

EQUITABLE DEVELOPMENT PLAYBOOK



**University of Pittsburgh School of Social Work
Homewood Children's Village**





SECTION 1: INTRODUCTION

WHAT IS THIS DOCUMENT?

The Equitable Development Playbook is a guide that informs residents on how they can influence changes in their neighborhood in an equitable way. It compiles information from the Research for Equity and Power Community Conversations with Homewood residents.

Research for Equity and Power is a Community-Based Participatory Research project by the University of Pittsburgh and Homewood Children's Village.

The **goal of the project** is to increase civic engagement among youth and adult residents around equitable development in Homewood.

We have done this through working with a **Community Advisory Board**, made up of Homewood residents, and hosting 8 **Community Conversations** with 35 youth and adult participants throughout the Summer of 2019.

WHO IS THIS PLAYBOOK FOR?

Homewood residents interested in increasing their civic engagement activity to influence equitable development and create positive changes in their neighborhood.



HOW SHOULD IT BE USED?

- To learn about equitable development
- To understand how to encourage positive neighborhood change, including key people and organizations you can influence
- To become more engaged in your community to influence equitable development

WHAT'S IN THIS PLAYBOOK?

- **SECTION 2: FOUNDATIONS:** Definitions and examples of civic engagement and equitable development
- **SECTION 3: KEY STRATEGIES FOR CIVIC ENGAGEMENT:** Community Organizing and Advocacy strategies and steps for influencing equitable development
- **SECTION 4: EQUITABLE DEVELOPMENT ROADMAP:** Framework for influencing equitable development and positive neighborhood change (LOOK, UNDERSTAND, ORGANIZE AND ACT); case examples and worksheets
- **SECTION 5: EQUITABLE DEVELOPMENT PLANS AND POLICIES YOU CAN INFLUENCE:** Information for community members on Equitable Development Plans, Policies and Projects that you can influence
- **SECTION 6: STAY INVOLVED:** Ways to stay engaged in your community to influence neighborhood change



SECTION 2: FOUNDATIONS

To provide Homewood residents with information about civic engagement, equitable development, revitalization and gentrification.



KEY TERMS

Civic Engagement: “Playing an active role in improving your community.” - REP Participants. This can include volunteer work, participating in local organizations or after school programs, organizing a clean-up or a community meeting, or getting involved in political activity, such as canvassing or voting.



Revitalization: “Neighborhood change, improvement, upgrading, done from the bottom up. Done with community residents and community organizations, often with the help of the public and private sector. They’re improving housing, attracting businesses to the corridor, making the neighborhood safe and clean, but the most important point is that the neighborhood remains affordable for low income people” - Stacey Sutton (2014) (watch her TEDTalk by clicking here)



Gentrification: The process by which property taxes and rents increase, causing existing residents and business owners to no longer be able to afford their locations and forcing them to move elsewhere - either inside or out of the neighborhood (Sutton, 2014).

Equitable Development: A strategy that ensures everyone participates in and benefits from new buildings, homes, businesses, and economic growth and change—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents:

- live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them)
- connect to economic and ownership opportunities
- have a voice and influence in the decisions that shape their neighborhoods (Truehaft, 2016)

Equitable Development Examples



7800 Susquehanna Street

In Homewood, the an old factory building building was transformed into a business incubator, with 85% of the project's construction contracts going to minority-owned businesses. A key contractor, Ma'at Construction Group, hired and trained young apprentices who face barriers to employment, such as criminal records.



Northside

On the Northside, residents came together as the Northside Coalition for Fair Housing to prevent eviction of over 300 families and secured funding from the city to buy the development and turn it into a tenant ownership model.



Larimer Avenue

In Larimer, a community-driven planning process is now guiding the redevelopment of the long-distressed neighborhood and turning multiple public housing complexes into a mixed-income community. This project benefited from a \$30 Million Choice Neighborhood Grant awarded from HUD. And it was built on many years of hard work by the Larimer Consensus Group.

SECTION 3: KEY STRATEGIES FOR CIVIC ENGAGEMENT

KEY STRATEGY 1: FIND COMMON INTERESTS

Residents can influence neighborhood change to ensure that it is equitable and benefits existing residents, stakeholders, organizations and businesses. This section provides a playbook of key strategies and a roadmap for civic engagement around equitable development based on best practices in community organizing and advocacy (Ohmer & DeMasi, 2009).



What do self-interest and mutual interest have to do with influencing equitable development?

In order to make positive change in our community, we must engage others to support our work. Understanding the common ground between their interests and ours is a powerful step to gaining their support. This increases the power people have to work together to influence issues in their community.

Find the common ground between what “you” want and what “they” want.

- Know what matters to "you" (Your Interests)
- Learn what matters to "others" (Others Interests)
- Identify what matters to you and “others” (mutual interests) and use it to influence and achieve equitable development



KEY STRATEGY 2: USE EXISTING PLANS AND IDENTIFY PARTNERS AND OPPONENTS

- 1 Read neighborhood and city-wide reports and plans about equitable development
- 2 Find the sections that refer to your specific interests and what you care about
- 3 Use the report as evidence to support your interests to influential stakeholders
- 4 Understand the person or organization you're trying to influence

Potential Partner:

Their self-interests are similar to your interests and community interests

They respond to your requests for information

They agree to work with you

They share information with you

VS.

Potential Opponent:

Their self-interests are not the same as your or community interests

They don't respond to your requests for information

They are not interested in working with you

They don't share information with you



KEY STRATEGY 3: DEVELOP STRATEGIES TO INFLUENCE POTENTIAL PARTNERS AND OPPONENTS



- 1 Identify and select a **potential partner/opponent** you want to influence
- 2 Engage “**others**” in your community who care about the issue
- 3 Decide exactly who and what you want to influence: Be really specific!
- 4 Work together to develop and implement strategies to influence the potential partner/opponent

ORGANIZE

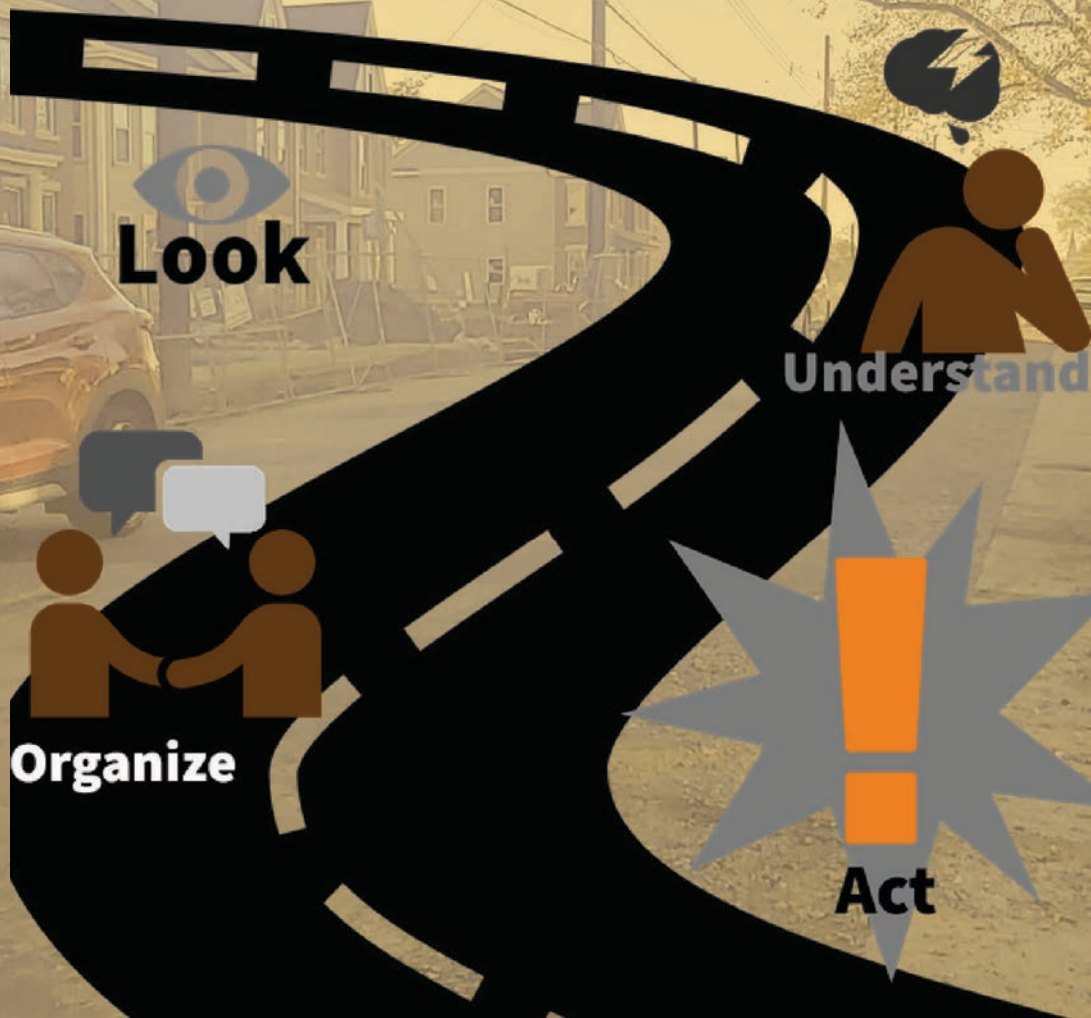
- Who else in your community cares about this issue?
- What is the best approach to influence your potential partner or opponent?
- What strategies and tactics will you use?
- How will you engage others to influence the issue?

ACT

- What specific action steps will you use?
- How will you get the word out about your efforts?
- How will you follow up to find out if your influence worked?



SECTION 4: ROADMAP FOR EQUITABLE DEVELOPMENT





LOOK

Look more closely at an equitable development issue you care about in your community and find out how to get information about that issue.



Key Questions:

- Why is this issue important to you?
- Why is this issue important to your community?
- What do you want to know about it?
- What questions do you have before you can move forward?
- Where can you get your information?
- How do you stay informed?





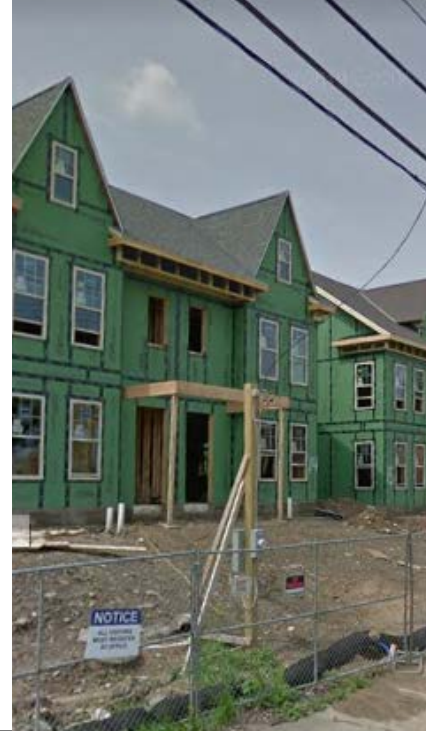
LOOK CASE STUDIES

Read examples of how Homewood residents LOOK at equitable development issues.

When Development is Just TOO Close

Ms. Bey is a property owner in Homewood. Her properties are adjacent to the main business thoroughfare in the neighborhood where the city has begun construction projects on city-owned property. She is concerned because the construction is impacting her property.

- *“I have four lots... a large enough area and it’s in a prime location. The improvements to the neighborhood are impacting me as a homeowner. It’s affecting the value of the properties and how I and my neighbors are living in their homes. For example, the construction is noisy. It’s made a huge change in the immediate environment and an increase in vehicular traffic. It is affecting my landscape...it is changing every aspect of how you live in your home. It’s nice to have something beautiful around you. But I don’t want to sacrifice my property. Mine is a story of what occurs to homeowners when development is just too close. I want someone to buy me out...the city or a private developer.”*



Disinvested Parks

Mahogany, Alisha, and Ma’Kaiah are teens who live in Homewood. According to Ma’Kiah there are a lot of greenspaces within walking distance, but they are not maintained. Many are no more than empty, overgrown lots. Even more, there is no City owned recreation center that they can walk to easily.

- *“A community park is for kids to play and enjoy themselves, they can’t play at a broke down park.” - Ma’Kiah*
- *“Without access to parks and other safe spaces, kids will turn to negative behaviors such as drug use and violence.” - Alisha*

Mahogany also noted the economic impact that parks can have in a community, “Neighborhood parks are important because they draw people to the neighborhood” when they are there, they buy snacks, drinks, and food that helps business owners in the community.



Creating something beautiful for our youth

Grandma to many of the kids in her neighborhood, where there is concrete and and overgrown lots, Ms. Bev took advantage of the side lot program that helps homeowners purchase the vacant lots adjacent to their property.

“My issue was that I wanted something for the youth in my community. Our youth should have a nice peaceful place with flowers and grass. This is not all that Homewood has to be. Our youth can live like they do in Squirrel Hill. With buying the land, it gives me a cover. Other developers can’t come on to my property.” - Beverly





LOOK WORKSHEET

Identify an equitable development issue that is a concern to you in your neighborhood and fill out the questions below in the space provided or on a separate piece of paper.

What is the issue?

Why is the issue important to you and your community?

What do you want to know about it?

What questions do you have before you can move forward?

Where can you get your information?

How can you stay informed?



UNDERSTAND

Increase your understanding of the issue, and find out who cares about it inside and outside your community and who your allies and opponents are.

Key Questions:

- What is your understanding of this issue based on looking at it closer?
- What is your interest in the issue?
- Why do you care about it? Who else would care about this issue?
- Who do you need to engage? What is their self interest in the issue? Why do they care about it?
- What is their current position on the issue? (Allies [for], Opponents [against] or Not Sure [neutral])?
- What is their ability or power to influence it?

Stakeholders to Engage and Influence:



Residents and
Community
Organizations



People and Organizations
with Money and Power



Politicians or Policy
makers



Developers



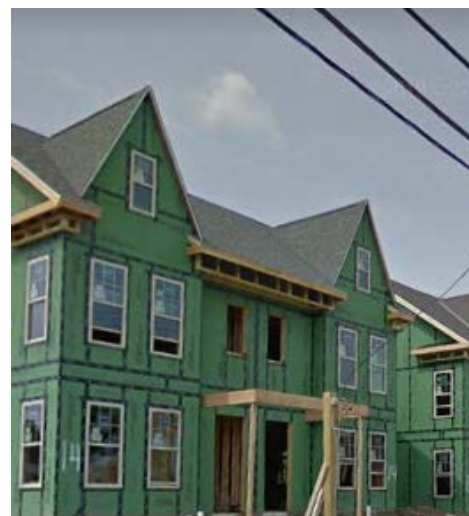


UNDERSTAND CASE STUDIES

Read examples of how Homewood residents UNDERSTOOD equitable development issues.

When Development is Just TOO Close

"I stay informed by attending community meetings and talking with my officials. But even with that, I don't have an understanding of the issue. The information I have gotten has not resulted in anything getting done. So, when I say I don't understand ...it's that I don't have an understanding of anything getting done. My question to get more of an understanding would be, 'Is there a procedure or a protocol for serving homeowners?' I know there has to be one. But how do you go about it?" - Ms. Bey



Disinvested Parks

Ma'Kiah asked, "Why aren't the parks being consistently maintained?"

"How do we get funding for park improvements, how do we get people to vote for parks in need [and] equitably fund parks in underserved neighborhoods throughout Pittsburgh?"

"Where can you get information on how to make our parks better?"

Parks conservancy website, reaching out to council people, and the City parks website.



Creating something beautiful for our youth

"I have learned from talking to people downtown. If you can buy the land you can control a lot. There is money out there for this area. But you have to go through procedures to find out. It is there. You have to dig a little bit."

Ms. Bev has done the work to get the information she needed. But she will be the first to tell you that it wasn't easy. "There are people you can talk to who we have the right to talk to because of paying my taxes. I would have bought more property a long time ago. The reason why developers and politicians come through is that people are not active. - Beverly Howell





UNDERSTAND WORKSHEET

Start to understand the equitable development issue that you identified and fill out the questions below in the space provided or on a separate piece of paper.

What is your understanding of this issue after looking at it closer?

What is your interest in the issue?

Why do you care about it? Who else would care about this issue?

Who do you need to engage? Why do they care about the issue?

What is their current position on the issue? Allies or opponents?

What is their ability or power to influence it?



ORGANIZE

Figure out how you are going to influence the issue you care about and the potential opponent or ally you want to influence.

Key Questions:

- What is the best approach for influencing the issue?
- What is the best approach for influencing your potential ally or opponent?
- What specific organizing or advocacy activities will you use based on your approach?
- How will you personally influence this issue?
- How will you engage others (if needed) to influence this issue?

Organizing Strategies:

- Create a Flyer
- Advertise on Radio
- Social Media post
- Email blast
- Post an ad in the Courier
- Have a Block Party
- Conversation
- Petition
- Door-to-Door knocking
- Reach out to organizations - social clubs, churches, non-profits
- Organize a community meeting
- Go to City Council



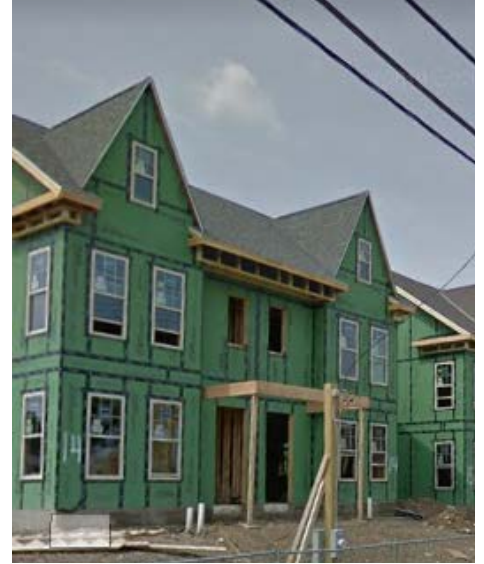


ORGANIZE CASE STUDIES

Read examples of how Homewood residents have ORGANIZED around equitable development issues.

When Development is Just TOO Close

“Everyone it affects after me needs to be aware and care about this...This type of thing is going to keep happening. Right now, it is affecting me. But it will not stop there. I told them that if they don't do something they are going to be next. I think the people around me are neutral until its in their yard. Then, they will want support. But really, anyone I would get from the neighborhood probably have the same level of influence I have...going to the meetings, going to talk with the city officials. But how much influence is it really? If the city doesn't move, how do you make them? Meanwhile, they may not decide to do anything for 10 - 15 years. There is a lot that can happen in 10 years.” - Ms. Bey



Disinvested Parks

Now that the Park funding has passed how can we get more funding for our parks one of the kids asked, how can we support people and organizations that want to get more funding for local parks? We can organize a letter writing campaign and present them to city council.

The city recently got a new tax that is supposed to take care of the parks but they want to equally give out the money, is that right?

We can do a social media campaign about how our parks never get fixed.



Creating something beautiful for our youth

Ms. Bev said that she hopes her kids will pick up where she left off.

“My offspring are going to take up the issue and run it down the road. My daughter lives around the corner. She is definitely an ally. Everybody is looking and they need to get involved. But I was never one to go with the majority.”



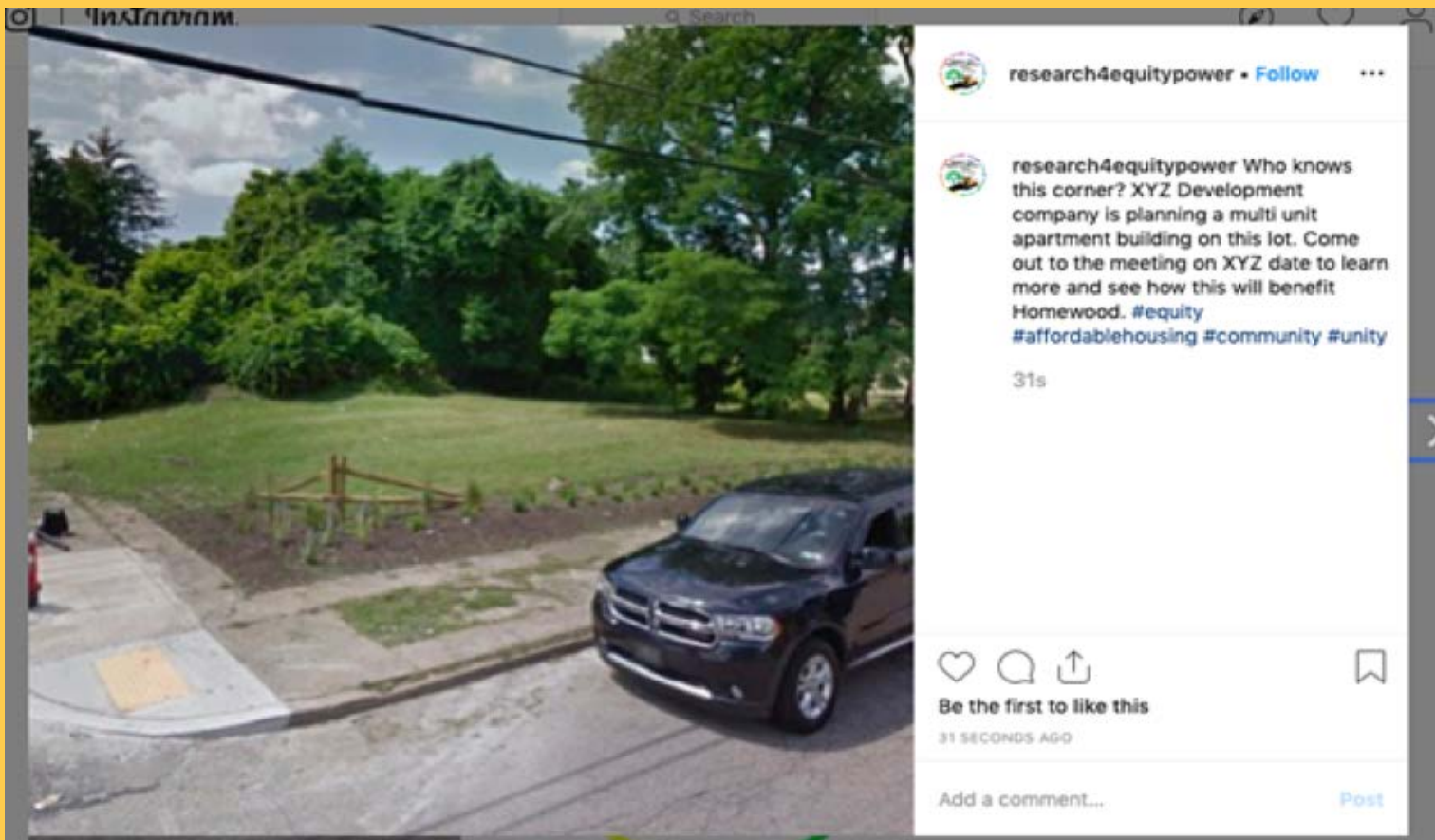


ORGANIZE EXAMPLES

How can you engage people
about your issue?

Social Media:

- Which social media platform would you use?
- What do you hope people will do?
- Who is your target audience?
- How can you reach the most people?
- What hashtags will draw attention to your cause?



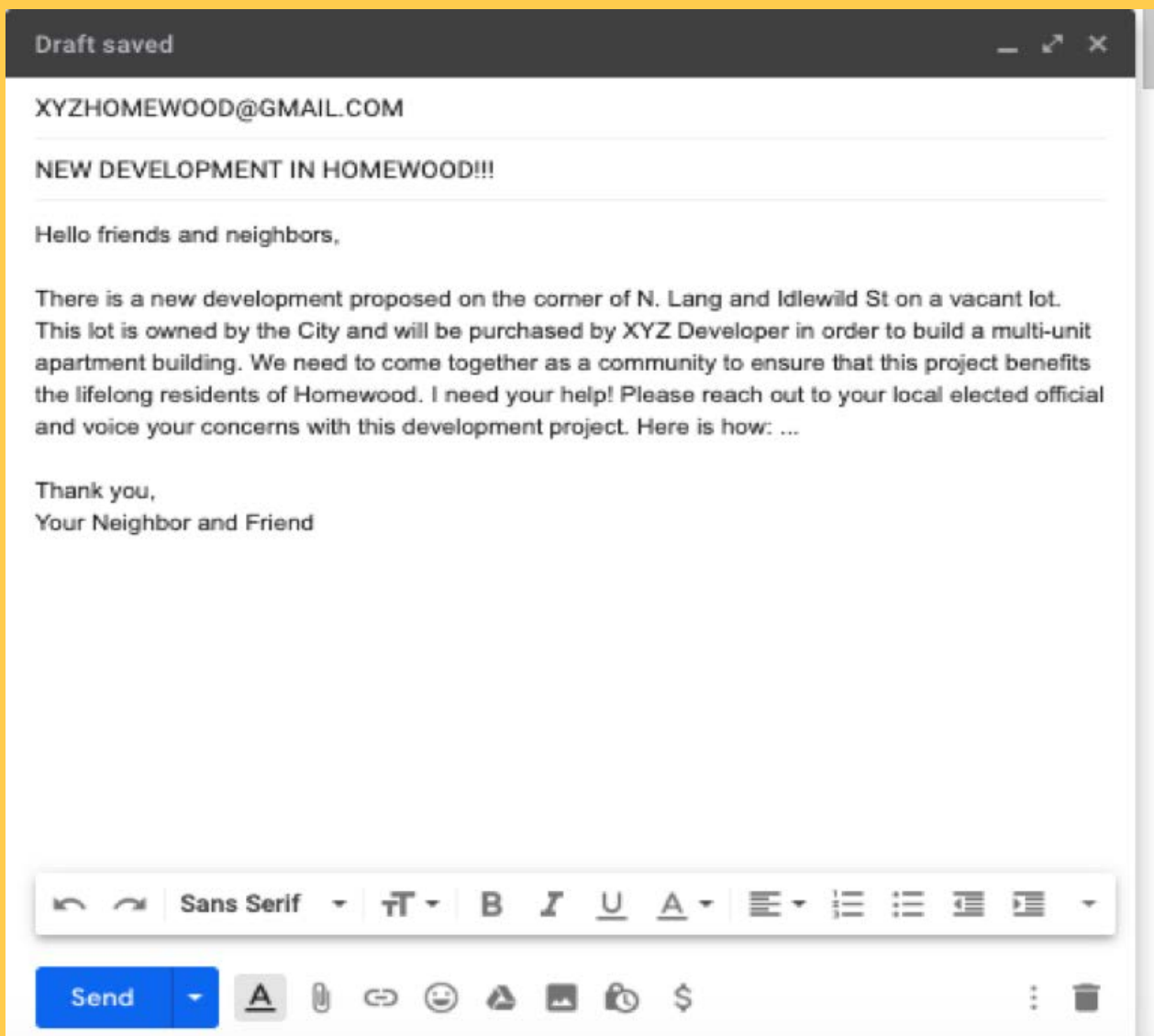


ORGANIZE

How can you engage people
about your issue?

Email Blast:

- Who are you sending the email to?
- What do you hope to get out of the email?
- What will you say in the email?
- How can you reach the most people?





ORGANIZE

How can you engage people
about your issue?

Community Flyer:

- Where would you pass this flyer out?
- What do you hope to get out of the flyer?
- Who is your target audience?





ORGANIZE WORKSHEET

Let's organize around the equitable development issue that you identified and fill out the questions below in the space provided or on a separate piece of paper.

What is the best approach for influencing the issue?

What is the best approach for influencing your ally or opponent?

What organizing or advocacy activities will you use?

How will you personally influence this issue?

How will you engage others (if needed) to influence this issue?



ACT

Now you need to implement the organizing strategy you developed above.

Key Questions:

- What specific action steps will you take to influence or advocate for this issue?
- Who will do what?
- How will you assign responsibilities if you're working with a group of other concerned residents?
- How will you follow up to find out if your influence worked?
- How will you get the word out about your efforts and the results of your efforts?
- What do you need to do next?





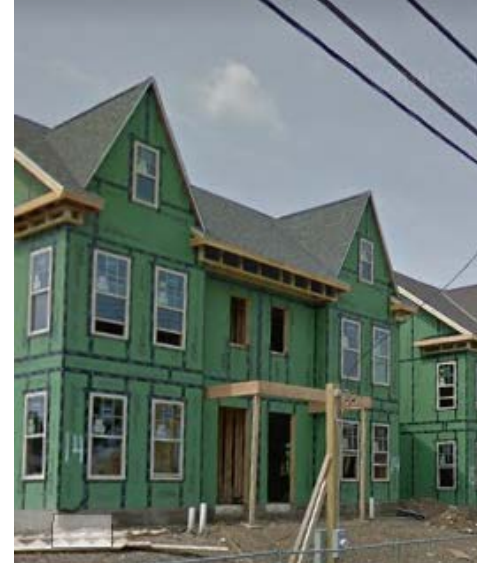
ACT CASE STUDIES

Read examples of how Homewood residents have ACTED on their equitable development issues.

When Development is Just TOO Close

“We have had rallies. I have talked with community groups and politicians. We put together packets of information for land use. We can talk with officials, again. But at this stage...My next step is based on what I am told.

I am waiting for a call from the Mayor’s office. The advocates I have had have reached out to ask what the City will do and when they will do it. But my next move is to get another attorney and do an interview with the media.” - Ms. Bey



Disinvested Parks

I took a day off school to go to city council to support the parks conservancy and Councilman Ricky Burgess’s new bill which would prioritize parks that are in areas that are low income and have not been fixed.

I got up and spoke about what it’s like to not have maintained park in your neighborhood.

Creating something beautiful for our youth

“Residents have the power to make a big difference. They could go down and talk with the politicians. But you can’t lead anyone if they don’t want to follow.”

- Miss Beverly





ACT WORKSHEET

Time to take action on the equitable development issue that you identified! Fill out the questions below in the space provided or on a separate piece of paper.

What action steps will you take to influence this issue?

Who will do what?

How will you assign responsibilities if you're working with a group of other concerned residents?

How will you follow up to find out if your influence worked?

How will you get the word out about your efforts and your results?

What do you need to do next?

SECTION 5: EQUITABLE DEVELOPMENT POLICIES AND PLANS YOU CAN INFLUENCE

The purpose of this section is to provide information on policies, plans, and programs that impact equitable development in your neighborhood and in Pittsburgh.

This knowledge gives residents leverage to say:

“Hey, I read about this in a report. What is the status on that?” or “Hey, I heard about Community Land Trusts. Can we organize one in our neighborhood?”

POLICIES AND PROGRAMS THAT IMPACT EQUITABLE DEVELOPMENT

Equitable Development: The Path to an All-In Pittsburgh

Neighborhood Planning: City of Pittsburgh

Homewood Comprehensive Community Plan

Homewood Cluster Plan

Zoning Policy and Zoning in Homewood

Affordable Housing Policy

Urban Redevelopment Authority of Pittsburgh Housing Programs

Affordable Housing Developers

Community Land Trusts

Equitable Development and Local Businesses

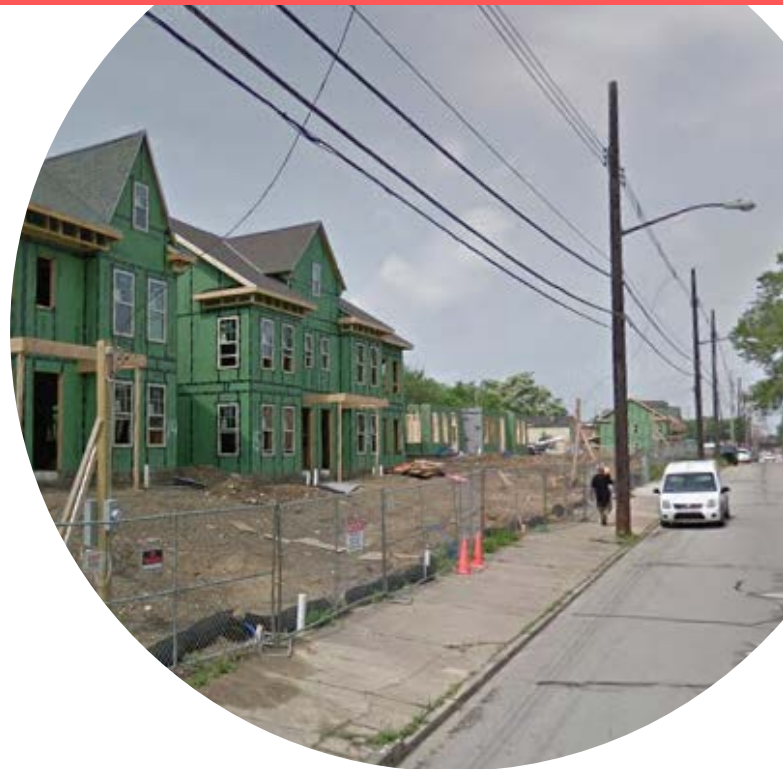


Equitable Development: The Path to an All-In Pittsburgh (Click here to read full report!)

The All-In Pittsburgh report lays the framework for organizations, policy makers, and businesses to advance equitable development in the Pittsburgh region. The report puts forth a 5-point agenda with 16 specific recommendations for achieving equitable development. These are outlined below.

1. Raise the bar for new development

- Set equitable development goals, performance metrics, and a reporting framework
- Require publicly supported projects to advance equitable development
- Ensure accountability through monitoring and enforcement



2. Make all neighborhoods healthy communities of opportunity

- Implement the city's Affordable Housing Task Force recommendations
- Track and monitor neighborhood opportunity and change to continuously inform policy strategies
- Develop a community land trust strategy
- Use publicly owned land for equitable development Invest in resident-driven art, culture, and enterprise
- Support community schools, neighborhood safety, and justice.

3. Expand employment and ownership opportunities

- Implement targeted racial equity strategies as part of the Inclusive Innovation Roadmap
- Leverage anchor institution spending to support inclusive business development



4. Embed racial equity throughout Pittsburgh's institutions and businesses

- Adopt a racial equity focus within government
- Advance equity, diversity, and inclusion in the business community

5. Build community power, voice, and capacity Support multiracial, cross-sector collective action for equitable development

- Ensure sustainable funding for neighborhood--based organizations and development strategies
- Fund tenant organizing and resident leadership development.

Want to get involved? Here's how:

Visit the All-In Pittsburgh website to learn more about their action teams, goals, and ways to get involved.

<http://www.allinpgh.org/>

Send an email to a non-profit leader or local elected officials working on equitable development with questions, comments, and concerns. Ask them what you can do to influence their decisions.

Shad Henderson, Director of Community Partnerships and Investments at Neighborhood Allies,
shad@neighborhoodallies.org
Majestic Lane, Deputy Chief of Staff & Chief Equity Officer, City of Pittsburgh,
majestic.lane@pittsburghpa.gov
Jamil Bey, President & CEO, UrbanKind Institute,
Jamil@urbankind.org

Neighborhood Planning

What is Neighborhood Planning?



PITTSBURGH
P E N N S Y L V A N I A

Neighborhood planners act as liaisons between City government and the community for most planning processes. Neighborhood planners participate in, and often coordinate, community plans. Your neighborhood planners acts as go-to people for explanations of zoning, development, transportation and other planning-related matters. Whether you're an individual or a representative of a community organization, neighborhood planners are here to help.

If you want more information on how the City of Pittsburgh supports Neighborhood Planning, contact

Homewood's Planner:

Christopher Corbett

Christopher.Corbett@pittsburghpa.gov or 412-393-0160.



HOMewood

COMPREHENSIVE
COMMUNITY PLAN

(Click here to read full plan!)

The Homewood Comprehensive Community Plan is a report put together to develop goals, recommendations, and implementation strategies to steer planning and development in Homewood for years to come. This document will serve as a guide for planning and development in the neighborhood.

The plan has nine key areas. Each area has specific strategies that are outlined in the plan.

1. Housing
2. Public Health & Safety
3. Culture & Recreation
4. Education
5. Workforce Development
6. Mobility
7. Business & Innovation
8. Sustainability
9. Urban Design and Development

Homewood Vision Statement from the Plan:

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

Want to get involved?

Contact leaders in your neighborhood:

Rev. Sam Ware, Executive Director, Building United of Southwester PA; Chair, Homewood Community Development Collaborative (HCDC):

sware95@gmail.com; (412) 378-1142

Jerome Jackson, Executive Director, Operation Better Block; Member, HCDC: jjackson@obbinc.org; (412)731-1908



There are specific goals in the Homewood Comprehensive Community Plan that relate to Equitable Development. These include Goals 8 - 16:

Goal 8: Focus on Neighborhood Level Small Business Technical Assistance

Goal 9: Bring Homewood's regulatory framework into alignment with previous planning and shape Homewood's future growth

Goal 10: Manage Vacant Properties Comprehensively

Goal 11: Encourage Community Led and Driven Development

Goal 12: Renovate Existing Housing to provide Homewood residents with pathways to homeownership

Goal 13: Use innovative and targeting housing development to meet the needs of specific household Demographics in Homewood

Goal 14: Implement green building and energy efficient programs and standards to reduce cost burdens for existing and future residents

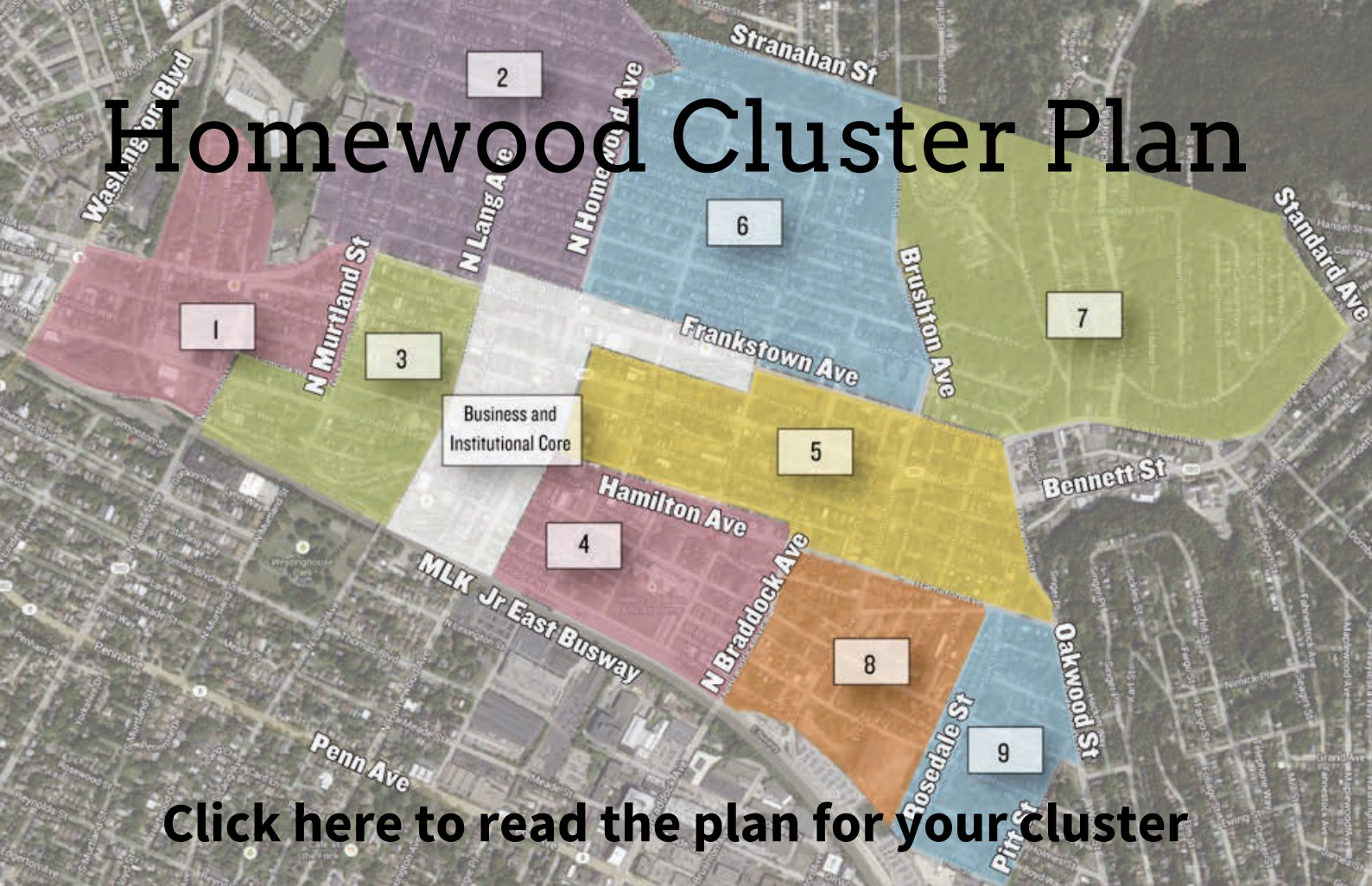
Goal 15: Prevent displacement through affordable housing development, proactive policy, and stabilization of existing residents

Goal 16: Create Homewood-specific design standards for new development.



Which goal means the most to you?

Homewood Cluster Plan



Click here to read the plan for your cluster

The Homewood Cluster Plan was a project done by Operation Better Block in order to provide the neighborhood with a comprehensive land use plan block by block. The plan breaks up the neighborhood into 9 clusters, which allows residents to focus on issues specific to their cluster. Additionally, it will craft a vision for what will be done on vacant lots, what development is right for different parts of Homewood, where homes should be renovated or demolished, and where new development should be built.

Want to get involved?

Visit Operation Better Block's website and type in your address to find out what cluster you are in: <https://www.obbinc.org/>

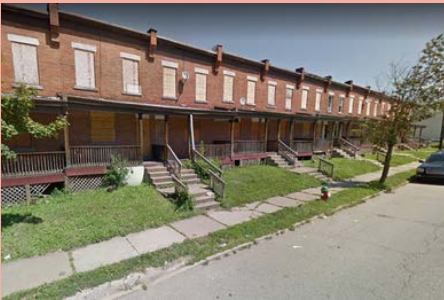
Call Operation Better Block to find out when your cluster meets. Most clusters should be meeting on a monthly basis. If your cluster is not meeting, ask Operation Better Block if you can start holding these meetings: Jerome Jackson, Executive Director: 412-731-1908; jjackson@obbinc.org

Attend the Operation Better Block monthly meeting held on the third Thursday of the month from 6:00 - 7:30 pm at the Homewood Library

What is Zoning?

It is important to understand that neighborhoods and every address, or parcel, in neighborhoods are zoned by the City. What that means is that the office of City Planning and City Council have the power to decide whether a location is residential, commercial, or other categories designated by public officials. Therefore, if a proposed development does not fall into the category of what the space is zoned for, it will need to either find another location or apply for rezoning through the City of Pittsburgh.

Although this is not a comprehensive list of all of the zoning categories, these are a few that are present in the Homewood neighborhood.



R1A: Residential Single-Unit Attached - single family housing on one lot, connected to next door unit
Example: Row House



RM: Residential Multi-Unit - multi-family housing
Example: Apartment Building



UNC: Urban Neighborhood Commercial, commercial business space that serves the broader community
Example: Everyday Cafe

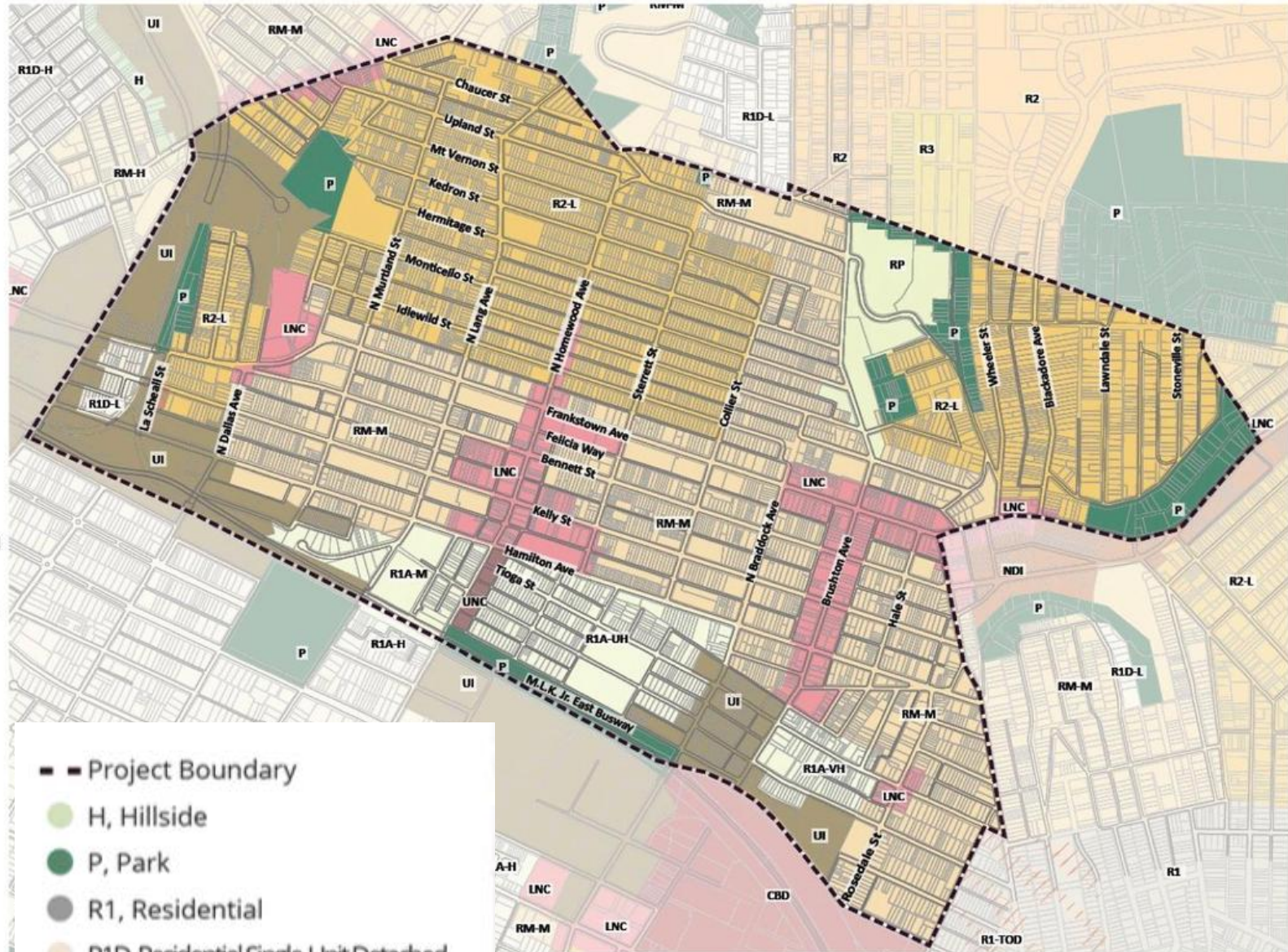


LNC: Local Neighborhood Commercial District - commercial business space that serves the neighborhood
Example: Dana's Bakery



P: Park - green open space
Example: Westinghouse Park

Homewood's Current Zoning

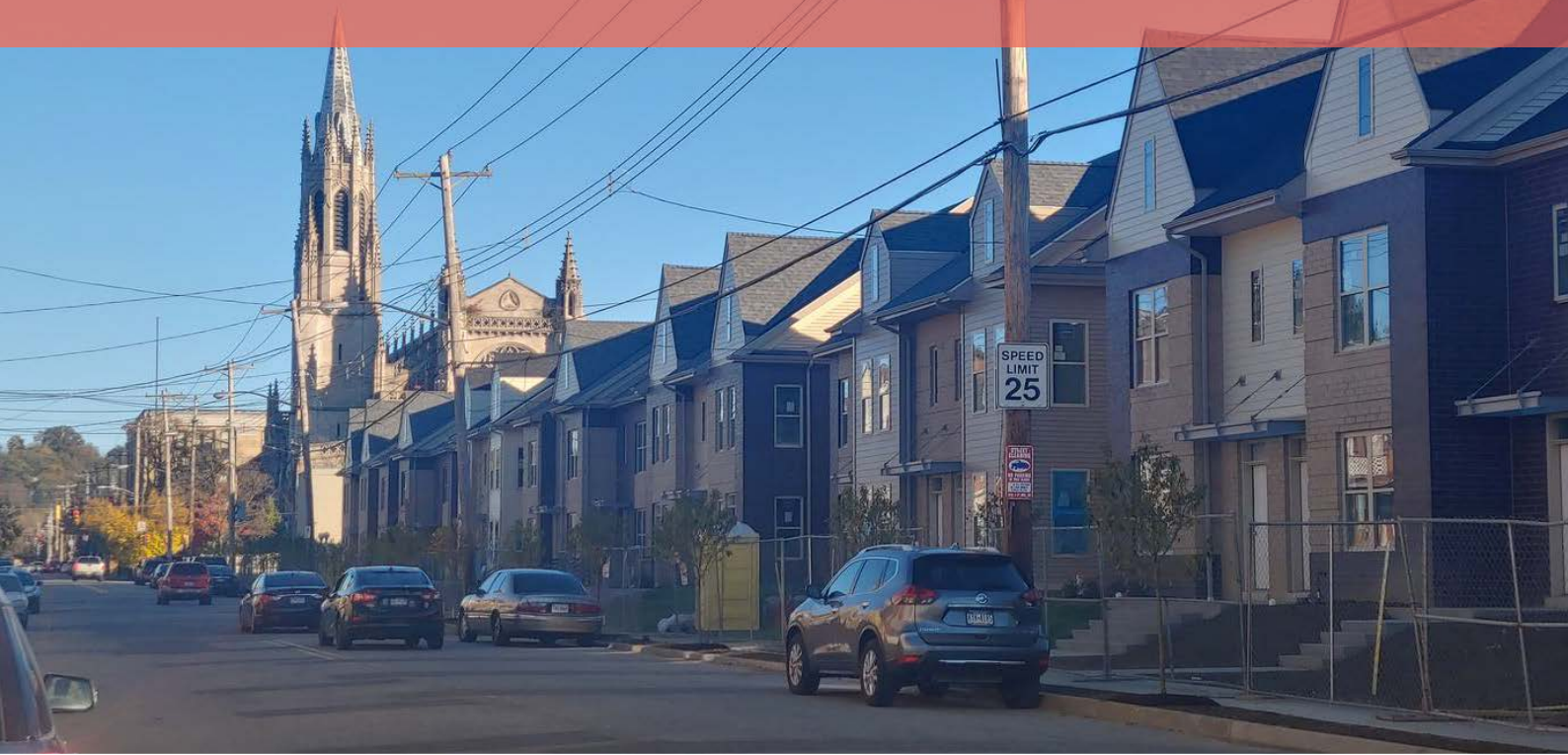


Source: Operation Better Block's Cluster Plan

How is your property zoned?

Questions? Contact the City of Pittsburgh's Department of Permits, Licenses, and Inspections. 412-255-2246 - Office Hours for the zoning office are from 8 am til 1pm.

What is Affordable Housing?



What does Affordable mean? Affordable for WHO?

- Area Median Income is the household income for the median household in the region.
- If you were to line up each household in the area from the poorest to the wealthiest, the household in the middle would be the median household.
- Each year the Department of Housing and Urban Development (HUD) calculates the area median income for every metropolitan region in the country to determine if individuals and families are eligible for various housing programs the income is compared to the area median income.
- For example, some apartment buildings will designate units for those at or below 30% AMI, therefore if you are a family of 3 and you make less than \$21,600, you would qualify for that unit.

2019 Area Median Income					
Income Limit Category	1 Person	2 Person	3 Person	4 Person	5 Person
30% AMI	\$16,800	\$19,200	\$21,600	\$25,750	\$30,170
50% AMI	\$28,000	\$32,000	\$36,000	\$39,950	\$43,150
80% AMI	\$44,750	\$51,150	\$57,550	\$63,900	\$69,050

THE ANSWER

SHELTERFORCE

Q WHAT DO ALL THESE HOUSING AFFORDABILITY TERMS MEAN?

A

AFFORDABLE • in policy discussions in the United States, a home is typically considered affordable to someone if it costs less than 30 percent of their income. Learn more at bit.ly/SF186Hertz.

AFFORDABLE HOUSING • if otherwise unspecified, this usually means that housing units are priced to be affordable to households making between 40 and 80 percent of area median income—but this can vary widely.

AREA MEDIAN INCOME, or AMI • the median income of households within a region—usually the metropolitan statistical area, as determined by the U.S. Office of Management and Budget. Learn more at bit.ly/SF186Murphy.

AREA MEDIAN FAMILY INCOME • same as area median income, but this disregards all households of one, and does not combine the income of unrelated people living together.

ELIGIBILITY STANDARD • a measure used to set a maximum income to qualify for an affordable unit or other housing assistance.

EXTREMELY LOW INCOME • by Department of Housing and Urban Development (HUD) rental assistance standards, a household making less than 30 percent of area median income.

FAMILY • The census definition, used to calculate AMFI, is two or more persons related by birth, marriage, or adoption residing in the same housing unit. HUD's definition of family is merely one or more persons living together.

H+T INDEX • an affordability measure in which a household spending up to 45 percent of its income on housing plus transportation costs is considered affordable. Learn more at bit.ly/SF186HTIndex.

HOUSEHOLD • all the people living in one housing unit.

HOUSING COSTS • for the purposes of calculating housing affordability, usually rent plus estimated utilities (or mortgage/taxes/insurance plus estimated utilities).

HOUSING POVERTY • being left with less than two-thirds of the poverty threshold after paying for housing costs. Learn more at bit.ly/SF186Aurand

LOW INCOME • by HUD rental assistance standards, and in many affordable homeownership programs, a household making less than 80 percent of area median income. For Community Development Block Grant or Community Reinvestment Act purposes, a household making less than 50 percent of area median income.

MEDIAN • the middle point of a dataset; having an equal number of data points higher and lower than. It is not necessarily the value that is most common.

MODERATE INCOME • varies widely. Can mean 50 to 80 percent of AMI, 80 to 100 percent, 80 to 140 percent, or other ranges.

PAYMENT STANDARD • a measure used to set how much rent a household should pay, for example in the housing choice voucher program.

POVERTY THRESHOLD • the income below which a household is officially defined as being "in poverty" in the United States. Also called the poverty level.

RESIDUAL INCOME • the amount of income left after paying for certain necessities and/or certain fixed costs (such as debt payments or child support).

SHELTER POVERTY • inability to cover the cost of basic necessities after paying housing costs. This term was coined by Michael Stone, who defined the cost of basic necessities based on Bureau of Labor Statistics data.

VERY LOW INCOME • by HUD rental assistance standards, a household making less than 50 percent of area median income.



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

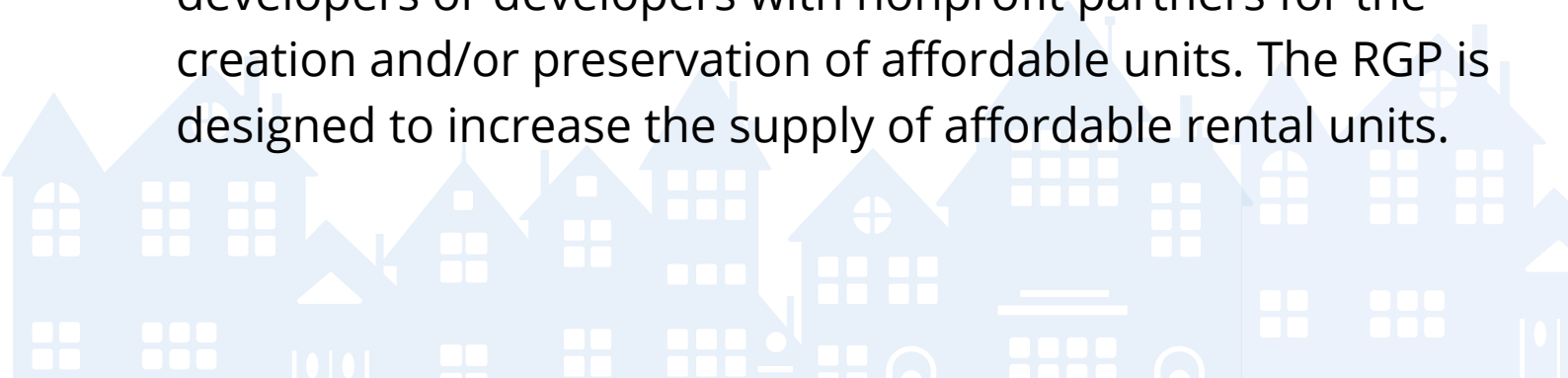
What does the URA do?

- Assemble, prepare, and convey sites for major mixed-use development
- Provide programs that include financing for business location, relocation, and expansion, house construction and rehabilitation, home purchases, and home improvements
- Committed to equitable development and incorporates best practices for equity and inclusion

Recently, the URA created the **Housing Opportunity Fund** which will commit \$10 million a year towards the development and preservation of affordable and accessible housing within the City of Pittsburgh. The following programs are part of the HOF:

Rental Gap Program

- The Rental Gap Program (RGP) provides loans to nonprofit developers or developers with nonprofit partners for the creation and/or preservation of affordable units. The RGP is designed to increase the supply of affordable rental units.



• **Homeowner Assistance Program**

- The Homeowner Assistance Program (HAP) and Homeowner Assistance Program PLUS provide up to \$30,000 in financial assistance to eligible homeowners for rehabilitating and improving residential owner-occupied properties within the City of Pittsburgh.

Doren Hilmer: 412.255.6574 **Email:** dhilmer@ura.org

• **Down Payment and Closing Cost Assistance Program**

- The Down Payment and Closing Cost Assistance Program provides financial assistance to eligible first-time homebuyers in the City who are interested in purchasing an existing or newly constructed residential unit.

Doren Hilmer: 412.255.6574 **Email:** dhilmer@ura.org

• **Housing Stabilization Program**

- The Housing Stabilization Program (HSP) is a housing crisis prevention program. HSP Service Providers:

Mercy	
Phone	412-232-5739 - option 3
Email	OSN.HSPFund@pittsburghmercy.org

Urban League	
Phone	412-227-4164
Email	eep@ulpgh.org

YWCA	
Phone	412-255-1488

Macedonia FACE	
Phone	412-281-2573

To learn more about the Housing Opportunity Fund, contact HOF Community Outreach Specialist, Vethina Hage, at 412.255.6638 or email at vhage@ura.org

HOF website: <https://www.ura.org/pages/HOF>



Neighborhood Initiatives Fund. This program provides grants to:

- Help unlock the economic and placemaking potential within neighborhoods
- Support vision-to-action community investment strategies that build an equitable Pittsburgh
- Formalize collaborative partnerships across the city

Non-profit organizations are eligible to apply for this funding to support the following activities:

- Conceptual design and engineering
- Land Remediation
- Vacant property activation
- Historic preservation
- Commercial district revitalization
- Public realm improvements

Want to learn more? Contact Matt Reitzell, Program Assistant at the URA, at 412-255-6560, or mreitzell@ura.org



Developers



- **Property developers** buy land, finance real estate deals, build, or have builders build projects - which can include housing, commercial, or other uses. Property developers invest in a neighborhood usually receive a financial return on their investment.
- **Housing developers have a huge role in equitable development** as they can set the housing prices and impact the real estate market in a neighborhood

Featured Developer:



BRIDGINGTHEGAP
DEVELOPMENT, LLC

Pittsburgh-based, Bridging the Gap Development has a variety of properties, including multi-family affordable housing, market-rate rental and homeownership properties, as well as mixed-use and commercial development projects. The mission to preserve and grow a financial portfolio by investing their preferred capital into income producing real estate assets and major development projects.

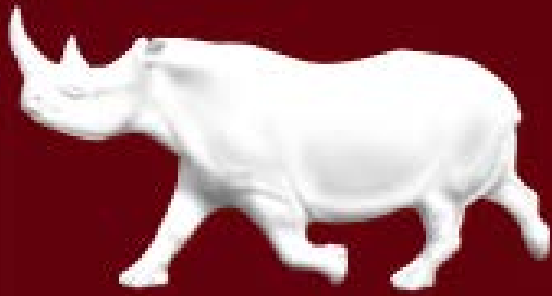


Featured development: Miller Street Apartments, a 36-unit building in the Hill District to the left, has raised the bar, with not only energy efficiency features but also helpful social services. Services at the center include: trauma center (aiding in overcoming obstacles), speaker series, leadership classes, financial literacy classes and job readiness



Derrick Tillman,
President and CEO,
graduate of
Westington House
High School

Contact: Bridging the Gap
1435 Bedford Avenue,
Pittsburgh, PA
412-482-3490



kbk enterprises

Featured Developer:

KBK Enterprises was established in 2004 by Pittsburgh Hill District native Keith B. Kay, KBK is currently active in Pittsburgh, Ohio, Washington D.C., and New Orleans. Developments include Skyline Terrace, Middle Hill, Lower Hill, Larimer Point, as well as Lexington Technology Park and Kelly Hamilton Homes in Homewood.

Accomplishments

In 2008, KBK Enterprises received a Proclamation from the City of Pittsburgh as recognition for KBK the largest development enterprise for a minority in the city's history, in the very housing Kay was born and raised. KBK Enterprises made history again with Skyline Terrace. The award for Skyline is the largest award to a minority enterprise to date in Pittsburgh, at approx. \$160 million.



Keith B. Kay
President and CEO

Equitable Development

In all of their Pittsburgh projects, KBK used 40 to 50% Minority/Women Business Enterprise participation in a town that only has a 12% minority population. In New Orleans, his projects had 50% and up to 60% MWBE participation.



Contact: KBK Enterprises
1300 Brighton Road Suite #1
Pittsburgh, PA 15233
Phone: (412) 363-4401

Community Land Trusts

Community Land Trusts (CLT) are an affordable housing strategy that can be utilized in neighborhoods to maintain permanent affordable housing.

Community Land Trusts own the land that sits underneath a building. The organization leases the home to the homeowner usually on a 99-year lease.

Each time the home is sold, the Community Land Trust restricts the sale price to ensure the home remains affordable and creates homeownership opportunities for the community.



← Resident Owned House

← CLT Owned Land

The Board of Directors for a Community Land Trust typically include:

1/3 CLT Residents - The people living in the Homes!

1/3 Other Neighborhood Residents

1/3 Experts in the Field or neighborhood stakeholders

In Pittsburgh, the City of Bridges Community Land Trust organization is working towards spreading the land trust model throughout neighborhoods in Pittsburgh that have requested to have a CLT in their neighborhood.

To find out more, visit the City of Bridges website: <https://cityofbridgesclt.org/>
Contact: Julia Pascale, Strategic Program Manager: julia@cityofbridgesclt.org; (412) 621-1811 x 103

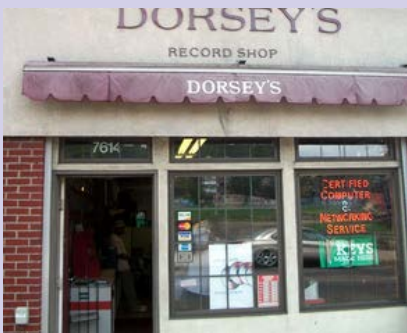
LOCAL BUSINESSES

Equitable development results in investments to uplift the people and cultural identity of the neighborhood by supporting current initiatives, businesses, and organizations. Local business development means supporting existing entrepreneurs and small businesses in the neighborhood, and in turn boosting the neighborhood's economy.

Benefits of having small businesses in your neighborhood:

- Provide opportunities for entrepreneurs to thrive
- Employ neighbors
- Serve as a gathering place for communities
- Boost the local economy

Local Businesses Spotlights



Dorsey's Record Shop



Salik Hardware



Dana's Bakery

Want to get involved? Here's how:

- Support local businesses by visiting them and telling friends about their store!
- Start your own small business! **Bridgeway Capital opened the Sarah B. Campbell Enterprise Center** in October, 2019 at 7800 Susquehanna Street. This is a small business incubator and training facility that provides educational services for startups, including funding information. Open for appointments!
- **URA Center for Innovation and Entrepreneurship:** offers a variety of gap financing products and expert services to help you expand your business and attract new customers. Visit at <https://www.ura.org/pages/businesses-entrepreneurs>
- Contact **Neighborhood Allies** who recently hired Homewood resident, **Demi Kolke**, to work as the **Senior Program Manager for Corridor Revitalization**. She will be working to improve the business district in Homewood by supporting business owners, hosting community events to activate the corridor, and attracting investment in Homewood. Contact Demi at: demi@neighborhoodallies.org; (412) 471-3727

SECTION 6: STAY INVOLVED

Now that you know about Equitable Development's definitions, policies, and programs in Pittsburgh, how can you stay involved?! This section will outline ways to get involved and stay involved.

Stay Connected! Follow organizations in your neighborhood on Facebook, Twitter, and Instagram to stay informed on events in your community! Click on each to visit their page!



Operation Better Block

Homewood Children's Village

Community Empowerment Association

YMCA - Homewood

Homewood Concerned Citizens Council

Bible Center Church

Homewood Community Development Collaborative

University of Pittsburgh Community Engagement Center

Sign up for email lists from your neighborhood organization by visiting their website and scrolling down to the bottom of the page, clicking the "contact" tab, or "subscribing" to their mailing list.



Operation Better Block

Homewood Children's Village

Community Empowerment Association

YMCA - Homewood

Homewood Concerned Citizens Council

Bible Center Church

Homewood Community Development Collaborative

University of Pittsburgh Community Engagement Center



Visit the local Carnegie Library of Homewood and stay up to date with events happening there. The library is a great resource for information, internet access, meetings, and more!

Address: 7101 Hamilton Ave, Pittsburgh, PA 15208





A great way to stay involved is to attend Community Meetings and Events

- Operation Better Block Community Meeting's third Thursday of the month from 6:00 - 7:30 pm at the Homewood Library.
- Homewood Concerned Citizens Council meeting on the first Wednesday of the month at 6pm at the Homewood Library.
- Homewood Good Food Fest is hosted by Phipps Conservatory each year. This is a great way to meet your neighbors and get involved!
- Harambee Black Arts Festival is held in Homewood every year in August, learn more by [clicking here!](#)
- Homewood Children's Village hosts two community dinners each year for families in Homewood at the YMCA Homewood Brushton.

Stay connected on Facebook and sign up for email lists to learn about more events in your neighborhood!



Stay Involved through Political Action



Who are your elected officials and how can you contact them?

- Ed Gainey - U.S. House of Representatives
 - (412) 665-5502
 - 100 Sheridan Square, 3rd Floor, Pittsburgh, PA 15206
- Reverend Ricky Burgess - Pittsburgh City Council
 - (412)-255-2137
 - City-County Building, 414 Grant Street, Pittsburgh, PA 15219
- Jay Costa - U.S. Senator
 - (412) 241-6690
 - 1501 Ardmore Blvd #403, Pittsburgh, PA 15221
- Bill Peduto - Mayor of Pittsburgh
 - 414 Grant Street, 5th Floor Pittsburgh, PA 15219

Want to have your voice heard? City Council meets weekly on Tuesday at 10am in the Council Chambers at the City-County Building (414 Grant Street 5th floor).

- Members of the public are able to speak for 3 minutes if registered in advance. [Click here to register.](#)

Stay Involved through Political Action

It is important to vote even on non-presidential election years. Local elections make a huge impact on your community!

- Register to vote by clicking [here](#).
- Find out where your polling station by clicking [here](#).

Other ways to get involved:

- Volunteer on a campaign for your favorite candidate
- Help people register to vote
- Work at your local polling station on election days
- Watch or attend debates
- Financially support political candidates
- Run for office
- Attend public hearings



United States®
**Census
2020**

Voting Rights Act



In 1965, the Voting Rights Act legislation was passed prohibiting racial discrimination in voting. It was signed into law by President Lyndon B. Johnson during the civil rights movement. This act secured the right for racial minorities to vote and outlawed discriminatory voting practices that occurred in many southern states - including literacy tests as a prerequisite to voting. Since passed, it has been amended to include protection of voting rights for non-English speaking American citizens.

Why is it important to get counted in 2020?

The census count is used to allocate funding to individual communities through programs such as:

- Medicaid
- SNAP (food stamps)
- Section 8 Housing Choice Vouchers
- Head Start
- Temporary Assistance for Needy Families (TANF)
- Children's Health Insurance Program (CHIP)
- Highway Planning and Construction
- **And many more!**

Get involved to make sure your neighbors, family, and friends get counted!

THANK YOU TO THE REP PARTICIPANTS AND COMMUNITY ADVISORY BOARD MEMBERS

Adult Participants

Dolores Bey
Dorothy Bey
Khadijah Bey
Nekeisha Canton Carter
Leonard A. Carter
Michele Chestnut
Charles Faust
Jay Gilmer
Robert Green
Dorothea S. Hall
Beverly Howell
Michelle Jackson
Tanya McClenton-Todd
Scott Porter
Zinna Scott
Carlo Taylor
Anan Todd
Shirline Wilson

Youth Participants

Nyela Chapman
Taja D-R
Dishaun Dent
Dre'onna Lewis
Angel Moore
Darius Morton
Zoe Marie Overby
William Penn
Breyonna Pressley
Alisha Reid-Moore
Jayla Sadik
Jewel Simmons
Diamond Simmon
Burnell Smith
Tyenna Smiths
Dasaundre White
Mahogany Yang



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Thank you to the speakers who participated in our Community Conversations

- Jerome Jackson, Executive Director, Operation Better Block
- Demi Kolke, Senior Program Manager, Corridor Revitalization, Neighborhood Allies
- Julia Pascale, Real Estate Program Coordinator, and Ed Nusser, Director of Real Estate, City of Bridges Community Land Trust
- Shad Henderson, Director of Equity and Community Partnerships, Neighborhood Allies
- Derrick Tillman, President and CEO, Bridging the Gap (Developer)
- Chris Koch, Founding Principal, Civic Method (Homewood Community Development Collaborative)
- Fred Brown, Director of the Forbes Fund at the Pittsburgh Foundation
- Melvin Hubbard El, Legislative Aide - State Representative Ed Gainey



Questions or comments about this playbook?
Please email Dr. Mary Ohmer at mlo51@pitt.edu or
Dr. Shannah Tharp Gilliam at sgilliam@hcvpgh.org



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SERVICE** 