



# **Pittsburgh Neighborhood Plan Guide**

*Draft for Planning Commission Review  
February 11, 2020*

## ABOUT THE DEPARTMENT OF CITY PLANNING

The Department of City Planning (DCP) establishes and sustains an orderly and consistent approach to land use in the City of Pittsburgh that incorporates sustainability, city design, resilience, equity, and opportunity into ongoing practice and long-range planning. To achieve this end, DCP works with communities, civic institutions, and non-profits as well as public departments, agencies, and authorities to ensure the effective and efficient implementation of City policy. The overriding goal is to sustain and enhance a thriving city of neighborhoods for people who live, work, learn, and visit here. DCP consists of 46 staff organized into five divisions:

- **Strategic and Neighborhood Planning** – Leads long-range planning projects including the Comprehensive Plan and Neighborhood Plans, manages implementation of City plans; Creates new Zoning Code tools and other regulations; Serves as community liaison for City projects.
- **Zoning and Development Review** – Implements Pittsburgh’s Zoning Code; Staffs the Planning Commission, Zoning Board of Appeals, and Historic Resources Commission; Advises Strategic Planning on the development of new Zoning Code tools.
- **Sustainability and Resilience** – Sets citywide goals and policies for topics related to sustainability and resilience including energy use, greenhouse gas emissions, water use, transportation emissions, and waste reuse.
- **Public Art and Civic Design** – Author and lead implementer of the City’s Art Plan; Integrates art, culture, and civic design into all DCP projects; Staffs the Art Commission; Manages the City’s extensive collection of public art and monuments.
- **Geographic Information Services** – Develops and maintains the City’s collection of data resources; Provides mapping services to support City projects; Engages in all City efforts related to the effective use of data and technology to improve governance.

### Intended Audience

This guide creates a standard for the development of neighborhood plans that can be formally adopted by the City Planning Commission. The City of Pittsburgh will initiate these planning processes in most instances and will use this document to guide this work. Registered Community Organizations (RCOs) can also initiate a neighborhood planning process and work with public agencies to follow these standards to adopt a plan. The key audiences for this guide are DCP planners and RCOs who initiate the planning process and must follow this guide to achieve formal adoption of the plan, and the community organizations and stakeholders who will work with them throughout the planning process.

#### General Public and Community Stakeholders

This guide explains how DCP and RCOs will conduct neighborhood plans throughout the city. If the City is leading a neighborhood planning effort in your neighborhood, the planners who lead the process will use the framework in this guide for that process. The guide was designed to increase transparency and allow you to better understand each phase of the process. Communities can also utilize this guide to understand whether an adopted neighborhood plan would resolve their needs and whether they should advocate to their RCO to initiate a plan. It is important to know that projects and development will continue to take place during the

planning process. The process does not slow or halt activities of communities groups or developers, although there are Zoning Code tools available such as Interim Planning Overlay Districts that can limit certain aspects of development if necessary.

#### Registered Community Organizations (RCOs) and Their Consultants

RCOs are able to initiate neighborhood planning processes that will result in plans that can be adopted by the City's Planning Commission. This guide represents the standards by which such planning processes and products will be reviewed to ensure the City is adopting cohesive and complete plans. This guide includes resources and tools designed to aid RCOs in a variety of tasks from hiring consultants, to undertaking public engagement, to conducting research and formulating plan content. RCOs should consult with planners from DCP prior to the planning process and incorporate planners and other public agency staff into the process as outlined in this guide.

#### Public Agencies

Professional planners at the City of Pittsburgh and partner agencies will follow this guide to develop neighborhood plans and use the materials in this packet to explain the program to stakeholders before, during, and after the planning process. The use of the guide ensures all neighborhood plans are consistent with each other and citywide initiatives.

## HOW TO USE THIS GUIDE

This guide explains how public agencies, RCOs, and the public work together to create neighborhood plans throughout the city. It walks through the phases needed to make sure neighborhood plans can be adopted by the Planning Commission. This guide is divided into three sections: Neighborhood Plan Goals and Topics, The Planning Process, and Resources.

### Neighborhood Plan Goals and Topics:

The guide starts by identifying goals that should be at the forefront of neighborhood planning processes. The page that follows concisely outlines the ideas these plans will cover as well as the public agencies that will partner with the community to address them.

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### The Planning Process:

An overview that explains the basic process and more detailed guidance for the entire planning process.

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### Resources:

Resources and templates to support planning teams throughout the process. The information in these resources provide more detail for items in The Planning Process phases.

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# **Neighborhood Plan: Goals and Topics**

## NEIGHBORHOOD PLAN GUIDE IN CONTEXT

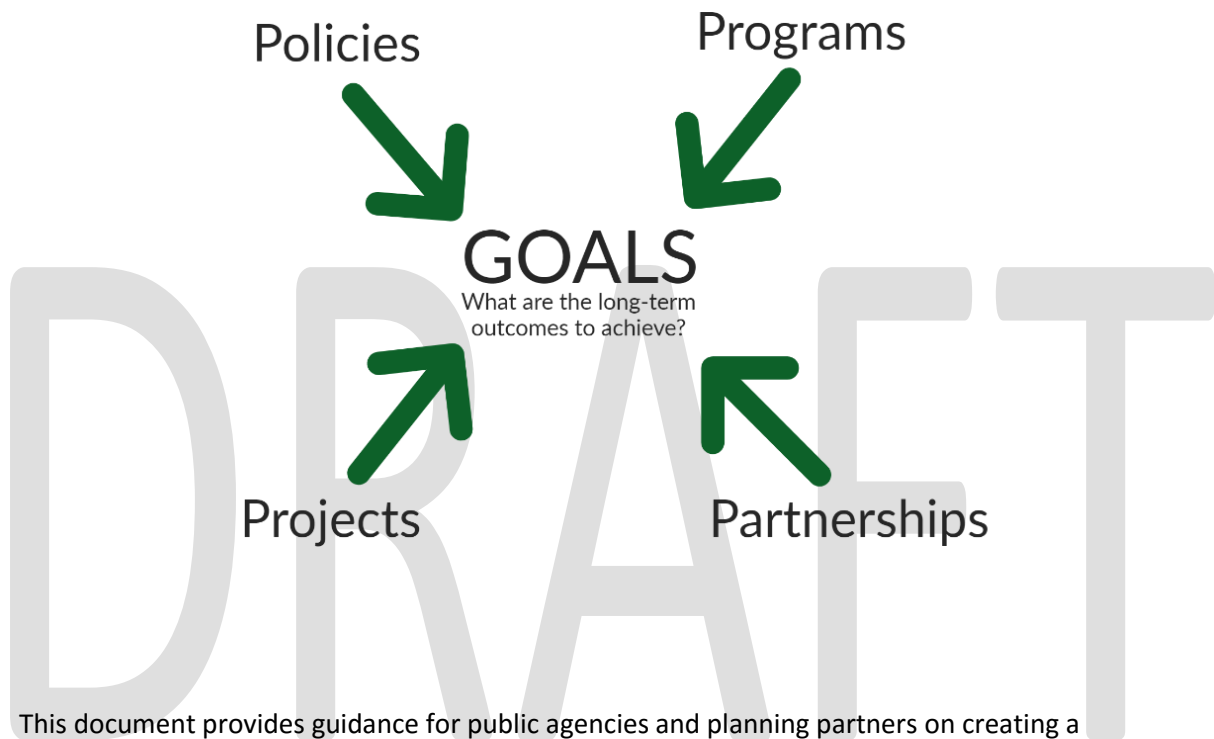
The word “neighborhood” can mean specific City of Pittsburgh designated places that coincide with census tracts or larger areas with a spatially or community-defined geography. This guide uses the latter sense of the word when discussing the geography of the plan area. This guide also uses the word “community” to include the largest possible group of stakeholder types in a geographic area (e.g., residents, employers, employees, property owners, community organizations).

A neighborhood plan is a strategy for the future of a community including proposals for the built and natural environment as well as the programs and activities that sustain a place and its people. That strategy can look very different depending on the needs and focus of the community. This guide defines neighborhood plans as having a vision statement, goals that break the vision into more achievable parts, and projects and programs that each organization will complete to meet the goals and realize the vision. The process to create a neighborhood plan typically takes two years, during which the activities of community organizations and developers continue to occur. The elements of a neighborhood plan are briefly described below, with more information and examples for each found in the Resources chapter.

- Vision statements provide a shared description of what the neighborhood will be in 10 years if the plan is successful.
- Goals are long-term outcomes the plan will achieve by implementing programs, policies, and projects.
- Policies set a preferred direction and describe what must be done to achieve the goals.
- Programs are a set of activities that seek to realize a particular long-term aim.
- Projects are discrete actions for a list of implementation partners to take on and complete.
- Partnerships are commitments by organizations to work together to advance an outcome.

# VISION STATEMENTS

What are we going to be in 10 years?



This document provides guidance for public agencies and planning partners on creating a neighborhood plan and including what should be in it. This guide serves a framework and collection of resources for the City of Pittsburgh's Neighborhood Planning Program. DCP developed and manages this program and its key components:

- Planning Education Series: This is a series of informational sessions coordinated by DCP to build up knowledge for the upcoming neighborhood plan process. Each session focuses on a different topic area. Most often, the series will be held in the neighborhood where there is a neighborhood planning process about to begin.
- Registered Community Organizations (RCOs): Establishes a set of standards for community-based organizations. If the organization meets these standards, it can initiate a process where it follows the standards in this guide to create a neighborhood plan that may be adopted by the City Planning Commission.
- Public Engagement Guide: Outlines a framework for how the City should conduct engagement efforts throughout the next phases of the Comprehensive Planning process, and establishes guidelines for improving the approach to engagement more broadly. The guide was developed through a collaboration of residents, community organizations, and City Planning. It is designed to help increase engagement with the planning process.

Additional elements of the program will be developed as needed to support the aims of creating neighborhood plans and ensuring their efficient implementation.



## Purpose of City Planning

City planning has existed as a profession for a little over 100 years, however, all cities display various degrees of conscious planning in their design, layout, and how they function. An example of this is Pittsburgh's gridded street network that predates the field of planning by more than a century.

The modern profession of city planning focuses on the social and physical health of the city: creating healthy and safe living conditions, efficient transportation systems, sustainable communities, and adequate public facilities. Planners address a broad range of topics including land use, transportation, economic development, energy, housing, and stormwater management to find mutual benefits and create more holistic and responsive plans. Neighborhood and community-scale planning is increasingly focused on "action planning" or the creation of plans that focus on projects and programs and their implementation instead of the development of policy language and frameworks.

## Foundation of Neighborhood Planning in Pittsburgh

Through the 1950s, city planning in Pittsburgh focused on large, publicly-funded infrastructure and development projects. A combination of factors in the middle of the 20th century – including the Civil Rights movement and federal spending on community advocacy organizations – established Pittsburgh's ecosystem of neighborhood organizations. Investments from local foundations nurtured community-based organizations, which took on larger and more complicated projects including community planning. These early community plans often focused on a specific issue, such as vacant land or a commercial district, rather than a comprehensive look at an entire neighborhood.

The City of Pittsburgh views the RCO program and this guide as building on this well-established foundation by adding a set of standards and best practices to ensure the next generation of plans are of a consistent quality and address the needs of a broad range of community interests.

## Value of Formal Adoption

Adopted plans become official City of Pittsburgh policy and guide public investments in the neighborhood/study area including capital budget decisions over the next 10+ years until updated. These neighborhood plans also guide private and institutional investments.

Neighborhood plans that follow this process guide can be formally adopted into the City's Comprehensive Plan through approval by the City Planning Commission. The result of using this guide is a document that clearly and concisely captures the community's vision for its future using equitable, transparent and inclusive engagement techniques outlined in the Public Engagement Guide and commits the planning partners to a set of goals, projects, and programs necessary to reach that vision.

Community plans that do not follow the guidelines in this document cannot be adopted by the City, but may hold equal value to the communities that create them, still make clear community



preferences and may be considered by public agencies where formally adopted plans are not present.

## Selecting Areas for Neighborhood Plan Processes

DCP and its partner agencies work with community organizations and elected representatives to determine community desires and needs for neighborhood planning processes. Data indicators are used to understand opportunities for neighborhood plans to support citywide goals. Several factors are considered in making the decision to initiate a planning process, including but not limited to:

- Impact: Prioritize neighborhoods where plans can leverage the largest influence, either because there is a high amount of development occurring or a major infrastructure investment is forthcoming;
- Advancement: Prioritize neighborhoods that need a catalyst for change;
- Efficiency: Prioritize neighborhoods that already have funding or grants in place to efficiently use city resources by combining forces with other related efforts;
- Geography Equity: Adopt plans for all areas of the city; and
- Previous Planning: Prioritize neighborhoods where existing plans are outdated (over seven years old) or there is no plan.

## The Role of Data

Planning processes should be driven by data and a quantitative understanding of the conditions and issues in a community in addition to more qualitative information. During the planning process, indicators should be identified for each topic that allow the tracking of progress against specific goals (e.g., tracking percentage of residents within a 20 minute walk to an open space as a measure of a goal around improving access to nature). These indicators should be tracked during the implementation phase of the plan in addition to tracking the completion of projects and programs. There are a large number of resources where this data already exists or where guidance on collecting data is available to project teams. These are briefly outlined below:

- Department of City Planning Data Portal: This resource was created in 2020 as part of the City's Comprehensive Plan process in coordination with the creation of this guide. It provides a large and interactive dataset at the census tract level. The tool allows users to summarize across larger geographies by selecting multiple census tracts. It should be used as the first source of data for all neighborhood plans.
- Pittsburgh Equity Indicators: This resource was created in 2017 as a baseline to assess annual progress toward equitable opportunities and outcomes for Pittsburghers of all races, genders, and incomes. The first annual report against the baseline was published in 2018. Note: Some of this data exists only at the citywide scale.
- Western Regional Data Center: This open data resource was created by a partnership between the University of Pittsburgh Center for Urban and Social Research, Allegheny County, and the City of Pittsburgh. Data is updated by all partners and organized into 16 commonsense categories from Arts and Culture to Housing and Properties.
- Burgh's Eye View and Building Eye: Burgh's Eye View is a repository of data continually updated and curated by many City of Pittsburgh departments on a wide range of topics from 311 requests and public safety reports to public works projects. Building Eye

includes data from the Department of City Planning and Permits, Licensing, and Inspections specific to development activities and enforcement.

The above data sources are continually updated by public and private partners. If a planning team should wish to start collecting their own data directly, consider the following: Who generates the data, what resources are needed to do so, who uses the data to track progress, and whether it is unique to a specific community or common citywide.

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## GOALS AND FRAMEWORK

Through the collective action of all our neighborhoods, Pittsburgh can meet its goals of achieving a more sustainable and equitable future. Pittsburgh's leaders have long learned from their communities. This input informed the creation of citywide goals through various City of Pittsburgh plans and these goals can now inform the creation of a new generation of neighborhood plans. Neighborhood plans implement city goals through processes that integrate best practices from Pittsburgh with the EcoDistricts Protocol and with progress tracked against United Nations Sustainable Development Goals (SDGs), which are explained in sections below.

The City's Planning Commission will review each neighborhood plan as part of the adoption process to ensure they contribute to meeting formally adopted City goals. For both City-led and RCO-led plans, the Neighborhood Planner will be responsible for submitting a memo to the Planning Commission with the plan that clearly identifies elements of the plan in conformance with City goals and policies as adopted by the plans identified in the following sections. The Resources chapter includes examples for how neighborhood plans can meaningfully address City goals.

### City Goals

Through its different departments and partner agencies, Pittsburgh is working to improve living conditions and prosperity for all residents. While each agency has its own set of principles, goals, or core values that organize their work, three topic areas tend to be consistent:

- **Equity:** Ensuring all groups have access to the resources and opportunities necessary to improve their quality of life.
- **Sustainability:** Ensuring that we can meet the needs of the present without compromising the ability of future generations to meet their own needs.
- **Resiliency:** Ensuring that the city is prepared to thrive in the face of social, environmental, and economic shocks and stresses.

These three goals are best addressed through a combination of cross-cutting efforts from the how neighborhoods are physically constructed to the programs and supportive services that keep them vibrant, healthy, and safe. This guide recommends these goals be considered in all planning work with specific recommendations included in the Example Goals and Indicators Resource. The Resources Chapter also included recommendations for incorporating inclusion and equity into the planning process including the Steering Committee and Action Teams. The City's Public Engagement Guide provides additional guidance on these topics as they relate to developing activities so that they ensure participation from "hard to reach" groups that have been historically left out of planning discussions.

The City of Pittsburgh has formally adopted citywide plans through the City Planning Commission and/or City Council to provide direction and targets for each of these goal areas. These are described briefly below. In addition to these formal policy documents, the City continues to engage in partnerships with other governmental bodies, foundations, and non-profit organizations to better understand the challenges and opportunities the city needs to address moving forward. These efforts include the P4 Initiative, All In Pittsburgh, Age-Friendly Greater Pittsburgh, among many others. The Neighborhood Plan Guide has been designed to implement adopted policy documents

at the local level and includes guidance and direction from these other efforts, particularly as some goals require solutions across neighborhood boundaries. The Resources chapter includes the goals from each adopted citywide plan as well as helpful examples of how neighborhood plans can address them.

### Comprehensive Plan

A Comprehensive Plan, informed and guided by public engagement, provides the opportunity to set a long-term, implementable framework for shaping the future of a city. The City of Pittsburgh's first Comprehensive Plan was led by city leaders and completed in 1921. Nearly 100 years later in 2012, the City began a new Comprehensive Plan process, this one focused on community needs and started with topics close to Pittsburgher's hearts – historic preservation and open space. Later chapters will focus on land use, jobs and economic development, mobility, energy, and other key aspects of the city's development.

### Climate Action Plan

The third edition of the City of Pittsburgh's Climate Action Plan, approved by City Council in 2018, sets the citywide goal of reducing greenhouse gas emissions 20% by 2023, 50% by 2030, 80% by 2050 from levels measured in the 2003 baseline year. Getting to these goals will require efforts across a broad spectrum of activities including buildings, energy and utilities, transportation, food systems, and urban forest and natural systems.

### OnePGH Resilience Strategy

The OnePGH Resilience Strategy identifies the near-term shocks and long-term stresses the city faces and provides a framework for how to overcome them through collective action. Actions that make the city more sustainable and resilient should be prioritized.

## **EcoDistricts Protocol**

The Pittsburgh region is a testbed and national leader in ecodistricts activity and sustainable development. Ecodistricts combine best practices in smart growth and urban design, community participation and institutional alignment, modeling and visualization tools, rating and evaluation systems, zoning and building codes, financial models, technologies, and practices for infrastructure and building retrofits. A diverse set of the Pittsburgh region's communities – including Uptown, Larimer, Homewood, Millvale, Etna, and Sharpsburg – are actively incorporating the EcoDistricts Protocol and ideas into their own plans and activities. Building on this foundation, the City partnered with the EcoDistricts Organization to incorporate the Protocol into this guide. This integration will ensure that plans that meet the standards of this guide will share common features, objectives, and indicators with ecodistricts plans in other parts of the region, state, and country. Pittsburgh communities will be able to share resources, partner, and compare outcomes with the national network of ecodistricts. A large library of projects and programs can be found on the EcoDistricts Organization's website.

The Protocol starts with an unwavering commitment to three fundamental and interconnected issues, or "EcoDistricts Imperatives," that align almost perfectly with those the Pittsburgh region is focused on: Equity, Resilience, and Climate Protection.

## United Nations Sustainable Development Goals

*“The world is made up of neighborhoods.”*

Pittsburgh has a long history of working with partners across the nation and throughout the world to pursue sustainable development and equity goals. Actions taken by Pittsburgh mayors have been matched by non-profit and foundation initiatives that have fostered one of the nation’s most active and accomplished green building communities. Partnerships with other cities, both in the US and in other countries, ensure that

Pittsburgh benefits from and contributes to global best practices as it works to address the near- and long-term needs of its communities. Pittsburgh’s new status as a UN Centre of Excellence for district-scale sustainability measures will strengthen and draw international attention to related initiatives such as the Green Building Alliance’s (GBA) 2030 District and neighborhood planning.

The City of Pittsburgh recognizes the important role all cities play in realizing the goals identified by the United Nations through the Sustainable Development Goals (SDGs). These goals were designed to be useful for any city in the world, but each city must determine for itself how best to address them. Pittsburghers are not only interested in improving their neighborhood and their city, they are part of a global effort to tackle the major challenges facing humanity. In response, this guide clearly shows how local action at the neighborhood scale can contribute meaningfully to global change. The Resources chapter includes a list of neighborhood planning topics and the relevant SDG they address.



## NEIGHBORHOOD PLAN TOPICS

There is a need for consistent structure across neighborhood plans and inclusion of a core set of topics in each plan for the purposes of advancing broader city goals. For each of the four chapters in a neighborhood plan, there are “Required” topics that all communities must address, and “Optional” topics that communities may elect to include. This system maintains consistency while still allowing plans to be responsive to each neighborhood’s specific needs and conditions. Communities may develop additional topics as needed. Example goals and indicators that align with goals and indicators from the EcoDistricts Protocol and UN Sustainable Development Goals (SDGs) are provided in Plan Content Details resource (pages XX). Key agencies for each chapter are also identified and will facilitate discussions during the Strategize phase of the planning process. Additionally, the City’s Office of Management and Budget should be engaged during the Strategize phase as proposals are developed that propose the use of City funds. Consider inviting non-profit organizations with expertise in relevant areas to participate in Action Teams (see Assembling a Steering Committee, Action Teams, and Technical Advisory Groups on page XX).

<b>1. Community</b> This chapter focuses on the existing residents, employees, students, and visitors of the planning area with proposals for how they can be better served by the district. This chapter also addresses housing affordability.		<b>3. Mobility</b> This chapter focuses on how people get around and will typically include strategies for improving safety, reducing the negative impacts associated with traffic, and shifting trips to and from the planning area to more efficient and healthful modes of travel.	
<u>Required:</u> Community Programs and Livability Cultural Heritage and Preservation Public Art Public Safety Public Facilities and Services Public Health	<u>Optional:</u> Community Uses in the Right-of-Way Nuisance and Enforcement Issues Schools and related programs (Required if within the plan area)	<u>Required:</u> Transit Service and Stations Pedestrian Access, Safety, Circulation Accessibility Bicycle Infrastructure Traffic Safety Parking	<u>Optional:</u> Mobility as a Service (MaaS) Freight Operations
Key Agencies: Dept. of City Planning, Mayor’s Office, Office of Equity, Dept. of Public Safety, Community Affairs, and Public Schools.		Key Agencies: Dept. of Mobility and Infrastructure, Port Authority of Allegheny County, and Pittsburgh Parking Authority.	
<b>2. Development</b> This chapter establishes the agenda for physical change to a district whether that be through new buildings, commercial corridors, residential areas, etc. Creating new affordable housing and commercial opportunities can be addressed in this chapter.		<b>4. Infrastructure</b> This chapter includes all the non-transportation systems that nourish and maintain a district including how stormwater is handled, needs for open spaces, the energy systems that serve all buildings, and how waste is reduced and reused. There are many opportunities for these projects to meet multiple objectives (e.g., open spaces that also manage stormwater).	
<u>Required:</u> Land Use Policy and Regulations Urban Sustainable Design Equitable Economic Development Housing	<u>Optional:</u> Commercial Corridors or Nodes Transit Oriented Development Brownfield Reuse and Remediation Schools Academic, Medical and Religious Institutions	<u>Required:</u> Stormwater Management Floodplain ( <i>if applicable</i> ) Open Space Energy System Planning Waste Management and Recycling Tree Canopy Habitat Restoration Digital Network	<u>Optional:</u> Urban Agriculture Air Water Use Systems Integration

Key Agencies: Dept. of City Planning, Urban Redevelopment Authority, Pittsburgh Water and Sewer Authority, Housing Authority of the City of Pittsburgh, and the Dept. of Permits, Licensing and Inspections.

Key Agencies: Green Building Alliance (non-profit planning partner to the City), Dept. Of City Planning, Pittsburgh Water and Sewer Authority, Dept. of Public Works, Citiparks, and relevant utilities.

# The Planning Process



## PLANNING PROCESS OVERVIEW AND GUIDANCE

The planning process has five phases: Organize, Visualize, Strategize, Formalize, and Realize. These phases can overlap and are elaborated on in the following pages with detailed actions, recommended public engagement techniques, and tasks and deliverables. Public engagement techniques are derived from the City's Public Engagement Guide.

### Organize (4 months)

The Organize phase involves preparing for the planning process. This includes bringing planning partners on board, reviewing prior plans and studies, collecting and assembling data, assembling the Steering Committee, agreeing to a public participation strategy including roles and responsibilities, and developing a basic project timeline including identifying the first public event. The Organize phase aligns with the EcoDistricts Formation phase.

### Visualize (6 months)

The Visualize phase involves studying the neighborhood's Existing Conditions data, using that information to identify issues for the plan to address, establishing a shared vision for what the neighborhood wants to become, and writing goals for each chapter of the plan that Action Teams will use to create policies and actions. The Visualize phase aligns with the EcoDistricts Formation phase.

### Strategize (10 months)

The Strategize phase is where a majority of the work is done in the planning process. In this phase, the Action Teams explore the topics and make recommendations based on meeting the needs identified in the Existing Conditions review and utilizing previously identified implementation resources. Transformative projects should emerge during this time and will likely require additional analyses. The Strategize phase aligns with the EcoDistricts Roadmap phase.

### Formalize (4 months)

The Formalize phase is where ideas are finalized and documented in a draft plan. The draft is vetted with the public and other agencies, and eventually adopted by the Planning Commission. The Formalize phase aligns with the EcoDistricts Roadmap phase.

### Realize (10 years)

The Realize phase is where the implementation process takes place. The adopted plan is implemented through projects and investment, the creation and maintenance of programs, and the application of policies and/or changes in regulations. Monitoring of progress and needed updates also take place. The Realize phase aligns with the EcoDistricts Performance phase.

## PHASE 1: ORGANIZE



### Establish Roles and Responsibilities

The first step in developing a plan is to prepare for the planning process:

- Key stakeholders in the planning process are invited to participate in the Steering Committee (see Assembling a Steering Committee, Action Teams, and Technical Advisory Groups resource on p. X). This helps to frame the extent of the planning process. The more stakeholders engaged in the process, the more extensive a process may need to be. Creating a holistic neighborhood plan requires that government agencies, community groups, and elected officials working together in service of a singular plan.
- Meet with City departments, agencies, and authorities regarding existing efforts, what they need the plan to address, and potential resources they can contribute towards implementation.
- Provide the Steering Committee with a summary of formally adopted citywide plans as well as adopted goals. The summary will clarify how the planning process will address relevant elements of the Comprehensive Plan, Climate Action Plan, OnePGH, etc, and will be useful during the Strategize and Formalize phases.
- Work with the Steering Committee to write and agree to a draft Public Participation Plan (see Deliverable Guidance and Templates – Public Participation Plan resource on p. X). It needs to make clear what public engagement techniques will be used at each phase and establish clear roles and responsibilities for all stakeholders on the Steering Committee to ensure all parties understand how they will work together, what they can expect from the process, and what is expected of them.
- During this phase, the Existing Conditions data should be gathered. It may be necessary to collaborate with academic partners or hire a consultant to assemble the data needed to fully engage with a topic during the planning process. In this case, typically a request for proposal (RFP) is issued. Think carefully about the development of the RFP and how applications will be reviewed against criteria, interviewed, and selected to avoid confusion or disagreements.
- Facilitator Training is recommended at this stage for all Steering Committee members to empower them to engage their constituencies during the planning process.

### Deal With the Details

Getting organized for developing a plan is key to ensuring that the planning process is efficient and completed within time and resource constraints. Determine the tentative meeting dates, times, and

locations for public meetings. Work with the Steering Committee to update and approve the Public Engagement Plan by including the documents associated with the following actions in this phase:

- Produce a project schedule utilizing this process guide and anticipated public engagement dates (see Deliverable Guidance and Templates – Planning Process Gantt Chart resource on p. X).
- Create a project directory with names and contact information of staff, committees, and civic leadership, and a digital documenting system for easy sharing among city staff should multiple project managers be needed throughout the planning process.
- Develop the plan identity through naming and branding to ensure association with neighborhood planning efforts throughout the plan (see Deliverable Guidance and Templates – Plan Identity and Naming resource on p. X). The plan identity should be integrated into all documents throughout the process.
- Develop a project website as a resource for updates and project information.

### Recommended Engagement Techniques

- Inform: Attend existing community events, summits, and office hours, and utilize websites and blogs, social media, and advertising products
- Consult and Involve: Surveys and one-on-one meetings
- Collaborate and Empower: Facilitator Training and Stakeholder Mapping

### Tasks and Deliverables

- ☐ Meetings: Introduction to Planning Process (nonprofit community organizations, foundations, local agencies and authorities, and utilities)
- ☐ Formation of Steering Committee and/or other working committees
- ☐ If necessary: Guidance on Consultants and Requests for Proposals
- ☐ Project Schedule
- ☐ Project Directory
- ☐ Plan Identity and Naming
- ☐ Website
- ☐ Approved Public Engagement Plan

## PHASE 2: VISUALIZE



### Understand the Area

An important task in the planning process is to gain an understanding of the neighborhood by learning about the community's history, demographics, and built environment. This will result in an Existing Conditions Report (see Deliverable Guidance and Templates – Existing Conditions Report resource on p. X). The following activities expand knowledge of the community and should be incorporated into the Existing Conditions Report:

- The planning team should systematically review the data, synthesize any data as necessary, and present the results to the Steering Committee.
- Work with the Steering Committee to engage the people who know the neighborhood first-hand, hearing about their experiences, and learning about the existing assets and challenges facing the community. This can be done in a variety of ways, such as:
  - Meeting with groups or organizations
  - Organize a community “walkshop”
  - Establishing a field office for a period of time within the community such as the RCOs office, the neighborhood library, or a community center
- Engage the Steering Committee and community at-large in activities that provide additional insight into the neighborhood. This can be done in a variety of ways, such as:
  - Conducting a strengths, weaknesses, opportunities, and threats activity related to the neighborhood with the Steering Committee (see Deliverable Guidance and Templates – SWOT Analysis resource on p. X)
  - Developing a Community Asset Map, part of the EcoDistricts Protocol (see Deliverable Guidance and Templates – Community Asset Map p. X)

### Set the Vision and Goals

The vision statement describes the community's aspirations for the future of the neighborhood. It describes desired change and identifies existing characteristics or conditions that the community wants to preserve. Work to be completed:

- Work with the Steering Committee to hold the first public meeting to kick-off the project
- Conduct visioning and goal formation exercises to serve as the foundation of the plan

When developing a vision statement, think about current and future residents and businesses, what assets you want to build upon or create, and larger goals and actions. There are at least two audiences for vision statements: the community that writes it and uses it to organize their work, and those outside the community who may choose to move to the community or start a business there based on the values presented in the vision. Examples from recent plans are included in the appendices.

### Focus the Plan Content

The items below set the stage for the process of refining goals identified during the visioning, and prior to exploring strategies to address those goals in the coming phase. Actions to be completed:

- Work with the Steering Committee to identify additional topics for the plan. Optional topics can be added to the plan's scope based on either merit (data analysis that clearly identifies the need to address a particular issue) or desire (public outreach that clearly identifies the desire to address a particular topic). There is no predetermined limit to the number of optional topics that can be added, but each topic added should be widely acknowledged as among the most critical issues to address in the community. The intent is to allow the plan to be flexible enough to address what is needed, but limit the scope of topics to a manageable number. The list should be set at this time and not modified or added to later.
- Work with the Steering Committee to hold a public meeting to gather community input on select topic areas. Ensure the activities stations provide useful information that can provide guidance during the formation of strategies. This is a public meeting where residents and stakeholders are encouraged to join Action Teams.
- It is time to create Action Teams that correspond to each of the chapters. Action Teams are comprised of Steering Committee organizations with additional residents, stakeholders, property owners, agencies, and professionals in the topic areas, which creates a great opportunity for building partnerships and developing feasible action items. Action Team members directly influence the plan by joining together to review public input meetings, conduct studies or direct analyses, look at national best practices and case studies, and shape recommendations for the issue area. Action Team members will also be integral to the implementation of these strategies through continued action and advocacy after the completion of the plan. It is important to set the Action Team membership carefully at this stage, as they will need to attend all meetings and actively participate. Because the Action Team will start with analyses and move through a process to action creation, later additions to the Action Teams should be discouraged. The project team should assist Action Team Leaders in obtaining facilitator training. The project team should work with the Steering Committee to identify any topics where Technical Advisory Groups may be needed and begin to engage potential members (see Assembling a Steering Committee, Action Teams, and Technical Advisory Groups p. X).

### Recommended Engagement Techniques

- Inform: Attend existing community events, office hours, and open houses; look at websites and blogs, newsletters, social media, and advertising products
- Consult and Involve: Memoir Workshop, Community "Walkshops," Community Asset Mapping, Pop-Up Exercise, Surveys, Collage Scenarios/Dot Activity, One-on-One Meetings, Visioning Exercises
- Collaborate and Empower: Meeting-in-a-Box, Technical Advisory Group, and Facilitator Training

### Tasks and Deliverables

- ☐ Existing Conditions Report
- ☐ Public Meeting: Project Kickoff, Visioning, and Goals
- ☐ Draft Plan Section: Vision Statement and Goals
- ☐ Final List of Topics
- ☐ Public Meeting: Topic Areas
- ☐ Recommended: Facilitator Training for Action Team Leaders
- ☐ Formation of Action Teams and Setting First Meeting Date/Time

## PHASE 3: STRATEGIZE



### Study, Learn, Explore

This phase is the iterative process of learning more about the issues the plan is tasked with addressing, and generating ideas about possible solutions and associated implementation strategies. This requires the work of Action Teams that systematically work through the list of topics over a period of months, exploring each using a combination of research, analysis, and public input.

Important actions in this phase:

- Prior to the first Action Team meetings, workbooks are created that provide data, case studies, adopted city goals, and best practices related to the topic area (see Deliverable Guidance and Templates – Workbooks for Each Action Team resource on p. X). Note that each neighborhood plan must address adopted city goals (the neighborhood plan can set more aggressive goals, but not less) and these goals should be identified in the corresponding workbook.
- As knowledge expands, the Action Teams develop initial concepts and a preliminary implementation strategies such as partnerships, programs, policies, and projects for each area (see Plan Framework on page XX. Some ideas rise to the top as particularly important for achieving the plan’s vision are identified as draft transformative projects.
- Action Teams should present a first draft of their strategies and implementation matrix back to the larger Steering Committee and get input and approval before moving into the next stage. All of this work leads to the next step of the planning process where options, alternatives, and recommendations are developed with the larger community and prioritized.

### Develop Ideas and Recommendations

The following steps allow further development of ideas and solidify recommendations:

- Following input and approval from the Steering Committee, each Action Team holds a public meeting to outline recommendations and alternatives. At these meetings, Action Teams will present recommended policies, projects, programs, and partnerships to meet the goals of their chapter. The public meeting needs to be structured to gain input from the broader public that:
  - Confirms policy statements and scope
  - Reviews alternatives and identifies preferences for projects and programs
  - Prioritizes strategies
  - Identifies missing strategies
- Based on input from the public meetings, each Action Team finalizes their recommendations to the Steering Committee. Metrics to identify progress towards achieving recommended goals

and associated costs and funding opportunities should be identified and incorporated into the Implementation chapter.

- Draft plan language is created as decisions are made to gauge progress and to reduce the amount of drafting in the Formalize phase.

### Recommended Engagement Techniques

- Inform: Attend existing community events, office hours, and open houses, and review websites and blogs, newsletters, social media, and advertising products
- Consult and Involve: Host Community “Walkshops,” Pop-Up Exercises, Visual Preference Surveys, Problem Tree Analysis, Focus Groups, Collage Scenarios / Dot Activity, and One-on-One Meetings
- Collaborate and Empower: Meeting-in-a-Box, Demonstration Projects, Charrette, Technical Advisory Group, and Participatory Budget Making
  - *NOTE*: A charrette can be an effective way to engage the broader community in an intensive visioning process that allows them to work on multiple interrelated topics, often associated with improvements in a specific area (e.g., a transit station). The output should be a community vision and set of desires, but not a detailed master plan.

### Tasks and Deliverables

- ☐ Workbooks for each actions team the capture data, case studies, and best practices used in the drafting of strategies
- ☐ Public Meetings: Action Teams Meetings
- ☐ Draft implementation matrix and accompanying implementation details
- ☐ Public Meetings: Input on Action Team Recommendations
- ☐ Refined draft implementation matrix and accompanying implementation details



## PHASE 4: FORMALIZE



### Draft Plans

This is the task of drafting and redrafting the plan document. Actions in this phase include:

- The project team assembles all of the draft materials that have been produced and writes new materials, as needed, to create a complete plan draft. The summary of formally adopted citywide plans and adopted goals created during the Organize phase will be used to review the draft materials to ensure adopted policy documents are addressed at a local level.
- An implementation roadmap is created using thoughtful prioritization and strategic partnerships to guide projects and programs (see Deliverable Guidance and Templates – Draft Roadmap resource on p. X).
- The first draft is reviewed by the Steering Committee. The Steering Committee should have a 30-day review and comment period.
- The project team then integrates or addresses the Steering Committee comments, creating the second draft.
- The second draft is reviewed by other identified stakeholder groups, such as non-profit community organizations, foundations, additional local agencies and authorities not on the Steering Committee, and the public. Work with the Steering Committee to host a public meeting to unveil the plan and start the public comment period. Stakeholders and the public should have a 30-day review and comment period.
- The draft is then subsequently refined by the project team to create a near-final draft for use in the adoption process.
- The Steering Committee should have discussions about how it will undertake implementation following plan adoption. The plan's implementation matrix and roadmap is a good place to start, with its list of lead and support organizations and resources for each action. The results of these discussions could be informal roles and responsibilities that align with the planning framework of a Steering Committee and Action Teams, or a more formalized governance structure with a board and designated funding streams.

### Adoption

Adoption is important for a multitude of reasons, such as:

- Development activities are evaluated for conformance with the adopted plan
- Direction on investment activities, particularly by public agencies
- Increased ability to apply for and receive grants

It is important to note that the vision statement, goals, and policies are what the City Planning Commission will adopt as part of the City's Comprehensive Plan. The projects, programs, and actions will be reviewed, but will not be formally adopted to ensure that the plan is a flexible document that can respond to changes over time. The draft may continue to change as the plan advances through this process and the Planning Commission conducts its review and provides additional input and guidance. There are additional requirements should the plan be accompanied by changes to the City's Zoning Code and/or Map.

The following items take the draft plan through the City's adoption process:

- The Steering Committee should consider sending a notice to all addresses within the planning area ~30 days prior to the Planning Commission's first hearing (see Deliverable Guidance and Templates – Public Notice, Staff Report resource on p. X). The notice should include how to provide comments and final community meeting details (see below).
- The project team creates a Planning Commission briefing presentation that outlines the plan content, the elements of the plan that will be adopted by the Commission, and the community engagement process.
- The project team will present the briefing to the City Planning Commission.
- The Steering Committee should advertise the public meeting as identified on the hearing notice that allows residents who are hearing about the project for the first time an opportunity to have questions answered.
- City Staff create a staff report that will be provided to the Planning Commission for Public Hearing and Action.
- Planning Commission Hearing and Action at Planning Commission. This is the formal adoption step. The planning team and the Steering Committee should attend, present, and be available for questions.
- Following adoption, the plan should be professionally printed and dispersed online and to public facing institutions (City Planning website, public libraries, and community partners).

### Recommended Engagement Techniques

- Inform: Attend existing community events, open houses, and office hours, and review websites and blogs, newsletters, social media, and advertising products
- Consult and Involve: One-on-One Meetings
- Collaborate and Empower: N/A

### Tasks and Deliverables

- ☐ Discussion Draft Plan for Review by Steering Committee
- ☐ Proposed Draft Plan for Review by Public and other Stakeholder Groups
- ☐ Final Public Meeting: Unveil the Plan and Start of Public Comment Period
- ☐ Recommended Draft Plan for Review by Planning Commission
- ☐ Draft Roadmap that organizes implementation into an action strategy
- ☐ Recommended: Public Notice and Mailing
- ☐ Presentation and Briefing at Planning Commission
- ☐ City Staff Report
- ☐ Public Hearing at Planning Commission
- ☐ Adopted Plan
- ☐ Document Publication

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## PHASE 5: REALIZE



### Implement

Plan implementation begins after the plan has been adopted, and continues indefinitely until the plan vision has been achieved, or until such time that a new plan for the neighborhood is undertaken and adopted. The task of implementing the plan is made easier by following the strategy that is outlined in the implementation chapter of the plan. This chapter identifies the priority and timeframe for all of the recommendations in the plan (typically near-term, short-term, medium-term, and long-term). It also identifies recommendations by type, typically using the following categories: partnerships, programs, policies, and projects.

Implementation requires the formation of a Task Force that is comprised of the Action Teams, Steering Committee, and other stakeholders. The Task Force will create a governance structure, which identifies the roles and responsibilities, creates work plans on an annual basis, and develops a meeting schedule. The Task Force will systematically work through the list of recommendations in the plan.

### Monitor

To the extent possible, the implementation chapter of the plan identifies metrics to track the progress toward achieving plan goals. Following plan adoption, staff and the public are able to use these metrics to stay apprised of plan implementation. Using these metrics and other indications of completion of recommendations, the Task Force and City staff will perform an audit and provide a report every two years (see Deliverable Guidance and Templates – Biennial Audit / Report / Progress Report resource on p. X). This audit will provide a review of the metrics, citizen participation, accomplishments, impact of changing conditions (if any), and unanticipated problems and opportunities.

Should the need arise, such as specific courses of action resulting from studies identified in the plan, the neighborhood plan may be updated through an addendum that goes through a review and adoption process by the Planning Commission. Minor addendums that add detail or change up to five actions can occur biennially during the audit and must be posted online. A major amendment to the plan that changes the vision, goals, or more than one policy cannot occur in the first five years following plan adoption and needs to be submitted for review, recommended to the Planning Commission for consideration with criteria by the RCO and City staff, and

decided upon at a public hearing before the Planning Commission (see Deliverable Guidance and Templates – Addendum resource on p. X).

Near the end of the 10-year adoption, the RCO(s), City Staff, and community organizations will collaborate to assess the current neighborhood plan. This assessment will determine the process moving forward and include the following three options: 1) continue with current neighborhood plan, which follows the minor addendum process, 2) an update to the current neighborhood plan which follows the major addendum process, or 3) replace the current neighborhood plan by conducting a new neighborhood planning process following this guide.

### Public Engagement

Public engagement can be a useful tool beyond the planning process and can help to facilitate ongoing implementation projects in a number of ways. Public engagement should be tailored to the scale and scope of project. Large projects may have their own public engagement plan (e.g., new light rail lines, new parks, etc.) while smaller projects may have a few interactive sessions with stakeholders followed by a final open house to present the outcomes. The Toolkit remains the best source of ideas to organize this work and should be referenced during the planning of each implementation action.

### Recommended Engagement Techniques

- Inform: Host an open house and utilize websites and blogs, newsletters, social media, and public notices
- Consult and Involve: Community “Walkshops,” Collage Scenarios / Dot Activity, Surveys, and One-on-One Meetings
- Collaborate and Empower: Charrette

### Tasks and Deliverables

- ☐ Biennial Audit
- ☐ Biennial Report
- ☐ Public Meeting: Progress Report
- ☐ Plan Addendum (as needed)
- ☐ Public Hearing for Plan Addendum (as needed)

# **RESOURCES**










## 1. How Neighborhood Plans Can Address Adopted City Goals









This guide provides support for planning teams in their efforts to address citywide 2030 goals adopted as part of the third version of the Climate Action Plan. This resource will be developed to walk project teams through each of the plans, their goals and targets, and how each can be acted upon / implemented at the neighborhood scale.

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## 2. Full List of UN Sustainable Development Goals

 <p><b>1</b> NO POVERTY</p>	<p><b>1. No Poverty</b> To end poverty in all its forms everywhere by 2030.</p>
 <p><b>2</b> ZERO HUNGER</p>	<p><b>2. Zero Hunger</b> To end hunger, achieve food security and improved nutrition, and promote sustainable agriculture.</p>
 <p><b>3</b> GOOD HEALTH AND WELL-BEING</p>	<p><b>3. Good Health and Well-Being</b> To ensure healthy lives and promote well-being for all, at all ages.</p>
 <p><b>4</b> QUALITY EDUCATION</p>	<p><b>4. Quality Education</b> Ensure inclusive and quality education for all and promote lifelong learning.</p>
 <p><b>5</b> GENDER EQUALITY</p>	<p><b>5. Gender Equality</b> To achieve gender equality and empower all women and girls.</p>
 <p><b>6</b> CLEAN WATER AND SANITATION</p>	<p><b>6. Clean Water and Sanitation</b> To ensure access to safe water sources and sanitation for all.</p>
 <p><b>7</b> AFFORDABLE AND CLEAN ENERGY</p>	<p><b>7. Affordable and Clean Energy</b> To ensure access to affordable, reliable, sustainable, and modern energy for all.</p>
 <p><b>8</b> DECENT WORK AND ECONOMIC GROWTH</p>	<p><b>8. Decent Work and Economic Growth</b> To promote inclusive and sustainable economic growth, employment, and decent work for all.</p>
 <p><b>9</b> INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p><b>9. Industry, Innovation, and Infrastructure</b> To build resilient infrastructure, promote inclusive and sustainable industrialization, and foster innovation.</p>

	<b>10. Equality</b> To reduce inequalities within and among countries.
	<b>11. Sustainable Cities</b> To make cities inclusive, safe, resilient, and sustainable.
	<b>12. Responsible Consumption and Production</b> To ensure sustainable consumption and production patterns.
	<b>13. Climate Action</b> Taking urgent action to tackle climate change and its impacts.
	<b>14. Life Below Water</b> To conserve and sustainably use the world's oceans, seas, and marine resources.
	<b>15. Life on Land</b> To sustainably manage forests, combat desertification, halt and reverse land degradation, and halt biodiversity loss.
	<b>16. Peace, Justice and Strong Institutions</b> Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
	<b>17. Partnerships</b> To revitalize the global partnership for sustainable development.

More information can be found at: <https://www.un.org/sustainabledevelopment/>

### 3. Assembling a Steering Committee, Action Teams, and Technical Advisory Groups

The planning process involves the creation of a number of working groups with different levels of specificity. As you begin to assemble each, it is important to make it clear to potential members what kinds of input will be sought at each, and what time commitments will be necessary. Generally, Steering Committees will meet for 1-2 hours each month over the course of the two year planning process, Action Teams will meet for at least 2 hours each month for the 10-month Strategize phase, and Technical Advisory Groups will meet as needed. For most organizations, if they choose to be involved in multiple groups, they will want to send different staff to each both to ensure the right expertise is represented and to avoid burnout.

#### Steering Committees

The Steering Committee is an advisory group comprised of community stakeholders that oversee the planning process. Steering Committees that represent a diverse array of organizations ensure that all stakeholders are represented and is vital to creating plans that have more impact and longevity. Committee members will review the results of public engagements to set the vision and goals of the plan, review the work of the Action Teams, support plan adoptions and make a commitment to working toward implementation. The Committee is expected to participate in the full planning process, represent their organizations and themselves, and report back to the community throughout the planning process. The Committee is comprised of organizations with designated representatives attending the meetings and serving as a liaison between the planning process and the organization / stakeholder group they represent. They are expected to bring their knowledge of their organization and are not expected to be experts on all things related to the project area, its history, and its community members. Representatives from government agencies are an essential part of the Steering Committee and ensure that public investments can align with community priorities.

#### Common Steering Committee Member Organizations

Category	Details
Resident organizations	Residents or representative organizations – homeowners, renters, landlords.
Major institutions	Major institutions such as museums, universities, hospitals, research and philanthropic organizations.
Employers and associations	Employers of all types including businesses and business associations.
Public agencies	Public departments and authorities with interests in the area (e.g., DOMI, URA, PWSA, DPW, PAAC, HACP, utilities, etc.).
Topic non-profits	Non-profits with expertise in the topics of the plan.
Services and religious	Community and social services, religious institutions and/or ministeriums.
Elected officials	Identify key elected official for membership on the Steering Committee and include others as stakeholders.
Property owners and developers	Key developers and large property owners should be considered, but their role balanced with other stakeholder perspectives.
Community organizations	CDCs, CBOs, other non-profits that focus on community advocacy and development.

Education	Schools, students, supportive services.
Seniors	Senior centers, programs, supportive services.
Other	Individuals who are community leaders but don't fit into other categories.
Funders	Foundations and other funding organizations with an interest in the plan area.

### Recommended Process for Creating a Steering Committee

1. List the Stakeholder Organizations by Type: Identify the relevant organizations for each of the organization types in the table above. This list could be quite long, but try to get it down to 30-40 groups and identify one contact at each.
2. Speak with Each Organization: Schedule one-on-one meetings with each stakeholder. Let them know you are initiating a neighborhood planning process and are interested in understanding their experiences in past planning projects, what role (if any) they would like their organization to play, what needs their organization would have from the planning process, and what resources their organization can bring both to the planning process and implementation. Make sure organizations understand what is expected of them as full participants in the planning process. Based on these interviews, you may identify additional stakeholders.
3. Finalize the List: Once you have spoken to all potential members, start to assemble a draft Steering Committee of up to 30 members and review your draft committee with the relevant elected officials. Be careful not to over or underrepresent any interests. Each organization should have only one person on the Steering Committee at a time, although it may be advisable for organizations to send different representatives based on the topics to be discussed.

### **Action Teams**

The Visualize phase calls for the Steering Committee to form subcommittees called “Action Teams”. Action Teams are work groups that develop the plan’s policies, projects, programs, and partnerships for each chapter of the plan: Community, Development, Mobility, and Infrastructure. They are led by relevant public agency staff and a member of the Steering Committee with expertise on that topic. Action Team meetings are open to the public and any interested stakeholder his welcome to attend. It’s important that those involved with Action Teams plan on attending the monthly meetings for the full year the Action Team meets. This allows the participant to help identify the issues to address as well as the solutions. Additional members include government agencies and topic-focused non-profits with expertise on the topic.

Action Teams are expected to:

- Work to realize the Vision Statement and Goals developed by the Steering Committee
- Direct or conduct research and public engagement events to fully understand topics
- Draft proposed actions for the plan and identify resources needed to implement them
- Present draft actions to the Steering Committee and incorporate their feedback
- Present proposals to the general public and incorporate their feedback
- Finalize the policies, projects, programs, and partnerships as part of the drafting of the plan

While anyone should be allowed to attend Action Team meetings, aim to keep group membership a manageable size to create an interactive and productive environment, and avoid adding more members late in the process who have not been involved in problem identification and research stages. For City-led planning processes, Action Teams will be facilitated by public agencies and partner staff as noted below. RCO-led processes should incorporate staff from these agencies into their Action Teams. Action Team facilitators should be prepared for overlapping topic matters during the course of the meetings and ensure these ideas are discussed with one another. For example, arts, culture, accessibility, the environment and sustainability will be discussed of multiple Action Teams in varying ways. These ideas should be communicated to the other Action Team facilitators so that draft proposed actions incorporate these ideas.

- Community: Dept. of City Planning, Mayor's Office, Bureau of Neighborhood Empowerment, Dept. of Public Safety, Community Affairs, and Public Schools.
- Development: Dept. of City Planning, Urban Redevelopment Authority, Housing Authority of the City of Pittsburgh, and the Dept. of Permits, Licensing and Inspections.
- Mobility: Dept. of Mobility and Infrastructure, Port Authority of Allegheny County, and Pittsburgh Parking Authority.
- Infrastructure: Dept. Of City Planning, Green Building Alliance, Pittsburgh Water and Sewer Authority, Dept. of Public Works, Citiparks, and relevant utilities.

### Technical Advisory Groups

The list of topics Actions Teams need to cover is extensive and some individual topics may warrant more detailed conversations and with different people than the full Action Team. In these instances, Technical Advisory Groups (TAGs) will be used to engage specific stakeholders on the topic in separate, more focused conversations. For example, in some areas, Energy System Planning may involve a large group of facilities staff from different institutions and organizations who need to work together with appropriate expert staff to develop a strategy for improving both generation and distribution of energy. The work of these groups should be reported back to the related Action Teams, incorporated into the plan content, and more detailed outputs included as appendices to the plan.

### Considering Inclusion and Equity from the Start

Too often, important groups in our city have left out of planning processes. The Public Engagement Guide identifies a number of groups as "hard to reach" based on demographics, ability, or other aspects of their identity. Overcoming disadvantages starts with including these groups in all aspects of the planning process.

As you establish your Steering Committee, it's important to think about the full spectrum of diversity in a community whether that be resident, employee, and student, or race, ability, or gender identity. Look at the demographics of your neighborhood (or the city more broadly if neighborhood-level data doesn't exist) to understand who makes up your area. If you invite an organization to participate, ask them to consider these demographics in selecting the individual they choose to represent them. While this person is not expected to represent both the stakeholder group and that aspect of their identity, they will bring the added benefit their inherent lived experience to the planning process.

It can be difficult to achieve full representation of different groups in your community in a single Steering Committee given its limited size. The Neighborhood Plan Guide recognizes these limits and proposes a number of solutions.

First, the role of the Steering Committee in advising the planning process does not occur in a vacuum. Steering Committee members represent stakeholder groups and are expected to engage those groups throughout the planning process. While the Steering Committee may be involved in developing the plan's vision statement and goals, a larger public process should also be used to inform these high level elements of the plan.

Second, the Neighborhood Plan Guide purposefully puts the development of policies, projects, programs, and partnerships in the hands of the Action Teams where anyone can be involved in the co-creation process. Action Teams should be as representative as possible and where deficiencies are identified, they should be overcome with targeted outreach to those missing groups. The Public Engagement Guide recommends that demographics be surveyed for all public engagement activities and gaps addressed on an ongoing basis.

Finally, it is possible that a fully inclusive and representative process results in proposals that inadvertently have negative impacts on certain groups. To overcome this concern, invite experts on equity and diversity to assess your work periodically throughout the planning process. Logical steps in the planning process are briefly included below:

- First assessment: after the Action Teams have identified issues and problems to address to ensure the issues of hard to reach groups are not being ignored.
- Final assessment: when Action Teams are finalizing their proposals so that unintended impacts can be considered and overcome before the plan content is finalized.

To ensure transparency and validated these efforts, publish these assessments and the changes that are made as an outcome of their recommendations.

#### 4. Plan Content Details: Example Goals and Indicators, and SDG References











This section includes example goals and indicators to provide clarity around the required and optional topics that will make up adopted neighborhood plans. These examples are drawn from previous neighborhood planning projects, the EcoDistricts Protocol, and input from related initiatives such as the Comprehensive Plan, Climate Action Plan, OnePGH Resilience Strategy, Equity Indicators, and P4. Each example goal includes the relevant UN Sustainable Development Goal (SDG) that it addresses to aid planners in thinking about how their work aligns with global sustainability efforts. Each neighborhood plan should incorporate similar references to the SDGs.


















During implementation of the plan, progress towards the plan's goals should be tracked using indicators on a regular basis (e.g., every two years). This ensures that the actions taken are leading to the intended result, and if not, allow for course corrections over the 10-year life of the plan. Many of the topics of the plan are interrelated, and many of the indicators for one goal may be used to measure another. Consistent use of the indicators will allow communities to share and compare efforts within the Pittsburgh region and with other ecodistricts throughout the country. DCP will provide data at the neighborhood level in support of planning processes.



















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## Community



















Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Community Programs and Livability</b>				
Civic engagement is strong and processes are inclusive and representative.	<ul style="list-style-type: none"> <li>Percentage of population engaged in public consultation processes (e.g., attendance rates, social media subscribers).</li> <li>Demographic makeup of engagement participants.</li> <li>Number of hours per capita volunteered annually by residents and business employees.</li> <li>Percentage of eligible residents voting in most recent local election.</li> </ul>	16 PEACE, JUSTICE AND STRONG INSTITUTIONS		
Housing is close to facilities that offer a complete set of daily needs.	<ul style="list-style-type: none"> <li>Percentage of daily essentials (e.g., shopping, civic, education, recreation) for residents from age 8 to age 80 that are within a 0.5 mile/10 minute walk of 50 percent of dwellings.</li> </ul>	11 SUSTAINABLE CITIES AND COMMUNITIES		
<b>Cultural Heritage and Preservation</b>				
Distinct character and culture will be preserved in ways that contribute to a high quality of life.	<ul style="list-style-type: none"> <li>Number of buildings of historic character preserved.</li> <li>Number of historic/cultural preservation projects completed and programs operated annually.</li> <li>Number of public art and cultural interpretive installations.</li> </ul>	11 SUSTAINABLE CITIES AND COMMUNITIES		
Participation in cultural events is high.	<ul style="list-style-type: none"> <li>Percentage of population participating annually in cultural events within the neighborhood.</li> <li>Number of public spaces available for cultural events.</li> </ul>	11 SUSTAINABLE CITIES AND COMMUNITIES		
<b>Public Art</b>				
Art on public property and in the public realm expresses cultural heritage, history, and/or current activities and aspirations of the community including residents, businesses, and institutions.	<ul style="list-style-type: none"> <li>Number of publicly accessible art installations created.</li> <li>Grant programs and other funding opportunities to support the creation of art with the community.</li> </ul>	11 SUSTAINABLE CITIES AND COMMUNITIES		














Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Public Safety</b>				
Public safety is enhanced.	<ul style="list-style-type: none"> <li>Annual composite index score of Part 1 (violent) and Part 2 (property) offenses.</li> </ul>			
The built environment is designed for public safety.	<ul style="list-style-type: none"> <li>Percentage of public space frontages visible from a street.</li> <li>Number of pedestrian and bicyclist collisions annually.</li> </ul>			
<b>Public Facilities and Services</b>				
Public agencies have the facilities and infrastructure needed to provide satisfactory services to the neighborhood and City.	<ul style="list-style-type: none"> <li>Investments in public works, public safety, and recreational facilities, as well as known polling locations.</li> <li>Public facilities location mapping and access strategy.</li> <li>Response times to 311 and 911 calls.</li> <li>Community usage of recreation facilities.</li> <li>Number of City-owned community assets (e.g., police stations, recreation centers, parks) that are within walking distance of a transit stop.</li> </ul>	 		
<b>Public Health</b>				
Health outcomes and life expectancy are more equitable.	<ul style="list-style-type: none"> <li>Average life expectancy.</li> <li>Percentage of population with cardiovascular disease.</li> <li>Asthma rates.</li> <li>Obesity rates.</li> </ul>			
Toxic environments are remediated and regenerated.	<ul style="list-style-type: none"> <li>Number of days annually that air quality emission standards are exceeded in and near the neighborhood.</li> <li>Percentage of population living near a non-remediated brownfield or contaminated site.</li> <li>Number of Combined Sewer Overflow advisory days for rivers near the neighborhood.</li> </ul>	 		





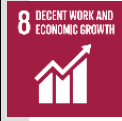








Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
Affordable, high-quality health care is accessible.	<ul style="list-style-type: none"> <li>Percentage of population with health insurance coverage.</li> <li>Walk and Transit Scores of health facility locations.</li> </ul>			
Access to recreation facilities and services is improved.	<ul style="list-style-type: none"> <li>Percentage of population within a 0.25 mile/10 minute (low density areas) or 0.125 mil/5 minute (high density areas) walk of a public indoor or outdoor recreation space.</li> </ul>			
Healthy and affordable fresh food is accessible.	<ul style="list-style-type: none"> <li>Percentage of dwelling units within a 0.5 mile / 20 minute walk of a fresh food outlet.</li> </ul>			
<i>Optional: Community Uses in the Right-of-Way</i>				
Streets and other rights-of-way are repurposed temporarily or permanently to meet community needs if supported by transportation analyses.	<ul style="list-style-type: none"> <li>Pilot events and installations in the right-of-way.</li> <li>Permitting programs initiated and in use by community organizations.</li> </ul>			
<i>Optional: Nuisance and Enforcement Issues</i>				
Common nuisance issues are identified and actions recommended to remedy the situation permanently.	<ul style="list-style-type: none"> <li>Reduction in 311 reports related to the issue in question.</li> <li>Reduction in police activity or community organization intervention to resolve issues.</li> </ul>			
<i>Optional: Schools and Related Programs (Required if within the plan area)</i>				
Schools provide quality education.	<ul style="list-style-type: none"> <li>Graduation rates.</li> <li>Absenteeism rates.</li> <li>Percentage of students advancing from one grade level to the next.</li> </ul>			

## Development
















Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Land Use Policy and Regulations</b>				
Land use regulations allow for desired building types, uses, and scales.	<ul style="list-style-type: none"> <li>• Adoption of new base zoning districts and other regulatory tools.</li> <li>• Number of new structures built consistent with regulations.</li> <li>• Percentage of development projects that seek variances and whether they are supported or opposed by community organizations.</li> <li>• Presence of successful Neighborhood Conservation District(s).</li> </ul>			
Design guidelines and other policy tools are deployed to implement the plan vision.	<ul style="list-style-type: none"> <li>• Development of City and/or community design guidelines.</li> <li>• Programs at community organizations (BIDs, CDCs, etc.) that provide consistent and cohesive design guidance to development teams.</li> </ul>			
<b>Urban Sustainable Design</b>				
Buildings have active ground floors that positively contribute to the public realm.	<ul style="list-style-type: none"> <li>• Percentage of buildings along major streets that have active ground floor uses (e.g., residential, retail, office, lobbies, and bike facilities).</li> <li>• Percentage of building facades at street level that are 60% or more transparent through windows or other openings.</li> <li>• Percentage of buildings that have identifiable primary entrances along primary and secondary frontages.</li> </ul>			
Streets, sidewalks, plazas, and parks are designed to create a pleasant and engaging public realm.	<ul style="list-style-type: none"> <li>• Percentage of sidewalks along major streets that contain street trees, vegetated areas, seating, pedestrian-scaled lighting, or other furnishings.</li> <li>• Percentage of sidewalks along major streets that are at least 10 feet in width with 5 foot clearways.</li> <li>• Percentage of retail operations along major streets that have window displays, outdoor seating, pick-up windows, or other outward facing features.</li> </ul>			

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Urban Sustainable Design (continued)</b>				
Greenhouse gas emissions are reduced in all sectors through energy efficiency and carbon-neutral fuels.	<ul style="list-style-type: none"> <li>Annual tons of greenhouse gas emissions per capita from transportation, waste, and building energy use.</li> <li>Number of electric vehicle charging stations.</li> <li>Percentage of buildings benchmarked and measuring energy performance.</li> <li>Neighborhood average percentage reduction below 2030 District baseline by use.</li> </ul>	  		
Economic and public safety impacts due to landslides, mine subsidence, and the floodplain are reduced through careful siting and design of buildings and infrastructure.	<ul style="list-style-type: none"> <li>Number of projects occurring in Steep Slopes, Landslide Prone, and Undermined Overlay Zones.</li> <li>Number of landslides or subsidence events observed.</li> </ul>	 		
New buildings are high quality contributions to neighborhood character.	<ul style="list-style-type: none"> <li>New buildings that utilize material palettes consistent with historic neighborhood buildings.</li> <li>Number of building project supported by community organizations at public hearings.</li> <li>Number of buildings that win design awards.</li> </ul>			
Lots and buildings have legal uses that contribute to neighborhood vibrancy.	<ul style="list-style-type: none"> <li>Percentage of vacant lots being used for stormwater, open space, or other community-supportive purposes.</li> <li>Number of vacant buildings.</li> <li>Presence of active programs at community organizations that seek to manage and activate vacant lots and buildings.</li> </ul>			
<b>Equitable Economic Development</b>				
Career pathways and training are available.	<ul style="list-style-type: none"> <li>Number of training programs matched to neighborhood job opportunities.</li> <li>Percentage of eligible neighborhood participants enrolled in training programs.</li> </ul>			

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Equitable Economic Development (continued)</b>				
Income and racial inequality are reduced.	<ul style="list-style-type: none"> <li>Household income and education levels.</li> <li>Percentage of population living below the poverty line.</li> </ul>	 		
Achieve gender equality and empower all women and girls.	<ul style="list-style-type: none"> <li>Percentage of girls graduating from STEM high school and college programs.</li> <li>Percentage of woman owned businesses.</li> <li>Percentage of boards with at least 50% female board members.</li> <li>Percentage of businesses with women in senior leadership positions.</li> <li>Percentage of 311 and 911 calls related to threats or harm to women.</li> </ul>			
Employment in the neighborhood is retained.	<ul style="list-style-type: none"> <li>Number and type of jobs retained annually (workforce survey).</li> <li>Percentage of neighborhood residents employed at locations in the neighborhood.</li> </ul>			
Job quality in the neighborhood is enhanced.	<ul style="list-style-type: none"> <li>Median wage.</li> <li>Percentage of employees with full job benefits.</li> </ul>			













Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Equitable Economic Development (continued)</b>				
Interaction between entrepreneurs is fostered.	<ul style="list-style-type: none"> <li>• Number of incubators, accelerators, maker spaces, and co-working spaces in the neighborhood.</li> <li>• Number of programs, and enrollment levels, to cultivate business innovation.</li> </ul>	 		
Job growth in emerging sectors is higher than in traditional sectors.	<ul style="list-style-type: none"> <li>• Number of neighborhood-based start-ups in emerging sectors annually.</li> </ul>			
<b>Housing</b>				
Housing is affordable and well maintained.	<ul style="list-style-type: none"> <li>• Percentage of dwelling units priced at affordable levels.</li> <li>• Percentage of dwelling units occupied.</li> <li>• Percentage of dwelling units in poor condition (Grade D or lower according to the County Tax Assessors Office).</li> <li>• Housing and Transportation Affordability Index score.</li> <li>• Percentage of federally subsidized housing units (public housing, Section 8, Section 202).</li> <li>• Ratio of rent vs. ownership (residential).</li> <li>• Affordability (or affordability restrictions) of transit oriented development projects (residential).</li> </ul>			
Housing is available to meet a diversity of dwelling needs.	<ul style="list-style-type: none"> <li>• Housing type diversity index score of neighborhood dwellings.</li> <li>• Percentage of dwellings meeting local visitability and universal design standards.</li> <li>• Number of Accessory Dwelling Units (ADUs) built by homeowners.</li> </ul>			
















Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<i>Optional: Commercial Corridors or Nodes</i>				
Needed investments, organization, and partnerships are defined for each area.	<ul style="list-style-type: none"> <li>Percentage of property owners and businesses reporting successful operations and satisfaction.</li> </ul>			
<i>Optional: Transit Oriented Development</i>				
Public realm and private development are coordinated to result in synergies that result in increased transit ridership.	<ul style="list-style-type: none"> <li>Increase in transit riders at the station.</li> <li>Increase in residential units and office space without equivalent growth in parking.</li> </ul>			
<i>Optional: Brownfield Reuse and Remediation</i>				
Contaminated land is remediated for productive reuse.	<ul style="list-style-type: none"> <li>Area of contaminated land remediated for reuse annually.</li> </ul>			
<i>Optional: Schools</i>				
Schools provide quality education.	<ul style="list-style-type: none"> <li>Graduation rates.</li> <li>Absenteeism rates.</li> <li>Percentage of students advancing from one grade level to the next.</li> </ul>			
<i>Optional: Academic, Medical, and Religious Institutions</i>				
Guidance for growth and neighborhood enhancement is provided for future Institutional Master Plans.	<ul style="list-style-type: none"> <li>Number of recommendations for neighborhood institutions to lead or implement on-campus that are supported by the institution.</li> </ul>			

































## Mobility












Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Pedestrian Access, Safety, Circulation</b>				
Walkability is enhanced.	<ul style="list-style-type: none"> <li>Percentage of street length in the neighborhood with sidewalks on both sides.</li> <li>The neighborhood's Walk Score.</li> <li>Percentage of blocks longer than 200 feet that have mid-block crossings.</li> <li>Number of streets with improvements consistent with City mode priority maps.</li> </ul>			
<b>Accessibility</b>				
The street network accommodates people with diverse ages and abilities.	<ul style="list-style-type: none"> <li>Percentage of students and residents walking or rolling to school or work.</li> <li>Percentage of arterial intersections with traffic-controlled crosswalks.</li> <li>Number of businesses that are wheelchair accessible.</li> <li>Number of City-designated Complete Streets.</li> </ul>			
<b>Bicycle Infrastructure</b>				
The street network supports all travel modes.	<ul style="list-style-type: none"> <li>Intersections per square mile or kilometer.</li> <li>Transit stops per square mile or kilometer.</li> <li>Percentage of total street length with bicycle sharing.</li> </ul>			
<b>Traffic Safety</b>				
Neighborhood travel, internally and externally, is safe, efficient, and multimodal.	<ul style="list-style-type: none"> <li>Vehicle miles or kilometers traveled daily per capita.</li> <li>Mode split of daily person trips.</li> <li>Household car ownership rate.</li> <li>Number of "first and last mile" options at major transit stops.</li> </ul>			















Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Parking and Loading</b>				
On- and off-street parking is minimized and location and use is optimized.	<ul style="list-style-type: none"> <li>• Neighborhood parking strategy is adopted and implemented.</li> <li>• New structured parking is created as a shared resource.</li> <li>• On-street parking is properly regulated, potentially including residential permit programs, dynamic pricing, or other technological solutions.</li> <li>• Curbside management plan is adopted and implemented.</li> </ul>			
<b>Parking and Loading (continued)</b>				
Loading occurs in designated and safe locations that reduce conflicts with other modes.	<ul style="list-style-type: none"> <li>• Number of loading-related nuisances reported to 311.</li> <li>• Percentage of development projects that design or designate space for loading that is adequate for the use type.</li> </ul>			
<i>Optional: Mobility as a Service (MaaS)</i>				
Shared mobility options are increased.	<ul style="list-style-type: none"> <li>• Number of bike and car share stations.</li> <li>• Percentage of population using shared cars and bikes annually.</li> </ul>	 		
<i>Optional: Freight Operations</i>				
Circulation and loading for freight vehicles is defined spatially and temporally.	<ul style="list-style-type: none"> <li>• Established freight loading days and times.</li> <li>• Established freight routes.</li> <li>• Signage and policies that eliminate conflicts between freight vehicles and other modes, especially bicycles.</li> </ul>			



















## Infrastructure

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Stormwater Management</b>				
Rainwater is managed in the neighborhood.	<ul style="list-style-type: none"> <li>• Percent above and beyond first 1.5 inches of runoff in a 24-hour period managed using green infrastructure within the neighborhood.</li> <li>• Ratio of pervious to impervious surfaces.</li> <li>• Water quality testing at output of management systems.</li> <li>• Number of private sewage/basement backups reported.</li> </ul>	 		
<b>Open Space</b>				
Access to nature is improved.	<ul style="list-style-type: none"> <li>• Percentage of residents within a 1 mile/20 minute walk to natural open space.</li> </ul>			
Public spaces are accessible to all.	<ul style="list-style-type: none"> <li>• Percentage of dwelling units and businesses within a 0.5 mile/10 minute (moderate density areas) or 0.25 mile/5 minute (high density areas) walk of a public space other than a street.</li> </ul>			
Public spaces are high quality, engaging, and active.	<ul style="list-style-type: none"> <li>• Number of activities programmed annually for public spaces, including streets.</li> <li>• Number of people using public spaces daily, at peak and average levels of occupancy.</li> </ul>			

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Energy System Planning</b>				
Building energy use intensity is reduced through green building best practices.	<ul style="list-style-type: none"> <li>Percentage of buildings meeting 2030 District energy efficiency goals.</li> <li>Percentage of residents spending greater than 3.5% of their gross income on energy costs.</li> <li>Number of buildings that have met the standards of 2030 District, LEED, WELL, Energy Star, Living Building, Net Zero, or other green building certifications.</li> </ul>	 		
Renewable power and thermal energy are produced on-site.	<ul style="list-style-type: none"> <li>Percentage of annual electric supply generated from neighborhood-based renewable sources.</li> <li>Percentage of buildings connected to a district thermal energy or co-generation system.</li> <li>Number of renewable energy generating systems.</li> </ul>	 		
<b>Waste Management and Recycling</b>				
Waste is diverted from landfills through reduction, reuse, and recycling.	<ul style="list-style-type: none"> <li>Percentage of nonhazardous waste diverted from landfills annually.</li> </ul>			
The residual value of organic waste is captured.	<ul style="list-style-type: none"> <li>Percentage of organic waste diverted for energy recovery or composting annually.</li> </ul>			
<b>Tree Canopy</b>				
Canopy is increased to meet allocation from the Urban Forestry Master Plan.	<ul style="list-style-type: none"> <li>Canopy coverage as determined by LiDAR.</li> <li>Street tree and private tree survey including species and trunk diameter at chest height (DBH).</li> </ul>			

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Tree Canopy (continued)</b>				
The urban heat island effect is mitigated.	<ul style="list-style-type: none"> <li>Average solar reflective index score.</li> </ul>	 		
<b>Habitat Restoration</b>				
Natural features are protected.	<ul style="list-style-type: none"> <li>Percentage of steep slope areas designated as nonbuildable.</li> <li>Average buffer distance protecting wetlands and water bodies.</li> </ul>	 		
The quality, functions, and connectivity of habitat are enhanced.	<ul style="list-style-type: none"> <li>Improvement in functional habitat performance.</li> <li>Percentage of nonfunctional habitat restored annually.</li> <li>Number of development and infrastructure projects that utilize biophilic design principles.</li> </ul>			

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<b>Habitat Restoration (continued)</b>				
Soil fertility is protected.	<ul style="list-style-type: none"> <li>Annual compaction, erosion, and chemical treatment rates.</li> </ul>	 		
<b>Digital Network</b>				
Quality wired and wireless connectivity is available throughout the neighborhood.	<ul style="list-style-type: none"> <li>Percentage of residential and nonresidential users with Internet download speeds of at least 1 gigabyte.</li> <li>Number of free Wi-Fi hotspots per square mile or kilometer.</li> <li>Percentage of public spaces with free Wi-Fi.</li> </ul>			
Local government data is open and accessible for public consumption.	<ul style="list-style-type: none"> <li>Number of technology hubs for low-income residents to access the Internet.</li> </ul>			
<b>Optional: Community/Urban Agriculture</b>				
Food production in the neighborhood is encouraged.	<ul style="list-style-type: none"> <li>Area per capita used for food production.</li> <li>Percentage of households with a home garden or using a community garden.</li> <li>Quantity of local fresh food procured annually by establishments in the neighborhood.</li> </ul>	 		

Example Goals	Example Indicators	SDGs	EcoDistrict Priorities	P4 Goals
<i>Optional: Air</i>				
Air quality is protected from pollutant emissions.	<ul style="list-style-type: none"> <li>Annual air quality index score and/or Smell Pittsburgh score.</li> <li>Number of air quality monitors located throughout the neighborhood.</li> </ul>			
<i>Optional: Water Use</i>				
Water quality is protected from pollutants.	<ul style="list-style-type: none"> <li>Annual water quality index score.</li> <li>Percent of water service lines that are lead.</li> </ul>			
Alternative water sources are used for non-potable purposes.	<ul style="list-style-type: none"> <li>Percentage of buildings connected to nonpotable water sources.</li> </ul>			
Potable water is used efficiently.	<ul style="list-style-type: none"> <li>Gallons of water used daily per capita, indoors and outdoors.</li> <li>Number of buildings meeting 2030 District goals for water use intensity.</li> </ul>			
<i>Optional: Systems Integration</i>				
Utility improvement needs are identified, prioritized, and included in a shared timeline.	<ul style="list-style-type: none"> <li>Completed utility strategy/plan.</li> <li>Number of times streets have been opened within the plan period.</li> <li>Number of infrastructure projects where multiple stakeholders were able to integrate improvements into a single operation.</li> </ul>			
Utility providers have contacts at all relevant departments and are part of ongoing and project-based coordination initiatives.	<ul style="list-style-type: none"> <li>Presence of utilities at regular and project-based coordination meetings.</li> <li>Confirmation that both public agencies and utilities have updated contacts.</li> </ul>			



## 5. Plan Framework: Vision Statements, Goals, Policies, Projects, Programs, Partnerships

Using the results of public engagements the Steering Committee will set the vision and goals of the plan and the Action Teams will then create the policies, programs, projects, and partnerships. Each of these elements are described below with examples. It is important to note that the vision statement, goals, and policies are what the City Planning Commission will adopt as part of the City's Comprehensive Plan. The projects, programs and actions will be reviewed, but will not be formally adopted to ensure that the plan is a flexible document that can respond to changes over time.

Vision statements provide a shared description of what the neighborhood will be in 10 years if the plan is successful. Good vision statements succinctly capture a diverse array of topics and objectives while exciting the reader about the future. The Steering Committee will draft a single vision statement during the early stages of the planning process to guide the rest of the effort.

*Example Vision Statement: The neighborhood in 2030 is a model for sustainable and equitable development with active commercial main streets filled with businesses, restaurants, cafes, and ethnic shops owned and operated by our diverse residents and heated by district energy. Shade trees line the streets, birdsong echoes in the clean air, and comfortable sidewalks dotted by bioswales beautify the community and treat its stormwater. Energy efficient homes and community solar make our neighborhood very sustainable and reduce the energy burden of our residents. The community land trust and innovative housing co-ops ensure that everyone has a place in our neighborhood including families that are attracted by our excellent schools.*

Goals are long-term outcomes the plan will achieve by implementing programs, policies, and projects. They should be aspirational and express the neighborhood's collective desires and values for each chapter of the plan. Goals should not convey specific quantitative outcomes (e.g., a 25% reduction in single occupancy vehicle trips), but may use more sweeping language that is associated with a number (e.g., No traffic fatalities). The Steering Committee will draft goals for each chapter of the plan. These goals will direct the work of the Action Teams.

*Example Goal: A. Multi-Generational Neighborhood. Amenities and infrastructure ensure that residents of all ages and abilities feel safe, happy, and fulfilled.*

Policies set a preferred direction and describe what must be done to achieve the goals. They are specific enough to help determine whether a proposed project or program would advance the values expressed in the goals. Policies are drafted by the Action Teams.

*A.1. Infrastructure for All. Ensure that sidewalks, street crossings, paths, and park equipment serve the needs of children, adults, and the elderly and of all abilities.*

*A.2. Multi-Generational Programs. Create and continually improve activities and programs in parks and on trails and walkways that link residents of all ages and abilities to each other and reinforce a sense of community.*

*A.3. Mixed-use Opportunities. Ensure there are opportunities for diverse uses within the neighborhood, such as spaces for small businesses and a variety of housing types to serve the needs of families, adults, and the elderly.*



Programs are a set of activities that seek to realize a particular long-term aim. A program may be one component of a project, but generally, programs are longer, more complex undertakings. Programs are drafted by Action Teams.

Projects are discrete actions that a list of implementation partners can undertake and complete. As with programs, a small number of lead implementers are identified to push the effort forward, a rough cost to implement is prepared, and a rough timeline is established for when the work should start.

Partnerships are commitments by organizations to work together to advance an outcome. Partnerships will be part of most programs and projects, but are listed separately here to represent the potential that a planning process would call for better coordination and collaboration between organizations around a specific topic generally and not just on a specific action identified in the plan.

For programs, projects, and partnerships, the level of detail will correspond to the level of discourse and analysis during the Action Team meetings. This work should also be informed by prior neighborhood and citywide plans. An example implementation strategy table is provided on the following page.

**Example Implementation Table – Programs, Projects, Partnerships**

ID	Strategy	PPP	Detail	Timeline (Years)				Funding Source(s)	Implementers (bold = lead)
				0-2	3-5	5-10	Ongoing		
A.3.a	Zone Change	Project	Rezone Elm Street from Urban Industrial to Local Neighborhood Commercial to provide a mixed-use corridor within the neighborhood.	X				None needed	<b>Department of City Planning,</b> Community-Based Organization
A.2.a	Mentorship Program for District Youth.	Program	Establish afterschool program within District Elementary School that allows seniors from the community to voluntarily mentor students in grades 6-12.	X				School District, Children's Foundation	<b>District Afterschool Program,</b> District Senior Center.
A.1.a	Park Exercise Equipment	Project	Release Request for Solutions for vendors to provide exercise equipment for all ages and abilities. Select most popular options and install in the community park.	X				City Budget	<b>City Dept. of Public Works,</b> Community-Based Organization
A.2.b	Neighborhood Walks for a Purpose	Program	Create program with residents, businesses and the university that organizes weekly walking tours of the neighborhood with each week focusing on a different issue to address, activity, or topic of interest of faculty.		X			Community-Based Organization Operating Funds	<b>Community-Based Organization,</b> Business Association, University.
A.1.b	Accessibility Partnerships	Partnership	Create partnerships to ensure that the public right of way is designed and maintained for all users.		X			None needed	<b>District Accessibility Task Force,</b> Transportation Department, and Community-Based Organization

## 6. Public Engagement Toolkit

Successful outreach provides multiple ways to be involved, enabling people to participate in the way that works best for them. The toolkit was developed through the work of the Public Engagement Working Group convened by the City of Pittsburgh and represents best practices in outreach and involvement as defined by that group of experts and stakeholders. This overview provides a basic understanding of tools that can be used to engage the broader public during the planning process. For each outreach technique used, the planning team should consider employing online equivalents that allow those who cannot attend to receive the same information and have similar opportunities to provide input as those who were in attendance. For all public engagement, consider how you will monitor the efficacy of your engagement strategy to make adjustments as necessary. This is often achieved through Exit Surveys provided in person or digitally, but other strategies should be considered.

During its first few meetings, the Steering Committee will select the tools they would like to utilize for each stage of the planning process and generate a Public Engagement Plan that includes roles and responsibilities for all members of the Steering Committee. This will be determined at the beginning of the process to ensure that everyone agrees how to proceed and what his or her role is. This agreement begins the process of co-creation and capacity building that will be carried throughout the planning process and into implementation.

For more information about public engagement, review the Public Engagement Strategy on the DCP website at <http://pittsburghpa.gov/dcp/EngagePGH>. This document provides public engagement guidance for a wide variety of City initiatives.

## 7. Understanding Implementation

The purpose of this chapter is to build a shared understanding of the most important stage of all plans – the realization of the vision through action. Neighborhood plans should purposely include actions to implement within the first one to two years. These short-term actions build momentum and capacity for larger efforts. The plan should also identify mid-term actions that require multiple years (three to five) before full development is realized. Finally, it should identify long-term actions where advocacy and capacity are needed over time before the outcome is achieved. Shorter-term actions are important to build momentum for the successful launch of a project, such as the creation of a “Friends Of” organization, studies, design exercises, partnership building, temporary or tactical installations, etc.

The implementation process for programs, projects, and partnerships can vary widely based on the scale and complexity of the activity, how the project is funded, and the partnerships needed to see them through. How the action is funded will often decide the timeline for implementation.

### Funding Considerations

If City budget funds are used, it is important to understand that City departments draft budget requests for the following year in the late spring. Departments ask for funds for a variety of projects and staff and these requests go through a 6-month process of reviews including at City Council and by the Mayor’s Office before a final budget is approved. This can include operating funds for park master planning at DCP or capital funds by DPW to initiate construction. The City also has standards for procurement and the inclusion of minority and women owned businesses that require additional reviews at the contracting stage. Many projects are partially or wholly funded by state and federal grants and/or foundation money. Each of these sources of funding are highly competitive and have their own fixed application cycles throughout the year.

### Examples of Implementation Considerations for Typical Actions

Activity	Implementer	Funding	Partnerships
<u>Zoning Change</u> The City Zoning Code regulated the private use of land. Changing these regulations is a common way to implement the vision of the plan by allowing certain uses in specific areas and specifying characteristics about building design and performance. Changes	<u>City</u> Most large-scale Zoning Code changes are initiated by DCP to implement an adopted city policy or plan or by City Council.  <u>Property Owner</u> There is a process for property owners to request a zone change although it is used very	<u>City Budget</u> Funding for these projects is typically focused on hiring consultants or paying for planning staff time to conduct necessary analyses including potential transportation impacts for larger projects. DCP also charges fees for zoning	<u>Community</u> Zoning Code changes most commonly occur as an outcome of a planning process where the community established a vision and identified specific outcomes to be achieved by the zoning change. In some cases, community organizations and

Activity	Implementer	Funding	Partnerships
<p>to the Zoning Code take at least 6 months and requires review by the Planning Commission who recommend the amendment on to City Council for adoption. Complicated or divisive proposals can take substantially longer. Public notices are required before hearings at the Planning Commission and City Council and cover the area to be affected by the change.</p>	<p>rarely. Owners of large properties can seek to create a Specially Planned district where they set land use regulations through a public process reviewed by DCP and the Planning Commission although these are increasingly rare due to more proactive regulator management through planning and plan implementation.</p>	<p>change requests from property owners.</p>	<p>proposed temporary zoning provisions to test a concept in their area based on requests from the broader community. In this case, staff review the proposed Zoning Code amendment and work with the community organization(s) to process the amendment through Planning Commission and City Council.</p>
<p><u>Public Art</u> Art in the public realm can be on public property, or by an arts organization, developer, or foundation when on private property.</p>	<p><u>City</u> On public property, art is typically commissioned and installed by the City's Division of Public Art &amp; Civic Design.</p> <p><u>Other</u> There are many other organizations that can propose public art whether it be on public property or on private property in the public realm (e.g., on property adjacent to a sidewalk or street). Hospitals, universities and large employers often commission public art installations.</p> <p>All projects on public property must be</p>	<p><u>City Budget</u> City budget funds are one source of funding for public art projects. All City capital budget funded projects for construction or renovation of public buildings costing fifty thousand dollars (\$50,000.00) or more are required to commit 1% of the project budget for public art. As with other City budget funded activities, there are rules and requirements for transparent processes in the selection of artists and contracting.</p> <p><u>Other Sources</u> The Regional Arts Council and Office of</p>	<p><u>Various</u> Depending on the source of funding, partnerships can vary widely. Public engagement is typical of public art projects, with all projects on public property required to have a hearing and action by the City's Art Commission.</p>

Activity	Implementer	Funding	Partnerships
	approved by the City's Art Commission.	<p>Public Art fund and commission many public art installations throughout the city on private property.</p> <p><u>Foundations</u> Foundations often work with community-based organizations to commission art as a means of building community identity and a sense of place.</p>	
<p><u>Street Improvements</u> Improvements to the street can vary widely from replacement of damaged sidewalks, the cartway, furnishings such as street lights, or traffic lights. While most of these actions are a matter of budget and design, traffic signals and changes to the flow of traffic can be made only following a detailed analysis where certain standards called "warrants" are met. While a plan may call for a new signal, it is unlikely to be installed if the analysis does not show that it meets the warrants. Additionally, the importance of curb heights, awareness of stormwater/sewer infrastructure (catch basins and manholes)</p>	<p><u>City</u> DOMI is responsible for making most transportation-related improvements to the streets. There is a lot of coordination between DOMI and PWSA due to their shared interest in public infrastructure.</p> <p><u>Developers</u> Some improvements to streets are required as a result of traffic studies conducted by those proposing new developments. In this case, their study shows the traffic impacts of the development will require the improvement, and they will design and build the improvement to City standards.</p> <p><u>Property Owner</u></p>	<p><u>City Budget, Grants</u> The majority of street improvements are funded by City budget funds, with larger projects often including grants from the regional, state or federal government. Additionally, PWSA funding comes from ratepayer dollars.</p> <p><u>Developers</u> Where development triggers the need for improvements to the street, the developer pays these costs either directly or into a fund that is used by the City for construction.</p>	<p><u>Community</u> In most cases, the only partners are the community as they review and provide input on design. Street improvement often follow recommendations in Neighborhood Plans for location and intent, and then city standards or design guidelines adopted by the City.</p>

Activity	Implementer	Funding	Partnerships
and the proper milling and paving of streets to ensure proper flow of stormwater should be considered.	Under Pennsylvania state law sidewalks are the property owner's responsibility to maintain and repair.		
<u>New Park</u> Creating a new park where none exists can be a long proposition due to the complexity of creating a park that serves everyone's needs, the fact that it is usually publicly funded and therefore subject to procurement and budgeting considerations, and that it incorporates a large number of stakeholders.	<u>City</u> The need for parks is identified in plans, followed by a master planning public process often led by DCP to understand the details of what facilities should be built into the park. This is followed by more detailed design work by the DPW as a means to develop a final budget and design for construction. Maintenance is a key concern in all park planning. Citiparks is consulted during design to incorporate programming considerations.	<u>City Budget, Grants, Foundations</u> Many projects are funded by a combination of sources with City budget funds being matched by state or federal grants. Foundation money can serve to fill gaps or can be the match for other funds.	<u>Community</u> Like streets and many other public goods, everyone uses parks and will want to have a chance to learn about and provide input on the design.  <u>External Funders</u> In addition to public engagement, for parks that are funded by grants and/or foundations, further engagement of these organizations will be necessary to secure the funds and ensure compliance with the rules of the funding source.  <u>Elected Officials</u> Elected officials are often involved in helping to secure park funding.
<u>District Energy</u> District energy systems can refer to thermal heat and cooling or to renewable electricity generation into a grid. The generation of energy and its distribution is regulated	<u>Regulated Utility</u> Most new energy systems are generated by a regulated utility company that invests in the generating facility as well as the transmission infrastructure. Sometimes these two elements are decoupled	<u>Various, Changing</u> Funding can vary widely, from on-bill financing and bonding for utilities to bonds and other financial tools used by institutions and major employers. This topic is evolving rapidly and	<u>Various, Changing</u> As noted under Funding, there is a wide variety of processes that can result in the creation of district energy systems. Common to all of these systems is collaboration between the energy

Activity	Implementer	Funding	Partnerships
<p>by the State Public Utilities Commission.</p>	<p>with transmission managed by a separate utility, such as Duquesne Light Company.</p> <p><u>Institution or Private Entity</u> For many hospitals, universities, and other large energy users, generating energy and/or electricity on-site is both economically beneficial and may be required by regulations such as hospital backup systems. These systems can be linked to create larger networks to service larger areas and or create redundancies.</p>	<p>may result in public-private partnerships and new funding strategies. One example of the changing face of energy is the creation of Power Purchase Agreements which allow individuals and organizations to join together with others to purchase the energy from a specific generating source such as a hydroelectric dam, solar farm, or wind farm. This can finance the creation or expansion of the generating facility. Co-operatives are also forming around solar generation that would allow residents in a community to work together to fund their own solar generation system that would serve their homes.</p>	<p>user, the energy supplier, and the planning for distribution. Increasingly City governments are getting involved in these discussions and helping to overcome hurdles associated with such complex discussions.</p>
<p><u>Infrastructure Improvements</u> Improvements to the water and sewer conveyance system including replacing lead lines, installing new water mains, relining or replacing sewer mains, replacing old or installing new catch basins, stormwater systems, green infrastructure, etc. all</p>	<p><u>PWSA</u> The Authority is responsible for making most water and sewer related improvements in the right-of-way.</p> <p><u>Developers</u> Local developers must demonstrate to the PWSA that their planned development and intended use can be supported by the current PWSA water and</p>	<p><u>Various Sources as Available</u> PWSA uses its Capital Improvement Plan to make necessary water, sewer, and stormwater improvements. For larger projects, state and federal grants are utilized as well as local grant opportunities. Where applicable, cost-share agreements are</p>	<p><u>Various, Changing</u> Participating in the neighborhood planning process will allow PWSA to understand where infrastructure issues to better address them. Being involved at the planning level will allow for more intentional coordination with other City agencies, utility companies, NGOs, and private developers to</p>



Activity	Implementer	Funding	Partnerships
fall within the purview of the Pittsburgh Water and Sewer Authority (PWSA).	sewer system. If not, the developer is responsible for making the necessary upgrades to the system as outlined in the PWSA Developer Manual. All improvements must meet PWSA design specifications.	arranged with the appropriate agencies.	make targeted, cost-effective, sustainable upgrades.

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## 8. Integration with Other City Plans

Neighborhood Plans provide an opportunity to incorporate larger goals and strategies from broader planning documents into specific actions items at the community level.

### Comprehensive Plan (Open Space, Preservation, Future Chapters)

What is it?	Role of Neighborhood Plans
The Comprehensive Plan is the City's plan to address the needs of its citizens, environment, urban form and civic functions through housing, economic development, and mobility plans. It is an action-oriented game plan that sets goals and identifies a strategy to meet those goals. The first chapters of the Comprehensive Plan were Preserve PGH (a strategy to preserve the City's character and capitalize on the opportunities that cultural and historic resources offer) and Open Space PGH (a guide to optimal use of vacant, green, and recreation spaces).	Neighborhood Plans are local interpretations of the Comprehensive Plan and are developed to translate citywide strategies into detailed, equitable actions for specific communities. The Comprehensive Plan will use data and projections to determine the best places in the city for growth, repurposing vacant land, jobs, housing, and transportation improvements. Neighborhood Plans will answer the question of how these aims will be met in specific locations and establish community-supported projects and programs to realize the potential of each area.

### Pittsburgh Zoning Code

What is it?	Role of Neighborhood Plans
The Pittsburgh Zoning Code regulates land use and activities within the city boundaries. Through regulation of private land, the code seeks to promote neighborhood revitalization, encourage a mix of uses, and support increased density for transit-oriented development. The Zoning Code is largely written by long-range planners in the Strategic Planning Division and implemented by current planning staff in the Zoning and Development Review Division.	Neighborhood Plan processes will identify mismatches between the existing Zoning Code and the vision of the community and make recommendations for how the Zoning Code can be changed to bring the two into alignment. Planning may also result in the creation of new tools to incentivize development that meets community goals. Following plan adoption, one of the first implementation projects for most Neighborhood Plans will be some sort of amendment to the Zoning Code.

### OnePGH Resilience Plan

What is it?	Role of Neighborhood Plans
Pittsburgh's resilience strategy identifies both existing and new actions related to resilience and equity, connects these actions to relevant resilience goals and objectives, and identifies next steps.	OnePGH calls on Comprehensive and Neighborhood Planning to identify specific, land-use, and community oriented implementation strategies to help the city meet its goals.

## Climate Action Plan

What is it?	Role of Neighborhood Plans
The Climate Action Plan takes a new approach toward climate-change mitigation with action plans and strategies presented around six key areas: energy generation and distribution, buildings and end use efficiency, transportation and land use, waste and resource recovery, food and agriculture, and urban ecosystems.	Neighborhood Plans present an opportunity to actualize the goals presented in the Climate Action Plans. For example, the Climate Action Plan has a goal of reducing vehicle miles traveled by 50%. A Neighborhood Plan might work towards achieving these goals by setting targets to increase walking, bicycling, and transit ridership, as well as proposing traffic safety improvements and other public realm projects to help meet the targets.

## The p4 Initiative

What is it?	Role of Neighborhood Plans
The p4 Initiative (accompanied by a conference every year since 2015) is an organizing framework for growing jobs, mobilizing capital, rejuvenating neighborhoods, and improving lives in Pittsburgh. It focuses on the four key tenets of: people, planet, place, and performance.	The p4 Initiative provides detailed strategies on many topics and is an excellent source of content for Neighborhood Plans. Following adoption of the neighborhood plan for Uptown, the EcoInnovation District Plan, the Zoning Code was amended to create the Uptown Public Realm District and Performance Points System – the first implementation of the p4's detailed recommendations around energy efficiency, energy generation, green infrastructure, stormwater, and affordable housing.

## Citywide Green First Plan (PWSA)

What is it?	Role of Neighborhood Plans
PWSA's "Green First" program looks for opportunities to implement green infrastructure projects to capture stormwater at its source to maximize overflow reduction and provide multiple benefits to communities including reducing localized street flooding, basement backups, adding trees, providing park-like spaces, beautifying streets, and re-establishing native habitat. The citywide plan identifies priority sewer sheds where PWSA will implement projects.	PWSA has many options for where it places green infrastructure projects and how they are designed. Neighborhood Plans provide an opportunity to have detailed discussions with communities about where these projects would create the greatest benefits. PWSA can align project planning with neighborhood plans to maximize cost effectiveness and efficiencies. The integrated nature of Neighborhood Plans means that stormwater projects, mobility projects, and urban design can be studied at the same time and additional value found by co-locating improvements in key locations to drive community revitalization.

## Urban Forest Master Plan (Tree Pittsburgh)

What is it?	Role of Neighborhood Plans
Tree Pittsburgh's Urban Forest Master Plan is built on a solid foundation of data, mapping and community engagement, it provides detailed information, recommendations for multi-agency responsibilities, and resources needed to effectively and proactively manage and grow the city's tree canopy. It provides a shared vision for the future of the urban forest to inspire and engage stakeholders in the care and protection of trees.	Neighborhood Plans provide an opportunity to have detailed discussions with communities about where these projects would create the greatest benefits. Tree Pittsburgh and DPW's Forestry Division have been implementing the plan through various programs. The integrated nature of Neighborhood Plans means that tree plantings can be coordinated with stormwater projects and mobility projects by co-locating improvements in key locations to drive community revitalization. This plan sets an overall target of 60% canopy coverage. Neighborhood level analyses will be needed to understand the current canopy coverage and what role that neighborhood can play in helping to achieve the citywide goals by setting its own target.

## Equity Indicators

What is it?	Role of Neighborhood Plans
The City of Pittsburgh undertook the Pittsburgh Equity Indicators project in 2017 to assess annual progress toward equitable opportunities and outcomes for Pittsburghers of all races, genders, and incomes, and to inform the City's investment decisions moving forward. A research team led by the RAND Corporation developed a framework and associated indicators to measure equality in both outcomes and opportunities in Pittsburgh. A 2017 report described data collection methods and established a baseline of data for future reports to use to track progress.	This dataset is being integrated into all City-led neighborhood planning processes. While much of the data used is only available citywide, the topics are relevant at all scales and should be considered as an excellent source of challenges to address at the neighborhood scale. For topics that are particularly important to a community, it may be possible to collect primary data consistent with the citywide sources and establish a new source of local information about this challenge.

## 9. Glossary and Acronyms

**Action:** Statements of specific activities to be carried out by an identified implementer. These actions should tie back to the goals and policies.

**Action Team:** Subcommittees of the Steering Committee led by a topic expert. For City-led planning processes, this expert will be public agency staff or partner non-profit. For RCO-led processes, public agency staff are members of these teams. These teams work from the vision, goals, data, and identified resources to develop policies, projects, and programs that will make the vision a reality. The lead for each Action Team reports back on the activities of the team to the Steering Committee.

**Community:** This guide uses the largest possible group of stakeholder types in a geographic area (e.g., residents, employers, employees, property owners, community organizations).

**Gantt Chart:** A type of bar chart that illustrates a project schedule. Often this includes specifying when one activity is dependent on another, important milestones in the process, and resources needed for each activity.

**Goal:** Long-term outcome of the plan that will be achieved by implementing programs, policies, and projects. They should be aspirational and express the neighborhood's collective desires and values for each chapter of the plan. Goals should not convey specific quantitative outcomes.

**Neighborhood:** Can mean specific City of Pittsburgh designated places that coincide with census tracts or larger areas with a spatially or community-defined geography. This guide uses the latter sense of the word when discussing the geography of the plan area.

**Partnership:** Commitments by organizations to work together to advance an outcome.

**Policy:** A preferred direction to achieve a goal. They are specific enough to help determine whether a proposed project or program would advance the values expressed in the goals.

**Program:** A set of activities that seek to realize a particular long-term aim. A program may be one component of a project, but generally, programs are longer, more complex undertakings.

**Project:** Discrete action(s) that can be undertaken and completed by a list of implementation partners.

**Steering Committee:** A large group of stakeholders covering a broad range of topics who will oversee the planning process, make up the Action Team members, and help implement the plan when adopted.

**Technical Advisory Group:** Teams of experts and stakeholders who conducted focused work on a technically complex topic. They should report back to an Action Team and to the Steering Committee on a regular basis and their findings should become both content within the relevant plan chapter as well as reports or other materials included in the appendices of the plan.

**Transformative Project:** Projects that have the potential to have large-scale impacts in an area. An example includes development of a transit station.

## Common Acronyms

Acronym	Meaning
CBO	Community Based Organization
CDC	Community Development Corporation
DCP	Department of City Planning
DOMI	Department of Mobility and Infrastructure
DPW	Department of Public Works
GBA	Green Building Alliance
HACP	Housing Authority of the City of Pittsburgh
MaaS	Mobility as a Service
PAAC	Port Authority of Allegheny County
PWSA	Pittsburgh Water and Sewer Authority
RCO	Registered Community Organizations
SDG	United Nations Sustainable Development Goal
URA	Urban Redevelopment Authority

## 10. Deliverables Guidance and Templates

- a. Public Participation Plan (Phase 1)
- b. Requests for Proposals (Phase 1)
- c. Planning Process Project Schedule (Phase 1)
- d. Plan Identity and Naming (Phase 1)
- e. Existing Conditions Report (Phase 2)
- f. Workbooks for Each Action Team (Phase 3)
- g. Draft Roadmap (Phase 4)
- h. Public Notice, Staff Report (Phase 4)
- i. Biennial Audit / Report / Progress Report (Phase 5)
- j. Addendum (Phase 5)

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