4**: Completion of mapping of all assets and completion of historic architectural inventory
3. **Year 4**: Completion of Deconstruction & Preservation Strategy
INVESTMENTS FOR PERFORMANCE
ONEPGH Fund Operations and Measurement

Project Status: Initiate

To effectively coordinate capital and invest in Pittsburgh, the ONEPGH Fund has been created as a third party mechanism to deliver on the investments outlined. The nonprofit vehicle will hire an Executive Director to oversee its development and operations. The Director will work closely with the Mayor’s Office, City agencies, program partners and donors, and ensure alignment with ONEPGH priorities. This new fund will help to mobilize cross-sector partnerships, cultivate and solicit private contributions, and provide an accountable entity to manage and report on philanthropic investments. The ONEPGH Fund will work to ensure that all Pittsburghers are provided with opportunities to be actively and meaningfully engaged.

The ONEPGH Fund, a nonprofit, 501(c)(3) organization, will address pressing challenges in the City of Pittsburgh and support innovative public initiatives. The Fund is strategically positioned to leverage the resources and strengths of both the public and private sectors, and invest in the priorities outlined in the Investment Prospectus, a living document which will be revisited and revised over time. The ONEPGH Fund supports the goals of the ONEPGH Resilience Strategy and relies on private contributors who share in this vision to improve the quality of life for all Pittsburghers. The ONEPGH Fund will be dedicated to transparency, accountability, and evaluating the outcomes its initiatives. While City leadership changes over time, the organization will be designed to be a lasting agent for civic impact in Pittsburgh.

The ONEPGH Fund will measure program efficacy by using existing and new data sources to track Pittsburgh’s well-being and resilience over time. Staff will measure the impact of investments from the ONEPGH Fund on Pittsburgh’s residents, communities, and infrastructure and create a process to help decision-makers understand and account for the investments in the city and benefits realized. In 2019, Pittsburgh became the second city in the US to formally adopt the UNSDGs. The City and partners will localize the UNSDGs to measure effectiveness of funding, programming, and outcomes of ONEPGH investments, City operations, and other spending regionally to ensure we achieve desired impact.

Total Estimated Budget

$7,200,000

Estimated Uses of Funding

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Acknowledgements

This document was prepared by the City of Pittsburgh’s Sustainability and Resilience Division, housed in the Department of City Planning, and would like to thank the following for their support and contributions to the Investment Prospectus:

Fourth Economy Consulting

100RC- Pioneered by the Rockefeller Foundation

Bloomberg/Harvard Leadership Initiative

Bloomberg Philanthropies

We would especially like to thank the more than 1200 Pittsburghers who lent their time to attend events, and participate in working groups and workshops.

Finally, we would like to thank the following organizations:

412 Food Rescue
Action Housing
African American Chamber of Commerce of Western Pennsylvania
ALEM Consulting, LLC
Allegheny Conference on Community Development
Allegheny County
Allegheny County Council
Allegheny County Department of Economic Development
Allegheny County Department of Human Services
Allegheny County Health Department
Allegheny County Jail
Allegheny County Parks
Allegheny County Sanitary Authority
Allegheny Regional Asset District
The Andy Warhol Museum
BikePGH
BNY Mellon
BOOM Concepts
The Buhl Foundation
Carnegie Mellon University
Children’s Museum
City of Pittsburgh Art Commission
City of Pittsburgh City Council
City of Pittsburgh Commission on Human Relations
City of Pittsburgh Department of City Planning
City of Pittsburgh Department of Emergency Management and Homeland Security
City of Pittsburgh Department of Finance
City of Pittsburgh Department of Innovation and Performance
City of Pittsburgh Department of Mobility and Infrastructure
City of Pittsburgh Department of Public Works
City of Pittsburgh Historic Review Commission
City of Pittsburgh Office of the Mayor
CUNY Institute for State and Local Governance
The Climate Reality Project
Communitopia
Community Human Services
Conservation Consultants, Inc.
Consumer Health Coalition
Council of Three Rivers American Indian Center
Cultural Trust
Duquesne Light Company
Duquesne University
Early Learning Investment Coalition
Economic Development South
Eden Hall Foundation
Energy Innovation Center Institute
Evolv
Forbes Fund
Gateway Financial
Giant Eagle
The Grable Foundation
Greater Pittsburgh Community Food Bank
Green Building Alliance
Habitat for Humanity
Harvard University
Hazelwood Initiative
Healthy Ride
Highmark
The Hillman Foundation
Hilltop Alliance
Homewood Children's Village
Housing Authority of the City of Pittsburgh
Jewish Community Center
KBK Enterprise
Kelly Strayhorn Theatre
Kingsley Association
LISC
Manchester Bidwell Corporation
Mayor's Fund to Advance New York City
Nascent Holdings Group
National Energy Technology Laboratory
National Resources Defense Council
Neighborhood Allies
NeighborWorks
Open Door
Partner 4 Work
PennDOT
Pennsylvania Environmental Council
Pennsylvania Historical & Museum Commission
Pennsylvania Resources Council
Peoples Natural Gas
Perry Hilltop, Fineview Citizens Council
Pittsburgh Community Reinvestment Group
The Pittsburgh Foundation
Pittsburgh History and Landmarks Foundation
Pittsburgh Mercy's Operation Safety Net
Pittsburgh Parking Authority
Pittsburgh Parks Conservancy
Pittsburgh Promise
Pittsburgh Public Schools
Pittsburgh Technology Council
Pittsburgh Water and Sewer Authority
PNC
Policy Link
Port Authority of Allegheny County
Preservation Pittsburgh
Project Destiny
Ralph A. Falbo Inc.
Rebuilding Together Pittsburgh
Reed Smith
The Richard King Mellon Foundation
Riverside Center for Innovation
Robin's Nest Early Learning Center
Service Employees International Union
State of Pennsylvania, House of Representatives (Gainey, Wheatley)
State of Pennsylvania, Office of the Governor
Sustainable Pittsburgh- Power of 32
The Brookings Institution
The Door Campaign
The Heinz Endowments
The Hillman Foundation
The RAND Corporation
Tree Pittsburgh
Trek Development
Trying Together
United States Department of Homeland Security
University of Pittsburgh
UPMC
Urban Innovation 21
UrbanKind Institute
Urban League of Greater Pittsburgh
Urban Redevelopment Authority of Pittsburgh
Venture Outdoors
Vision Zero
Women for a Healthy Environment
World Economic Forum
WQED
Youth Places