



FINAL REPORT

THE BIG RETHINK: POSITIONING PITTSBURGH FOR THE NEXT STAGE OF URBAN REGENERATION

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Setting the Stage

THE REGIONAL CONTEXT

Pittsburgh is at a critical pivot point in its development. As a result of the combined efforts of the regional foundations and the city to simultaneously reinvent the regional economy, while building more livable neighborhoods, the city is one of the first Rust Belt cities poised for growth. After years of public and private investment, the city has a stronger urban core with a more vibrant downtown. Some neighborhoods have seen physical revitalization and population increase, in the process going from distressed neighborhoods to neighborhoods of choice. Pittsburgh's rate of unemployment, which had been above the national average for 16 years, fell below the national average in 2007.

The community development system in Pittsburgh is also at a pivot point. The city has been one of the leaders in the community development field. During the 1970s, Pittsburgh laid down fertile soil for the creation of its community development system and, with the support of national foundations, established a number of support organizations and intermediaries that focused on building a network of innovative community development corporations (CDCs).

There is little disagreement that the community development system in Pittsburgh has been highly productive and innovative and that it has achieved significant improvements for some of the city's neighborhoods, including increased market values and an expanded tax base for the city. In spite of this, conditions in Pittsburgh have changed significantly and the system has been slow to respond to some of these changes. For example:

- Real estate conditions have undergone a dramatic shift, calling into question some of the longstanding strategies of community-based organizations.
- There is diminished public and private sector funding.
- Leadership is changing within the system—at the foundations, the intermediaries, and community organizations.

Pittsburgh's Leadership in the Community Development Field

The community development system that evolved in Pittsburgh has been influential nationally:

- Pittsburgh was one of the leaders in the use of historic preservation as a tool for neighborhood revitalization.
- Work in Pittsburgh was an inspiration in the creation of what is now NeighborWorks America.
- Pittsburgh was one of the first cities to develop a support system through the creation of community development intermediaries such as the Pittsburgh Partnership for Neighborhood Development (PPND).
- Pittsburgh created a highly successful reinvestment coalition, Pittsburgh Community Reinvestment Group (PCRG), to hold lending institutions accountable for inequitable treatment of low-income neighborhoods.
- The Urban Redevelopment Authority of Pittsburgh (URA) is a unique redevelopment authority that uses its considerable resources to revitalize neighborhoods rather than focusing exclusively on downtown revitalization.
- A number of leaders who began their careers in Pittsburgh went on to become influential figures in community and urban development on the national stage.

- Despite improved market conditions, not all residents or all neighborhoods have shared in the new opportunities. Some neighborhoods have experienced population losses of greater than 20 percent in the period between 2000 and 2010, well above the citywide loss of 8.6 percent.
- There is growing interest in and support for more comprehensive place-based strategies, as evidenced by the recent commitments of the Richard King Mellon Foundation and The Heinz Endowments, but there is a need to understand how to bring these and other efforts to scale to have greater impact.

Recognizing that they were in a “sea change,” the major funders of community development in Pittsburgh—its leading foundations and the city—realized that from time to time many systems need to pause to assess their successes and seek to respond to new needs, challenges, and opportunities. The impetus for the creation of this report is a general feeling among various stakeholders that, given these changing conditions, the current community development system is no longer performing to the expectations of its numerous constituencies nor serving the needs of the broad range of communities, especially the lowest income and most disinvested communities.

This report, recognizing this sea change, was designed to achieve the following:

- map the current community development system and capture the progress made to date;
- describe the current challenges and opportunities for revitalizing Pittsburgh neighborhoods; and
- recommend a future direction and how resources should be deployed, in a local context and yet one also informed by best practices from other similar cities.

THE NATIONAL CONTEXT

Pittsburgh is not alone among American cities in conducting a comprehensive review of its community development system. Increasingly, conventional community development approaches are undergoing re-evaluation. In the face of intractable problems that have not responded to past policy approaches, the federal government, cities, and the national philanthropic community are engaged in a rethink.

Cities that have engaged or are engaging in a similar exercise of assessing their current community development system include Cleveland, Detroit, Milwaukee, and St. Louis. These cities are rethinking the strategies that many community development corporations have focused on in light of changing conditions. Most of these studies have concluded that the traditional community development model needs refinement, bricks and mortar development and creation of low-income housing should no longer be the primary focus of the system, there needs to be increased attention to strategies that focus on people, and the intermediary system designed to support community development needs to become

more effective and accountable for results. At the national level, some of the major foundations that have supported the community development system are engaged in a similar rethink. Living Cities, a collaborative of 22 foundations and financial institutions, is engaged in creating a new paradigm for community development, focusing on the multiple barriers that have limited the ability of cities to absorb community development capital.

The most forward-thinking practitioners in the community development field have also come to the realization that they cannot solve the problems in any neighborhood by working on one or two development activities in isolation from the larger systems that determine the life of a city and its numerous communities. They have developed links to other organizations in their neighborhoods, to nearby institutions that provide jobs, and to systems that affect the economic well-being of residents.

Definitions and Methodology

DEVELOPING A COMMON LANGUAGE

In embarking on this work, it became clear that it was important to establish a common language. In the field, there are many different perceptions of the meaning of “community development,” what is included in the “system,” and what defines an “intermediary.” For the purposes of this project, we utilized the following definitions:

Community Development. Community development is a process or set of interventions directed at improving the quality of life for low- and moderate-income communities typically focusing on a neighborhood or set of neighborhoods within a larger municipality. There are several conceptions within the community development field about what constitutes improvement or development. One approach focuses on community development as asset building: investing in and increasing the physical, human, financial, social, and political capital for the benefit of low-income individuals living in that neighborhood. A second approach of community development is community empowerment: residents are deeply engaged in shaping the vision and undertaking the activities to improve their community. A third view, and the definition utilized for this project, is on place-making: creating a livable community with affordable housing, good schools, vibrant retail activity, green space, cultural amenities, and jobs that make it a neighborhood where people want to live, independent of their economic status.

Community Development System. A system is “a configuration of interacting, interdependent parts that are connected through a web of relationships.” Thinking broadly, the community development system includes “critical exchange partners, sources of funding, regulatory groups, professional or trade associations, and other sources of normative or cognitive influence. Non-local as well as local connections, horizontal as well as vertical ties, and cultural and political influences as well as

Current Trends in Community Development

- *Comprehensive community development.* This implies the creation of a shared vision for a neighborhood that serves as a blueprint for community organizations working in partnership to implement the range of initiatives that will address not only bricks and mortar development, but also asset building, employment, health, and quality of life.
- *Leveraging anchor institutions.* This includes institutions such as universities and hospitals that have a vested interest in the health of their surrounding neighborhood.
- *Corridor strategies.* New transit lines present an opportunity for collaboration across neighborhood lines with policymakers, banks, foundations, and businesses bringing balanced development to nodal points along new routes. Commercial corridors that cross neighborhood lines are another area of strategy.
- *Resizing and vacant land.* A number of cities in the Midwest are developing innovative ways to deal with the institutional constraints that stand in the way of vacant land reuse.
- *Market-driven approaches.* Many cities are willing to invest in strong market areas to preserve affordability or in emerging market areas where investments are more likely to lead to market strength.
- *Asset-based approaches.* Differences in assets are as significant, if not more significant, than differences in income. Community development organizations are developing financial literacy programs and Individual Development Accounts to help individuals develop assets.

technical exchanges are included.”¹ This project began with a more narrow definition of community development system that includes the organizations and institutions that were involved directly at the neighborhood level in community development activities (both community development corporations and other community-based organizations (CBOs) that are directly involved in shaping their neighborhood), the community development intermediaries and other support organizations that are part of the “Community Development Collaborative,” and the public and private sector actors involved in funding and financing this system. However, as the project evolved, it became clear that the system is actually much broader, that there are multiple organizations at the community level and organizations at the city and regional levels that are critical players in achieving community development outcomes but have not yet been widely considered as part of the community development system. Thus, while we started with the more narrow and commonly-used definition in Pittsburgh, our recommendations point to a much broader definition that includes all key stakeholders focused on place-based improvement in Pittsburgh.

Intermediaries. The W.K. Kellogg Foundation (2002) defines intermediaries as “a substantive link between two segments of society: organizations with resources (funders) and those organizations that are seeking resources (community organizations and initiatives). Intermediaries are those organizations that assemble resources from one segment of society (e.g., foundations, corporations, government, research organizations, etc.) and distribute these resources to community organizations for projects designed to build community capacity.”² Intermediaries function at the national level (e.g., Local Initiatives Support Corporation, the Enterprise Foundation, NeighborWorks America) as well as at the regional and city levels. For the analysis of the Pittsburgh community development system, the community development intermediaries are those organizations, as defined by the project sponsors, that provide financial support, capacity building, and technical assistance support to community development and community-based organizations, including the Community Design Center of Pittsburgh (CDCP), Community Technical Assistance Center (CTAC), Pittsburgh Partnership for Neighborhood Development (PPND), and Pittsburgh Community Reinvestment Group (PCRG). NeighborWorks of Western Pennsylvania, GTECH (Growth Through Energy & Community Health) Strategies, the Office of Mayor Luke Ravenstahl, Pittsburgh Department of City Planning, and the Urban Redevelopment Authority of Pittsburgh provide additional assistance and development capacity. These organizations form the Pittsburgh Community Development Collaborative (CD Collaborative). In addition, the analysis looked specifically at the community development financing intermediaries such as Bridgeway Capital.

METHODOLOGY

This report started with an extensive analysis of the community development system in Pittsburgh as it is currently configured. The study team examined extensive data from

¹ Ferguson, Ronald F. and Sara E. Stoutland, *Reconceiving the Community Development Field*, 1999.

² W. K. Kellogg Foundation, *Building Community Capacity: An Initial Inventory of Local Intermediary Organizations*, Battle Creek, Michigan, 2002.

primary sources and developed a storehouse of new data through interviews and surveys to understand the characteristics of the system and to identify its strengths and challenges. We joined the insights thus gained to our knowledge of current discussions and practice on effective interventions in similar cities to address the types of issues that confront Pittsburgh. This served as the basis for our recommendations.

In order to develop a deep understanding of the community development system in Pittsburgh, we used an evidence-driven approach that focused on data analysis and significant stakeholder outreach. We gathered data from actors at every level of the system and from former members of the system who are no longer active. We conducted our interviews in waves to incorporate knowledge from past interviews into subsequent interview protocols.

We developed three original surveys using Survey Monkey. We surveyed the foundations, the intermediaries, and community-based organizations.

As we gathered and analyzed data, we met with the project sponsors to test our findings and conclusions. This often led to additional data gathering. In this way, we developed a comprehensive understanding of the community development system and its constituent parts as well as of a large number of organizations and institutions considered outside the system.

Our total data gathering effort consisted of the following:

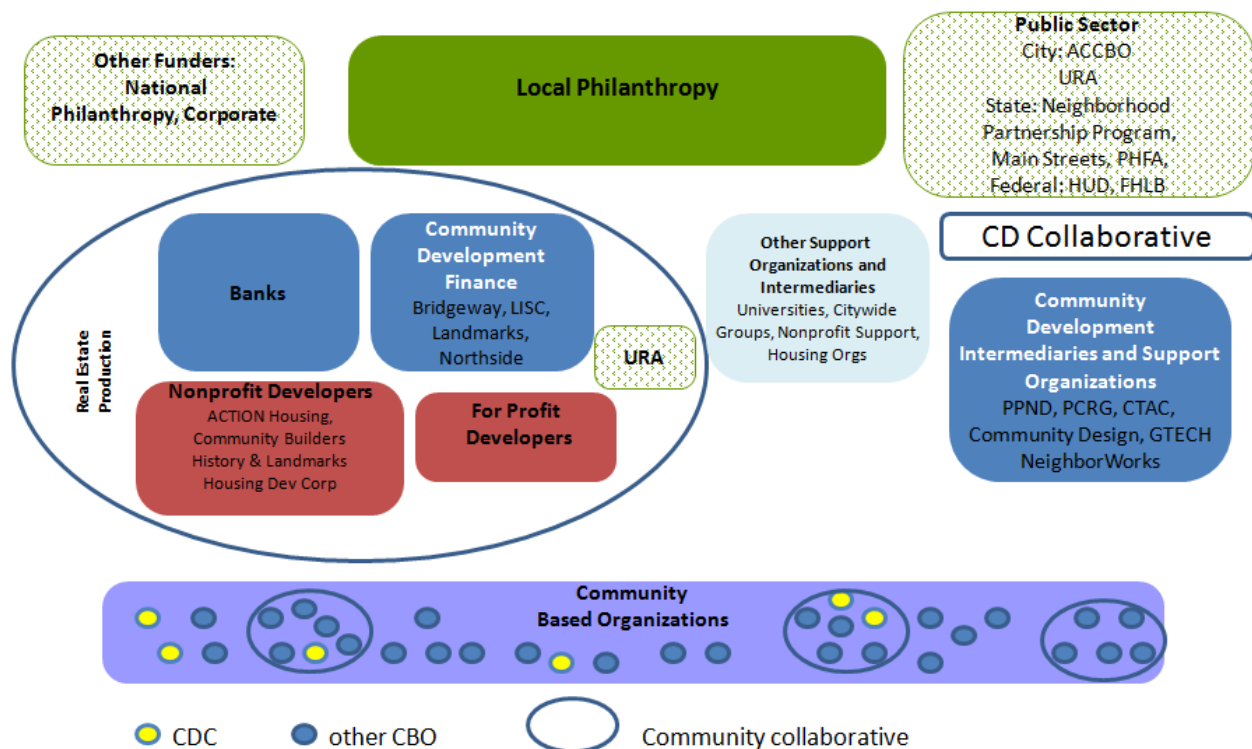
- collection and analysis of a database of 10 years of grants by major Pittsburgh-based philanthropic grantmakers, including The Heinz Endowments, The Richard King Mellon Foundation, The Pittsburgh Foundation, McCune Foundation, Roy A. Hunt Foundation, McAuley Ministries, The Birmingham Foundation, and the Buhl Foundation;
- collection and analysis of city Community Development Block Grant (CDBG) funding and Urban Redevelopment Authority (URA) funding in the past decade;
- survey of 59 community-based organizations with responses from 31 organizations;
- data collection from four community development intermediaries as well as NeighborWorks Western Pennsylvania and GTECH;
- survey of 10 philanthropic and public sector community development funders, with responses from eight of those surveyed;
- community meetings, on-site interviews, and telephone interviews (51 interviews and approximately 75 people touched); and
- review of national thinking on community development—as part of this effort, we conducted informal interviews with more than 10 community development experts with a national perspective.

Key Findings: System Actors

This section reviews the findings from the primary research and community outreach completed for this project focused on the major players and the support system in the community development system, including:

1. community development organizations working in neighborhoods;
2. community development intermediaries and the collaborative that they formed;
3. foundation and city investment in the system; and
4. community development finance.

The Community Development System Configuration



COMMUNITY DEVELOPMENT ORGANIZATIONS

- ➡ **For a city of Pittsburgh's size, there are a large number of community-based organizations involved in neighborhood revitalization, most engaged in community improvement activities and serving small geographic areas.**

While those involved in community development often think about the system in terms of community development corporations (CDCs), in fact, community organizations involved in neighborhood revitalization in Pittsburgh are very diverse. They include CDCs, neighborhood councils, community coalitions, faith-based organizations, and a few human service organizations involved in housing and community improvement. While there is no exact number, the research for this project identified approximately 88 community organizations that are directly involved in neighborhood revitalization. (See Appendix 3.) With this many organizations, it is likely that resources will be spread thinly and the scale of what can be achieved will be somewhat limited.

There is no clear definition or categorization of the organizations operating at the neighborhood level in Pittsburgh. A data request of the intermediaries in the community development system found, for example, very broad differences in how the various intermediaries classified organizations. When provided with a list of about 60 community organizations and asked to categorize them by type, one intermediary classified 10 organizations as CDCs, while another reported that 19 were CDCs. Interestingly, there were only six organizations that were classified as a CDC by all of the intermediaries responding to the information request. Most of the community organizations were actually classified more generally by the intermediaries as a “neighborhood organization.”

To better understand the characteristics of the organizations operating at the neighborhood level, a web-based survey was sent to 59 organizations, of which 31 responded (a full report on the results of this survey is included as Appendix 1.) In keeping with strong local neighborhood identification in Pittsburgh, what we call hyperlocalism, most community organizations reported serving a very small geographic area. Of the 31 community organizations responding to the survey, the range in population served was from 440 individuals for the West Pittsburgh Partnership to 21,000 in Oakland, with the average population size being about 6,500.

Most community organizations reported involvement in a relatively narrow set of neighborhood improvement activities focused on planning, safety, and beautification. Ninety-six percent of all surveyed CBOs claimed “major” or “moderate” activity in “Community Planning” and in “Community Amenities and Livability” (promoting community safety, neighborhood beautification, arts and culture vitality, etc.). Ninety percent claimed some activity in “Community Engagement,” while 81 percent claimed involvement in “Open Space” (community gardens, park improvements, greenway development).

A much smaller percentage of community organizations are involved in housing, economic, and youth development. Of the community organizations surveyed, 42 percent were involved in housing development, 45 percent in commercial development, 39 percent in workforce and youth programs, and 42 percent in economic development. (See Exhibit 1.)

Exhibit 1: Neighborhood Development Activities

	Major Area of Activity	Moderate Area of Activity	Minor Area of Activity	Not Involved	Did Not Report	Percent Major/ Mod. Area of Activity
Housing Development	9	4	7	9	2	42%
Community Planning	21	8	1	0	1	94%
Community Engagement	21	7	1	1	1	90%
Community Amenities & Livability	20	9	0	1	1	94%
Home Ownership Programs	2	5	16	7	1	23%
Commercial Development	9	5	8	7	2	45%
Economic Development and Small Business	6	7	12	5	1	42%
Workforce and Youth Programs	8	4	7	11	1	39%
Community Facilities	9	3	5	13	1	39%
Open Space	17	8	2	3	1	81%
Other	7	1	0	22	1	26%

While CDCs are often characterized by their role in real estate development, the survey found that the primary role of community organizations in this process was in identifying parcels, helping to create a community vision, and identifying partners with whom to work on projects. Only 29 percent of those responding reported that they lead and manage the development process most or some of the time. Interviews in the field also found that community organizations are increasingly looking to partner with private developers or larger nonprofit developers on real estate, rather than taking on the development process themselves.

The intermediaries were also asked to characterize the type of activities in which each community organization was involved. This data also found that most of the activities of the community organizations revolved around community planning, beautification, and public safety. The other major activities reported by the intermediaries were housing development (close to 50 percent of organizations), commercial revitalization (about 30 percent), and community organizing (about 40 percent).

Despite significant investments in capacity building over the past two decades, only a handful of CDCs has significant development capacity.

When Pittsburgh's main community development intermediaries were asked about the "capacity" levels of the city's main community organizations, only three organizations were rated by all respondents as having "high" capacity:

- Bloomfield-Garfield Corporation;
- East Liberty Development, Inc.; and

- Oakland Planning and Development Corporation.

Another five organizations were rated as having “high” capacity by all but one of the responding intermediaries. However, three of these organizations were not CDCs.

- Kingsley Association;
- Lawrenceville Corporation (CDC);
- Lawrenceville United;
- Mt. Washington Community Development Corporation (CDC); and
- Oakland Business Improvement District.

The level of capacity is also very uneven in terms of the different parts of the city. The East End hosts a large number of community organizations, including some of the highest capacity ones in the city: Bloomfield-Garfield Corporation, East Liberty Development Inc., and Kingsley Association. Oakland also benefits from high levels of community engagement, including two of the highest capacity rated community organizations (Oakland Business Improvement District and Oakland Planning and Development Corporation) as well as being part of the "Pittsburgh Central" Champion neighborhood of PPND. On the other hand, there are a number of neighborhoods with the highest concentration of poverty and abandonment but with very limited capacity. These include Northview Heights, Spring Garden, Elliott, West End, Hazelwood, Perry South, and Homewood.

➡ **The community development organizations have a relatively undiversified revenue base, and operating support, particularly for smaller organizations, has not been performance based.**

The Pittsburgh-based foundations remain the most important source of funds for the city’s community development organizations. For the organizations responding to the survey, the foundations directly account for 25.5 percent of their total revenues. In addition, PPND, the foundation-funded intermediary, accounts for another 22 percent of revenues on average. The city, directly (about 11 percent of revenues) and through URA (22.5 percent of revenues), is a critically important source of funding for the community development organizations responding to the survey.

The larger CDCs with higher capacity have diversified their funding over time and are not as dependent on PPND and the city. The small community-based organizations are primarily supported by city funds through the city council, the Advisory Commission on Community Based Organizations (ACCBO), and Community Technical Assistance Center (CTAC). This funding structure for smaller organizations does not appear to be performance based. This support has, to some extent, created an entitlement mentality and kept alive smaller organizations that would otherwise have ceased operations.

COMMUNITY DEVELOPMENT INTERMEDIARIES

Pittsburgh has four intermediaries (Pittsburgh Partnership for Neighborhood Development, Community Technical Assistance Center, Community Design Center of Pittsburgh, and the Pittsburgh Community Reinvestment Group) and two other organizations (Growth Through Energy & Community Health Strategies and NeighborWorks of Western Pennsylvania) that are considered a significant part of the city's community development system. These organizations, along with the Office of the Mayor, the Pittsburgh Department of City Planning, and the Urban Redevelopment Authority of Pittsburgh, make up the Community Development Collaborative. Appendix 2 provides an overview of the community development intermediaries in the city.

- ➡ **There is considerable overlap in the functions filled by the existing intermediaries, and there are gaps that no intermediary is filling.**

One of our early priorities was to identify intermediary functions (see sidebar) and determine which organizations performed those functions. (See Exhibit 2.) Our experience and our research into the nature of intermediaries indicate that the functions intermediaries carry out are important to building a high-capacity and productive community development system.

Exhibit 2 provides an overview of the functions provided by the intermediaries. The areas of clearest overlap are in technical assistance/capacity building and in assistance in community planning. Each of the intermediaries is involved in some way in efforts to support community planning at the neighborhood level. In addition, while the types of services differ, most of the intermediaries are involved in some type of capacity-building and training activity. The targets of this training are somewhat different. For example, CTAC provides support to the smallest grassroots organizations, and GTECH provides support on specific greening type activities. CDCP and PPND provide technical assistance more specific to real estate development, while PCRG, with support of PPND and URA, has provided funding for community development staff to attend the community development finance training offered by National Development Council (NDC).

Community Development Intermediary Functions

Funding

- Grants for operating support.
- Pooler of funds from multiple sources both for operating and project finance.
- Due diligence on project investments.
- Grants for program implementation and planning.

Convening/Organizing

- *Convenor*: bring CDCs and other neighborhood-based organizations together to collaborate; facilitate new partnerships.
- *Promoting collaboration*: facilitate new partnerships; take on back office operations for a fee; provide centralized services.
- *Creating linkages with other systems*.
- *Supporting community planning processes*: work with local government and neighborhood groups on planning initiatives.

Building System Capacity

- *Technical assistance*.
- *Project pipeline development*.
- *Training*: provides and organizes skills training for community development practitioners.
- *Talent development*: provides mechanisms for recruiting new talent to the system.
- *Leadership development*: develops workshops and training for community development leaders.

Policy, Research, and Advocacy

- *Identify system barriers*: identifies and works to address barriers and trends in the system.
- *Design and advocate for funding and legislation*.
- *Provide research infrastructure to support planning and programs*.

Exhibit 2: Intermediary Functions

FUNCTION	PPND	PCRG	CTAC	CDCP	GTECH	Neighbor Works	Other Entities
System Funding							
Grants for Operating Support	√						ACCBO, City, state tax credits, foundations
Pooling Funds	√						
Due Diligence	√						Foundations and City
Grants for Program Implementation and Planning	√			√			Sprout Fund, Foundations, URA
Convening and Organizing							
Convening CBOs	√	√	√		√		
Promoting Collaboration	√	√	√			√	
Creating Linkages with Other Systems		√				√	
Supporting Community Planning Processes	√	√	√	√	√		City, URA, Foundations, other city wide organizations
Building System Capacity							
Technical Assistance	√	√	√	√	√		Forbes Funds, URA, and Others
Project Pipeline Development	√						
Training		√	√			√	
Talent Development							√
Leadership Development			√			√	Multiple organizations in Pittsburgh
Policy, Research, and Advocacy							
Identify System Barriers		√					
Design and Advocate for Funding and Legislation		√					
Provide Research Infrastructure to Support Planning and Programs		√			√		Pittsburgh Neighborhood & Community Information System
System Performance Measurement							

There are also some gaps that are revealed when looking at the intermediaries in terms of function. While PPND plays some role in helping to create a project pipeline, in other cities this is a much more intensive role of the intermediaries. For example, in the Boston area, intermediaries are able to package projects across neighborhoods in order to make acquisition possible and simplify the financing structure. They formed partnerships between CDCs so that organizations could tackle projects composed of properties that were scattered

across neighborhoods and were too large for any one organization to handle. However, according to one respondent, there are few large projects in Pittsburgh that call for working at this level. But it is also possible that some opportunities for collaborative work between high-capacity organizations have been missed.

The other two functional gaps are in the areas of talent development and performance measurement, including outcome measures for CDCs. While PPND has taken some steps over the years to develop some metrics for itself, there is no intermediary that collects data on the outcomes associated with the community development system. In terms of talent development, there is a modest effort underway among NeighborWorks, PPND, and PCRG, but no specific program or activity in this area.

➡ **Support for the community development intermediaries is in a state of flux.**

An important part of this assessment of the community development system in Pittsburgh focused on how well the existing community development intermediaries are moving the system towards its various goals. While one or more intermediary carries out some functions well, the overall conclusion is that the community development intermediaries are not fulfilling the expectations of the system members. Respondents of the CBO survey, the survey of funders, as well as the community outreach provided abundant data to support this conclusion. (See Exhibit 3.) The ratings reported below are on a scale of 1 to 5, with “Very Important” holding a rating of 5 and “not important” a 1.

- Only eight of the 26 organizations in the CBO survey responding to the question on intermediaries agreed that the funding and support of community development intermediaries by the foundations has improved the efficiency and effectiveness of the community development system.
- All of the intermediaries received tepid reviews when respondents were asked about their individual importance to the community development outcomes in Pittsburgh. All intermediaries received average scores between 3.3 and 3.9. The Community Design Center of Pittsburgh, PCRG, and PPND received the highest ratings.
- Of those organizations that have utilized the support of the intermediaries in question, PCRG received the highest reviews. NeighborWorks, GTECH, PCRG, and The Forbes Funds all saw similar bumps in their perceived importance to the system by those CBOs that had previously worked directly with them. PPND, in contrast, received a slightly lower rating at 3.6.

Exhibit 3: Exposure to Major Pittsburgh Community Development Support Organizations

	Familiarity w/ Programs and Services	Received Assistance from Entity (Past 5 yrs)	Importance of Entity on Community Development Outcomes (5= "Very Impt" / 1="Not Impt"; N=28)		
			Average Response	Number Very Impt"	Number "Not Impt"
Community Design Center of Pittsburgh	96%	46%	3.9	8	1
Community Technical Assistance Center (CTAC)	96%	64%	3.4	8	3
Growth Through Energy & Community Health (GTECH)	75%	43%	3.3	1	0
NeighborWorks of Western Pennsylvania	82%	32%	3.4	5	3
Pittsburgh Community Reinvestment Group (PCRG)	96%	61%	3.9	11	1
Pittsburgh Partnership for Neighborhood Development (PPND)	100%	70%	3.9	12	1
The Forbes Funds	82%	43%	3.6	9	1

- Except with regard to PPND, respondents to our outreach interviews fell into two camps. Some were enthusiastic about specific intermediaries. Each of the five (non-PPND) intermediaries in the CD Collaborative received an enthusiastic endorsement from at least two respondents. The larger camp consisted of people who were generally unaware of the current activities of the intermediaries. Respondents with a long view of the history of the community development system in Pittsburgh felt that the smaller intermediaries, CDCP and CTAC, had moved well beyond their mission and were changing priorities and programs with each new executive director.

The strongest level of awareness as well as the strongest opinions focused on PPND. While it was still seen as a core part of the system, the general consensus was that the organization was not as bold, flexible, nor entrepreneurial as it needs to be to lead the system in the new era. PPND was generally viewed as overly bureaucratic and too focused on process. Considerable time was spent in meetings and completing applications and evaluation reports, which many view as a distraction from their work and a drain on staff time. One respondent notes, "As pots of money became smaller, the bureaucracy just grew." A concern heard repeatedly is that staff capacity at PPND is seen as insufficient to meet the demands of organizations. In addition, with few exceptions, staff skills were viewed as inadequate to provide helpful technical assistance to the Champion Neighborhood organizations.

Another frustration reported by a number of organizations in the Champion Neighborhood Program is that information flows from top down, but not in the other direction. They lament that their successes are not reported effectively to funders and that they can no longer tell their stories directly to funders. One respondent notes, "Our ability to tell our stories, to tell people about the impact of what we do, has diminished greatly." Another adds, "Our story isn't being told by the PPND staff to the foundations. They are at a loss to tell it. If we go through the back door directly to the foundations, they'll say, 'No. Anything we're funding goes through PPND'."

While there have been many new ideas and the beginnings of pivoting to a new approach, implementation of some of the major initiatives, including Champion Neighborhoods, the Commercial Corridor Program, and the Neighborhood Investment Fund, were perceived as slow and weak. One respondent commented on the long rollout and implementation of the Champion Neighborhoods Program: “Four years later, the window of appetite for Champion Neighborhoods is closing.”

- **In their current form, the role of the community development intermediaries as conduits for philanthropic funding of community development seems to be diminishing.**

To funders, due diligence and the development of strategic programs to redirect investments are two of the most important functions carried out by intermediaries. PPND was initially designed to relieve the foundations from having to respond to multiple funding requests from the community development organizations operating in the city.

Evidence suggests that there is waning support for the intermediaries amongst the philanthropic funders. A survey of the foundations supporting this project found that they were least positive about staff and leadership at PPND and CTAC; GTECH was seen as the most collaborative; a number were concerned that PCRG did not have a clear vision; and, overall, CTAC seen as least important to the future. (See Exhibits 4 and 5.)

It should also be noted that two of the largest foundations in Pittsburgh, The Heinz Endowments and the Richard King Mellon Foundation, are embarking on new place-based

Exhibit 4:

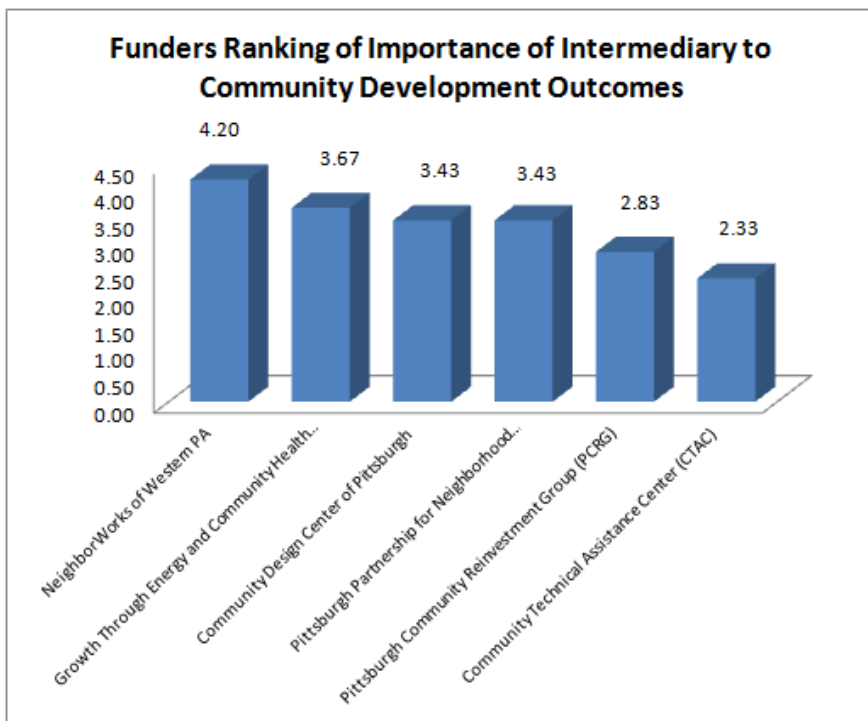
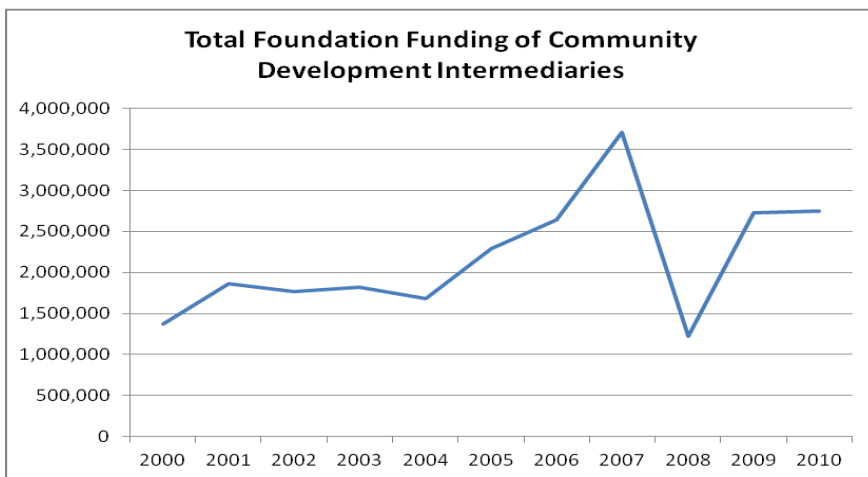


Exhibit 5:



strategies in very distressed neighborhoods of the city. However, neither foundation is working through the community development intermediaries in these efforts.

- ➡ **The Community Development Collaborative that was created to facilitate coordination amongst the intermediaries is so process-oriented that little is accomplished and the composition of its members is relatively narrow.**

The CD Collaborative was born from coffee klatches by directors of the four major intermediaries (PPND, PCRG, CDCP, and CTAC) and the URA and the Department of City Planning. In 2007, the intermediaries recognized that there was an increased need for coordination amongst the organizations that were providing services to community development organizations in the city and began to meet monthly with the URA and City Planning. They formed the Community Development Collaborative to better align their work, to better understand each other's services, and to coordinate activities. They also began organizing quarterly meetings with the funders. GTECH and NeighborWorks were invited to join in subsequent years.

As PPND was seeking to transition its grantmaking from funding individual CDCs to funding multi-neighborhood comprehensive community development efforts, it looked to the CD Collaborative to help implement the strategy. PPND's strategy provided a venue for cooperation in the four targeted communities. However, the CD Collaborative, which has been staffed by PPND, has struggled over the years to develop a clear mission. The content of its meetings is perceived to be too heavily focused on planning and updating and not on the strategic interventions that need to be made within neighborhoods and across neighborhoods. As one respondent noted, "The CD Collaborative was originally conceived of as an organization that would help with projects [and] strategic thinking. It hasn't happened."

In addition, there are also a large number of actors who could contribute to the system who are not invited to participate in the CD Collaborative. In our outreach interviews we found abundant evidence that the CD Collaborative, which in essence defines the system boundaries, has not involved many organizations that are relevant to community development in the city. As one respondent put it, "Pittsburgh has lots of nonprofits but the Collaborative has only a limited number of partners." Another stakeholder noted, "The tent needs to be widened to incorporate other players." Other respondents reported that leadership and coordination across intermediaries and other system stakeholders is relatively weak.

In response to some of the challenges that the CD Collaborative faced, it recently received matching funding to hire a consultant to facilitate meetings and to develop a more specific Network Agreement and Action Plan. The new framework has the CD Collaborative continuing to coordinate work through PPND's Champion Neighborhood strategy, developing early support for a targeted transitional neighborhood, focusing coordination and policy on issues of blight/foreclosure prevention, and cooperating to attract new resources for community development.

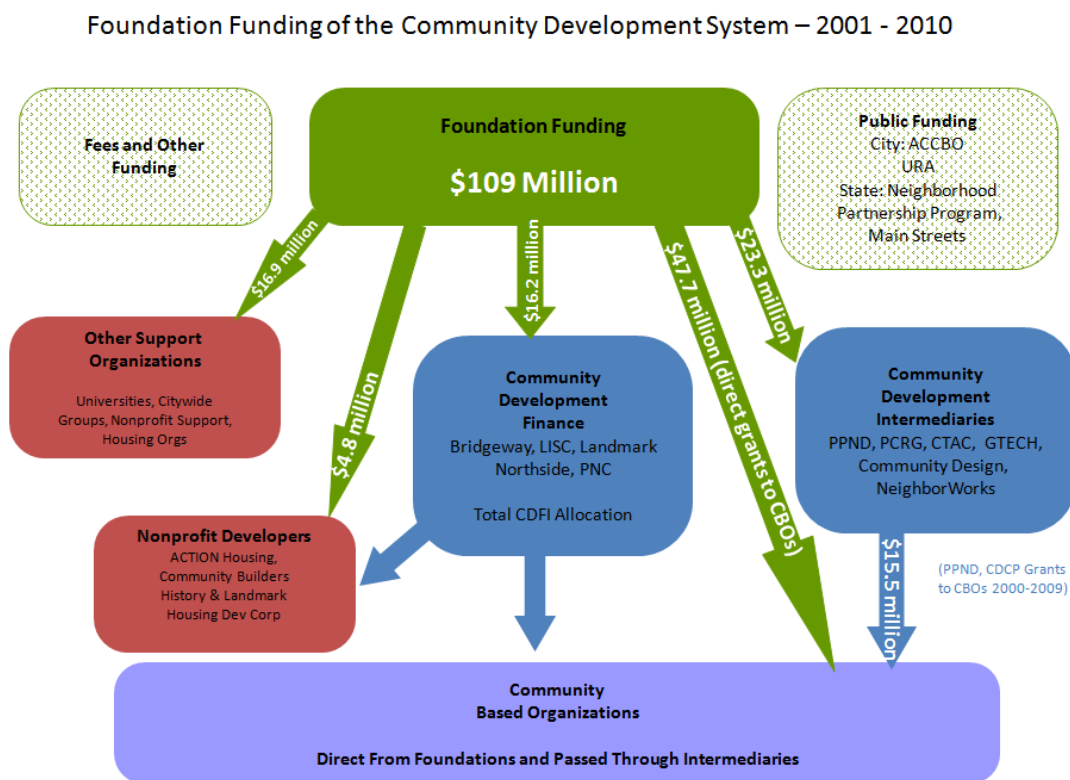
FOUNDATIONS AND CITY INVESTMENTS

- **Pittsburgh foundations and the public sector have made enormous investments in the community development system over the past decade.**

Between 2001 and 2010, foundations have invested about \$109 million, or \$11 million a year, in the community development system. The largest proportion of this funding, 44 percent (\$47.7 million), flowed directly to community-based organizations, while about 21 percent (\$23 million) went to the community development intermediaries. The money that goes to PPND, the intermediary that receives the largest

amount of foundation community development funding, is directed towards operating support, planning, and technical assistance, while the funds that go directly to CDCs are mainly for project and program support. Appendix 4 provides detailed findings on the foundation investments in the community development system over the past decade.

The city has also made a very large investment in place-based neighborhood development. Over the 10-year period ending in 2010, about \$183 million of CDBG funds were invested in the city. A large portion of these funds supported infrastructure and place-making projects in the neighborhoods. Between 2001 and 2010, about \$26 million in CDBG funding went specifically to community development activities focused on specific neighborhoods. This included about \$10 million directly to community-based organizations working on housing or neighborhood revitalization, \$323,000 to community development intermediaries, and another \$14 million for general community development activities through three different funds: the Citizen Participation and Technical Assistance Fund, the Community Development Investment Fund, and the Neighborhood Business and Economic Development Fund. Some of these funds in turn flowed to community development intermediaries and community development organizations.



A significant asset in Pittsburgh is a strong URA that supports development activity in many of the city's neighborhoods and collaborates with a range of for profit and nonprofit developers to benefit neighborhoods throughout the city. URA has invested \$318.8 million in the last decade. Much of this funding has supported brick and mortar development in the city's neighborhoods.

COMMUNITY DEVELOPMENT FINANCE SYSTEM

- ➡ **Pittsburgh has a relatively strong system to supply capital for community development projects and its place-making priorities, but some gaps exist in the system and there are emerging challenges with the decline in government funding.**

A small set of local institutions supply most of the capital to finance community development projects and small businesses. The major institutions and their roles include:

- The Urban Redevelopment Authority provides gap financing for predevelopment activities, small business loans, and subordinate debt for large real estate projects.
- Bridgeway Capital, the region's largest Community Development Financial Institution (CDFI), focuses on small business financing, but also lends for charter schools and other nonprofit facilities. Bridgeway has received \$10 million in U.S. Treasury CDFI Fund awards and has grown to almost \$40 million in total assets. Bridgeway is at the beginning stages of expanding its work to include real estate transactions.
- Three smaller CDFIs serve specialized financing roles. Northside Community Development Fund and the Hill District Federal Credit Union target specific areas of Pittsburgh. Landmarks Community Capital Corporation finances properties and businesses in historic districts. The total assets of these CDFIs are less than 20 percent of Bridgeway Capital's assets.
- The Strategic Investment Fund, a \$70 million private source of financing for significant real estate projects, is a potential source of capital for neighborhood projects, particularly since the Allegheny Conference is considering raising a third round of funding.
- Pittsburgh's foundations have been a valuable source of predevelopment financing, some long-term PRI debt, and grants to cover early planning and project costs.
- Private banks are an important source of home mortgages, construction and senior loans for real estate projects, small business loans, and tax credit equity investments. With banking consolidation and the recent financial crisis, the supply of financing by private financial institutions has contracted, particularly for senior debt for real estate projects.
- This local finance system is supplemented by several state programs, including the Pennsylvania Housing Finance Agency, which awards federal Low-Income Tax Credits

and supplies debt for affordable housing projects, multiple business credit programs, and grants for infrastructure and economic development projects. However, state funding for these programs has declined with recent budget cuts.

Exhibit 6 provides more detail on the various roles played by actors in the city's community development finance system.

Exhibit 6: Financing Roles by Institution in Pittsburgh

A special feature of Pittsburgh's system is the critical role played by URA in providing early-stage predevelopment funding, helping to fill financing gaps, and providing leadership to move projects forward. In this latter role, it also builds cooperation among different capital providers and city agencies to get deals done. Historically, the URA has also had considerable financial resources to invest in projects, drawing upon federal, state, and city funding, including tax increment revenues. Its annual investments in housing, business, and real estate projects typically exceeded \$50 million, although only a portion of these were made in low-income neighborhoods.

Type of Capital	URA	Private Banks	PA HFA	CDFIs	Local Foundations
Predevelopment/Project Seed Funding	X			X	X
Project Subsidy –Tax Credits	X	X	X		
Permanent Project Subsidy-Grants	X				X
Senior Permanent Debt		X			
Subordinate Permanent Debt	X			X	
Small Business Loans	X	X		X	

With this small group of institutions that have co-financed projects for many years, there are strong working relationships with the development finance system and frequent cooperation to get complex community development projects financed. This cooperation usually focuses on individual projects, but larger-scale coordinated funding initiatives have been undertaken.

➡ The Pittsburgh development finance system faces a number of challenges that impact the supply and effective delivery of capital.

As a result of shifts in private capital markets and public subsidies, practitioners identified a number of financing gaps for community development projects:

- an inadequate supply of predevelopment funding to seed projects and bring them to the construction stage;
- limited availability of senior debt and long-term debt for 10 years or longer;
- the absence of a home purchase-rehab loan program, which has been an important and long-term fixture of the system; and

- an increased need for subsidy and subordinate debt per project with the reduced supply of senior debt.

Beyond these finance capital gaps, Pittsburgh lacks a predictable system to assemble financing for larger and more complex projects. Consequently, the complexity, cost, and time needed to assemble and negotiate terms when a project needs multiple subordinate capital can be very challenging even for experienced developers. For example, one developer reported considerable challenges and cost to assembling financing from over a half dozen sources needed for a project. The effort to secure long-term debt and the process of negotiating and coordinating separate underwriting and loan terms across all the sources was taxing for all parties.

A final issue is that demand for capital is constrained by market conditions and developer capacity. Some funders with experience in multiple cities indicated that the project pipeline in Pittsburgh is smaller than in other cities. A number of observers cited low rents and housing prices as a barrier to development along with the limited number of capable developers active in low- and moderate-income neighborhoods.

Key Findings:

Achievements and Challenges in the System

SYSTEM ACHIEVEMENTS

- **Community development actors and funders in Pittsburgh have begun to embrace new thinking and new strategies.**

The community development organizations, funders, and intermediaries that comprise the city's community development system have taken significant steps in recent years to refine their strategies and move in more innovative directions:

- *Cross-Neighborhood Approaches:* PPND has kept pace with current thinking about neighborhood investment strategies by transitioning to a multi-neighborhood and market-driven approach in its support of community development organizations. The Champion Neighborhoods strategy is an expression of this new way of thinking. PPND has been cautious and incremental in its implementation. There are many positive aspects to the Champion Neighborhoods approach. One is that it has fostered collaboration between organizations within and across neighborhood clusters. It has also encouraged organizations to look beyond real estate projects to strategies that focus on workforce development, education, transportation corridors, and economic development.
- *Comprehensive Community Development:* Rather than relying mainly on CDCs to channel their community economic development investments in hard-hit communities as they did in the past, several Pittsburgh foundations are now embracing comprehensive community development approaches pioneered by organizations like the Dudley Street Neighborhood Initiative in Boston. The Richard King Mellon Foundation has made Homewood Children's Village a focus of targeted investment. Through its Economic and Community Development Program, The Heinz Endowments will also be targeting its numerous investment programs such as arts and culture; children, youth, and families; education; and environment to a number of "sharply defined geographic areas" in Pittsburgh.
- *Vacant Land Reuse:* A number of organizations in Pittsburgh, including GTECH and the city of Pittsburgh's Green Up Pittsburgh Program, have been at the leading edge of work in urban greening and are also looking at strategies directed towards creative uses of vacant land. Of particular note is GTECH's effort to train workers to be part of the green economy. PCRG has also been a strong force in promoting some of these non-housing strategies including creation of a municipal Land Bank Authority.
- *Leveraging Anchor Institutions:* The Pittsburgh Central Keystone Innovation Zone (PCKIZ), a consortium of higher educational institutions, businesses, government agencies and community organizations, is staffing an effort led by Duquesne

University to link residents of the neighborhoods of Central Pittsburgh to jobs and business creation opportunities generated by the many anchor institutions located in the area. The federal government recently awarded \$1.95 million to PCKIZ, the Hill House Association, and the University of Pittsburgh Institute for Entrepreneurial Excellence to accelerate job creation and economic growth in underserved communities in the Hill District and East End that have not benefited from the growth of energy technology and healthcare industries. The Pittsburgh Central neighborhoods (the Hill District, Uptown, and West Oakland) also benefit from McAuley Ministries, a foundation created by the merger of a community hospital with the University of Pittsburgh's Medical Center. A similar merger created the Birmingham Foundation in South Pittsburgh. These are examples of successful leveraging of anchor institutions by community development entities.

- *Thinking Regionally and Beyond CDCs:* Two intermediaries, GTECH and PCRG, have expanded their geography beyond the city limits and have broadened the types of organizations with which they work to include civic organizations, social service agencies, and others. In the case of PCRG, this allows the organization to work on a variety of regional issues. Both organizations work with CONNECT, an organization of government officials from 35 municipalities that share boundaries with the city of Pittsburgh, the inner-ring suburbs that typically have fewer resources and where the municipality functions as the community development infrastructure.
- *Connecting to Transportation Planning Activities:* Because of the funding structure of public transportation, planning for public transportation systems takes place at a regional level. Until recently, community development organizations rarely worked with regional planning systems, regardless of their immediate importance to neighborhoods. One of the most important insights in the community development field in the last 10 years is that, given that public transportation is a powerful external stimulus that can bring investment to neighborhoods, especially those that are near transit nodes, community development organizations should be involved deeply in public transportation decisions. Public transit systems are also vitally important because they connect residents to jobs. The organizations that make up the Central Champion Neighborhood have recognized the importance of getting involved in transportation corridor planning and have made this part of their multi-neighborhood PPND work plan for 2012. The focus of this work is a proposed bus rapid transit line between Oakland and downtown Pittsburgh. Organizations in Lawrenceville are engaged in planning a transportation corridor along the Allegheny River. PCRG established the GoBurgh Initiative to convene and coordinate community development stakeholders around transit-oriented development.
- *Addressing Financing Gaps.* Bridgeway Capital is working to establish a \$15 million senior mortgage loan pool among banks to supply senior loans to real estate projects. PCRG has plans for a \$40 million home purchase/rehab mortgage fund to replace the loss of this homeowner financing product. In February 2012, the URA received another \$20 million in New Market Tax Credit (NMTC) allocation to help fill project funding gaps, and PNC Bank received a \$70 million allocation, although this allocation is to serve a national market.

- **The investments in the community development system, along with the substantial work of the URA, have had some dramatic impacts on a number of neighborhoods in the city.**

While, as noted, there is no system for collecting and communicating the results of the investments in community development, when one looks at outcomes in terms of physical revitalization, population trends, and market strength, the results in some parts of the city are encouraging. Through the combination of investing in the reinvention of the regional economy and investing in the neighborhoods by the foundations and the city, the overall market conditions in many neighborhoods have been transformed.

While this project did not involve an evaluation of community development investment, through our work we have been able to identify strong evidence of where accumulation of CDC activity, in conjunction with philanthropic and URA funding and intermediary and city support, have had an undeniable impact on local neighborhood realities. This impact was notable in three communities: Lawrenceville, South Side, and East Liberty.

LAWRENCEVILLE

Lawrenceville thinks of itself as a “city neighborhood,” located less than three miles north of downtown Pittsburgh and adjacent to the Strip District and Bloomfield neighborhoods. Its population, including Upper, Central, and Lower Lawrenceville, stands just shy of 9,500, according to the 2010 Census, a 10 percent decrease from 2000, a decline in line with the city’s average.

However, Lawrenceville’s population loss belies some significant work that community development organizations have done in the area during the decade, work that is transforming both its commercial and residential sectors. As one funder articulated, the Lawrenceville Corporation (LC), in particular, “is doing a really great job, with a small staff, of growing its business district, facilitating private development, marketing its neighborhood, and being an overall market maker.” The LC was given high marks, almost universally, in the intermediary survey (as was Lawrenceville United, a regular LC resident-driven, community-focused partner), and it is an official “Development Partner” in PPND’s East End Champion Neighborhood.

Many of the Lawrenceville Corporation’s ongoing community development efforts started in 1999, when it commenced the Lawrenceville Master Planning Team, made up of members from the City Planning Department, the Lawrenceville Corporation, Lawrenceville United, and Lawrenceville Stakeholders, to develop a consensus-driven community plan for the neighborhood. This type of collaborative planning, as a funder went on to note, is “not necessarily seen in other neighborhoods. [The Lawrenceville Corporation] is doing a really fine job of partnering with Lawrenceville United” and other community organizations to garner community input in the development process and to effectively “marry community development and social service activities.”

In 2005, the collaborative work of these community-based organizations, with some outside consulting assistance, resulted in a formal community plan that has helped to guide many of Lawrenceville's successive efforts. From reconnecting Lawrenceville to its riverfront, to connecting the new Penn Main/Children's Hospital to the community, to developing the Butler Street Business District, many of the plan's recommendations have seen significant progress thanks to the cooperative work of many of these CBOs.

In its 2012 Champion Neighborhood update, PPND reported that crime in Lawrenceville, a perennial challenge for the area, had decreased by 60 percent in the past eight years, and PPND attributed the gains to Lawrenceville United's strong neighborhood block watch and youth programming. PPND also noted that the area is becoming greener and livelier thanks to the efforts of 600 volunteers creating over 10 new community gardens and green spaces.

The East End Partnership (a collaboration of Bloomfield-Garfield Corporation, East Liberty Development, Inc., Friendship Development Associates, and the Lawrence Corporation) has also reported that the entire Lawrenceville area is seeing a significant amount of marketing "buzz," attracting new residents and businesses alike. In Lower Lawrenceville, 76,000 square feet of commercial space and 97 market-rate housing units are in development; the area is experiencing a high "rental rate" as it hosts a significant and growing, nightlife. In Central Lawrenceville, the Butler Street business district is "solid," while its Lower Lawrenceville counterpart is beginning to "emerge." Current planning is also promoting new housing and river access, taking advantage of the area's waterfront asset, particularly between 40th and 48th streets.

SOUTH SIDE

Along the Monongahela River, across from Oakland, Pittsburgh's South Side Flats neighborhood has become one of the most cited success stories in Pittsburgh. In 1940, well over 22,000 residents called the area home. By 1990, that total had fallen over 72 percent to 6,177 after five straight decades of decline. South Side Local Development Company was formed in 1982 to promote historic preservation and economic revitalization. In 1985, East Carson Street was the first urban business district designated by the National Trust of Historic Preservation to participate in the Main Street program.

In June 1990, the South Side Planning Forum, staffed by members of the South Side Local Development Company, adopted an official "South Side Neighborhood Plan," a blueprint for what local CBOs and citizens of South Side wanted their neighborhood to look like, the opportunities and challenges it faced, and what steps they could all take together to move it forward. The plan has been updated every two years since, with the last update occurring in 2008, and supplemented by the South Side Riverfront Plan and a report on the South Side Works project. Every update has documented the impressive and significant progress made on-the-ground.

The South Side Local Development Corporation (SSLDC), as one funder noted, has been all about the "track record." SSLDC often convened and coordinated the efforts of CBOs, including the South Side Community Council, the South Side Chamber of Commerce, and

the Brashear Association, to leverage support from PPND and the Main Streets program to tackle initiatives large and small. Together, these community organizations revived historic East Carson Street in the 1990s, attracting hundreds of new businesses, renovating storefronts, updating the area's housing stock, and ultimately earning the street a "Great American Main Street" title in 1996.

In 1994, the South Side Planning Forum, after significant community engagement, adopted the South Side Works Plan, a massive initiative by the URA to rebuild and utilize the 123-acre site it acquired in 1993 that was home to a former LTV steel finishing mill. The resulting \$450 million project, \$128 million funded by the public, created a new "lifestyle center" in South Side Flats. The open-air retail, office, entertainment, and residential complex now houses the national headquarters of American Eagle Outfitters, upscale urban living spaces, the University of Pittsburgh Medical Center (UPMC) Orthopedic Clinic, the UPMC Sports Performance Complex (a training facility for the Pittsburgh Steelers and the University of Pittsburgh), and an 11-screen, stadium-seated multiplex. The development has resulted in over \$6 million in new property tax revenue and immeasurable spillover effects on the local community.

Thanks to the work and investments of SSLDC, South Side's CBOs, PPND, and the URA, among many others, South Side Flats has seen an unequivocal turnaround. Since 1982, Carson Street retail vacancy has decreased 70 percent, with over 230 facades restored. Since 1986, SSLDC has provided more than half of the 280 new businesses with technical assistance and awarded or facilitated 374 business grants. After building the first new housing in four decades in the neighborhood in 1991, private investors followed, building 980 more. The South Side Local Development Corporation has also received national recognition for its work, including a 2006 Urban Pioneer Award from the National Trust.

The URA reports that in the past 25 years the area's median home values have risen from 40 percent below that of the city to 60 percent above. From 1990 to 2000, after decades of significant decline, the area's population shrank by only 7 percent. In the decade that followed, however, from 2000 to 2010, South Side Flats became one of the fastest growing neighborhoods in Pittsburgh, attracting a net new 871 residents, expanding its residential base by over 15 percent.

The South Side is another case of how major investments from the private sector, supplemented by the URA and Pittsburgh's philanthropic community, which was informed through sustained planning and engagement efforts by CBOs including the South Side Local Development Company, the South Side Community Council, and the South Side Chamber of Commerce, can significantly alter the trajectory of an area.

EAST LIBERTY

East Liberty is another Pittsburgh neighborhood that has seen significant private investment, largely due to an active CBO network, substantial public and philanthropic funding, and an engaged citizenry. East Liberty, located five miles east of downtown, was one of Pittsburgh's strongest neighborhoods in the 1950s, with an active business community of more than

500 “mom and pop” shops and nearly 15,000 residents. By the 1990s, the once thriving area, a victim of urban renewal and middle-class flight, had fallen on hard times. By the 1990 Census, East Liberty’s population had fallen by nearly half to 7,973, and it had lost nearly a million square feet of commercial space. In 1998, East Liberty’s Nabisco factory, which employed over 900 people in the 1950s, closed.

In 1999, after an extensive outreach process, East Liberty Development, Inc. (ELDI) released *A Vision for East Liberty*. “After years of decline, East Liberty is preparing to make a new beginning,” the plan states. ELDI assumed responsibility for “community development, i.e., the ‘bricks and mortar’ activities,” and developing East Liberty as “A Town in a City.” Plans, visions, and strategies were identified to attract shoppers, revitalize and expand commercial options, restructure the street grid, expand job opportunities, and create a better housing stock. By 2011, in partnership with other public and private stakeholders, East Liberty became one of the most improved neighborhoods in Pittsburgh.

A farsighted partnership among foundations and CDCs to provide predevelopment funds that paved the way for sustainable private investment began in 2001. The East End Growth Fund was created by leveraging resources from the Local Initiative Support Corporation with \$4 million in grants from local foundations and corporations. The Growth Fund transformed the East Liberty market and helped implement East Liberty’s community plan; helped three CDCs (Bloomfield-Garfield Corporation, Friendship Development Associates, and ELDI) to share in the value of commercial development and use the return on their investment to grow their capacity; and it encouraged small businesses to locate and grow in the community with financial assistance and advice. By 2006, the Growth Fund had leveraged \$66.9 million, catalyzing the development of Eastside, a commercial center that houses Whole Foods, a state liquor store, several restaurants, and other retail stores.

As one funders notes, ELDI is a CDC “leader primarily because it did an exceptional job with its first 10-year community plan. [It] held itself accountable to the residents and business community in implementation [and had a] top notch staff. It also primarily worked through private developers to implement real estate projects,” effectively leveraging private investment to create significant community change. ELDI tied to receive the highest marks of any CBO/CDC in the Intermediary Survey, echoing these sentiments.

To date, ELDI has facilitated the development of 450 new mixed-income housing units to replace 1,400 public housing units in three high-rises. Universities have expanded into the neighborhood; the University of Pittsburgh leased 23,000 square feet to support its research capacity, while Chatham University acquired a 250,000-square-foot-building for its graduate school. Home Depot and Target were constructed on previously abandoned or failed commercial sites.

The Nabisco Factory, now called Bakery Square, declared “blighted” by the city of Pittsburgh in 2006, after \$150 million worth of investment from private and public sources now hosts a Marriott Springhill Suites with 110 rooms, a fitness club, the upper-end retailer, Anthropologie, and Google Pittsburgh. The project was developed by privately-held Walnut Capital, which “contacted the community before redeveloping the former factory, specifically council members and East Liberty Development, Inc.,” according to a case study by the CMU

Brownfields Center. That project alone required the cooperation and resources of the Department of Environmental Protection (\$1 million grant towards remediation), the city and state (historic tax credits, tax-exempt financing, and loans), the Urban Redevelopment Authority, and private funders (which covered 90 percent), among others.

East Liberty, due to the efforts of its CBOs, most notably ELDI, the investments of PPND, URA, and the philanthropic community, and the support of the city and state, has seen its population stabilize, its economic activity grow, and its housing stock weather the national housing collapse with a mere 0.6 percent drop from 2000 to 2010. But, as another funder pointed out, work for these organizations is “far from finished.”

SYSTEM CHALLENGES

- **In spite of the successes noted above, the community development work has not been guided by a well developed, well articulated set of goals or strategies, and there is no system in place to track outcomes.**

The community development system in Pittsburgh does not have a clear set of overarching goals that link the strategies and activities of its various constituent organizations to clearly defined outcomes. One stakeholder observed, “There is no purposeful system—no collaborative vision and set of metrics, no shared sense of ‘we’re all pulling toward something together.’” Not only does the system lack a clear sense of purpose, but also, despite its considerable investments, the city of Pittsburgh has not articulated a strategy around revitalization of its neighborhoods.

One interest in our study was to review the city’s development strategy for its neighborhoods. We found that the city of Pittsburgh, through the Urban Redevelopment Authority, invests its resources in a balanced way in downtown areas as well as in neighborhoods. It supports the Champion Neighborhoods strategy adopted by PPND, but it also makes strategic investments in neighborhoods where other entities are not investing in projects. There is little doubt that URA is following a well thought out strategy. For its part, the City Planning Department is undertaking a multi-year effort to develop Pittsburgh’s first comprehensive plan. The Planning Department has developed an award-winning on-line tool, PGHSNAP, which contains data-driven asset profiles for all 90 neighborhoods; an action planning tool that combines selected indicators (core blight, housing characteristics, and quality of life) into four generalized strategies for intervention within neighborhoods (preserve, enhance, stabilize and reinvent); and an interactive GIS map service. Notwithstanding these individual agency efforts, we did not see evidence of use of PGHSNAP to develop an overall integrated city strategy that includes all of the city’s agencies involved in land, housing, or neighborhood services. One respondent described the city’s strategy as simply “build, build, build.”

As in many cities, what is lacking is a clear sense of how investing in housing and in the physical environment will help people rise out poverty and increase their income and well-being at a scale that justifies the investment made by foundations and government entities. Nevertheless, investment in housing and real estate has been an article of faith in

community development efforts throughout the country for close to 40 years. On the one hand, community development activities demonstrate tangible, visible results. There can be little doubt that many families are leading healthier lives, enjoying increased income, and are more engaged in civic society. But this leaves unanswered questions of impact, scale, sufficiency, and efficiency.

Pittsburgh also is not keeping track of production. In contrast, in Massachusetts, to take one example, the statewide CDC trade association keeps track of production data for its members. Given the lack of production data, it should come as no surprise that there is no outcome data, that is, data that relates the magnitude of effort or investment to the health and sustainability of the neighborhoods. One reason for this is that there is no commonly agreed-upon template for what constitutes a healthy and sustainable community. Without this template, it is virtually impossible to track the progress that each neighborhood/community is making towards a reasonable goal.

Another obstacle to tracking outcomes is that there are so many different definitions of neighborhoods, groupings, and configurations. The Champion Neighborhoods and other commonly used definitions of the city's neighborhoods do not line up with the city's neighborhood sectors as defined by the City Planning Department.

➡ **Some “legacy” assumptions about community development get in the way of bold thinking.**

Most of these legacy principles are endemic to the field and can be seen operating in other cities, but a few are particularly constraining because of the nature of Pittsburgh's neighborhoods, its community-based development organizations, and its current problems.

- *Resident-controlled CDCs are the optimal organizational form for place-based development:* It has become increasingly clear that, in addition to CDCs, other types of organizations have been highly successful at neighborhood development. Organizations like ACTION-Housing achieve impressive results because they focus on one area and are not constrained geographically. Many faith-based organizations have achieved noteworthy results because they do not feel the need to maintain a dedicated development staff, instead partnering with specialized for-profit or nonprofit organizations. And, there are many new models of engaging and empowering neighborhood residents that are not CDC-based.
- *Neighborhoods should be the primary geographic target of development:* Pittsburgh belongs to a class of city where abandonment is widespread and, in many areas, individual neighborhoods are no longer a viable starting point for redevelopment efforts. While useful in some ways, the fierce attachment to small neighborhood units in Pittsburgh, or hyperlocalism, militates effective development efforts. And, many of the important decisions that affect a neighborhood are not made in the neighborhood. Transportation decisions, which affect investment and access to jobs, are made regionally. Job location is often decided by large corporations without consultation of neighborhood residents. Even decisions about where to site a supermarket, post office, or bank are relevant to multiple neighborhoods.

- *Weakness in capacity can be successfully addressed through specialized technical assistance and training:* Despite considerable investments in training and capacity-building, little evidence emerged from the research that indicates weak CDCs move to high-capacity organizations as a result of capacity-building efforts. However, short-term training and technical assistance, while potentially building project-specific capacity, usually do not build capacity within an organization.
- *Highly specialized community development intermediaries are needed to serve the system:* CTAC and the Community Design Center are two *highly* specialized intermediaries that have provided design and architectural services as well as technical assistance in financial management, community planning, and community building for over 20 years. When they were founded in the 1980s, their work helped fledgling organizations carry out their first projects. However, other organizations like The Forbes Fund and a number of private consultants have arisen in the intervening years within the community development system and outside it that provide the same services directly to organizations without the need for intermediation. Moreover, these two highly specialized community development intermediaries are unable to provide services to larger, more sophisticated community development organizations.

➡ **Community development organizations in Pittsburgh have not been particularly successful at building relationships and partnerships with external actors working at the neighborhood level, relevant regional and citywide organizations, or with the private sector.**

At the neighborhood level, there are multi-purpose social and human service organizations whose potential leadership as partners in community development has not been fully realized. These include service organizations (East End Cooperative Ministry, the Pittsburgh Project, Hill House Association), neighborhood arts groups (Penn Avenue Arts Initiative), settlement houses (Kingsley Association), and land-use organizations (Grow Pittsburgh and Riverlife).

Of particular significance is the failure to build and integrate the leadership of the African-American community into the community development system. When asked to identify key African-American leaders doing work in Pittsburgh's communities, no more than a handful of those named work in the community development field. Most work in multi-service organizations like Kingsley Association, in the universities, or volunteer their time to faith-based organizations that do work in their surrounding communities.

At the city and regional levels, there are multiple organizations that are investing in and working on place-based initiatives or in nonprofit capacity building and leadership development that are not included in the traditional community development system.

- *The Pittsburgh Promise and A+ Schools are two initiatives focused on the public schools that work across neighborhood lines to do community organizing, asset building, and neighborhood marketing.* A+ Schools has hired a number of community organizers to organize parents in distressed communities, while the staff

of the Pittsburgh Promise promote scholarships attached to properties sold in the city as assets to new homeowners. The Pittsburgh Promise is also using printed media to market weak-market neighborhoods, which nevertheless have strong schools, in an effort to increase homebuyer interest in those neighborhoods. In this way, it is directly engaged in community development work. While it is working on a limited basis with community development organizations such as PPND, its work could be more fully integrated into the work of community-based development organizations throughout the city. However, the full potential for collaborative work is not being pursued aggressively, and, as a result, potential allies and resources are underutilized, resulting in missed opportunities.

- *There are a number of citywide or regional organizations working with community development organizations that are not considered part of the system.* The Forbes Funds provides services to 43 percent of the community-based organizations in our survey, yet it is not part of the Community Development Collaborative. A regional organization that has a great deal of experience in revitalizing distressed neighborhoods and in “validating markets” where experts did not see market strength, the Pittsburgh History and Landmarks Foundation has much to teach community development organizations, but is a peripheral actor in the community development system. Other citywide or regional organizations not well integrated into the community development system include the Coro Center for Civic Leadership, PACE, and Leadership Pittsburgh.
- *Very few of the major economic actors in Pittsburgh—most significantly the city’s multiple anchor institutions and major corporate leaders—have been engaged in place-based initiatives or in efforts to provide new opportunities for low-income residents.* This suggests an absence of leadership in Pittsburgh’s community development system in engaging the private sector.
- *Allegheny County has 22 community health centers, most of which are located in the city of Pittsburgh, which are often ignored by community development organizations.* This is unfortunate because community health centers are strongly committed to community development and are strong advocates of the importance of safe, decent housing, jobs that provide living wages, and good educational systems to individual and family health.
- *There are a large number of targeted entrepreneurial development and small business initiatives that could have potential linkages with the community development system.* Examples of such programs include the Institute for Entrepreneurial Excellence at the Katz Business School, University of Pittsburgh, Chatham University’s Center for Women’s Entrepreneurship, the Diversity Business Resource Center, Sankofa Community Empowerment, Inc., African American Chamber of Commerce of Western Pennsylvania, Entrepreneurial Youth, and the Poise Foundation.

➤ **The community development actors have not made sufficient linkages to the regional economic and workforce development systems.**

In the last several years, there has been a growing realization about the ways in which neighborhoods and local communities are fundamentally connected. And, where the connections and institutional relationships are strong, regional economies benefit, as do neighborhoods and communities; and, where there is no connection, everyone loses. A September 2009 report for Living Cities, entitled *Dynamic Neighborhoods: New Tools for Community and Economic Development* states it well.

“Community and economic development should aim at maximizing the connections and transactions that link the neighborhood, its assets and residents to the larger system. Neighborhoods that are isolated from regional markets, and disconnected from employment networks ... become traps that prevent their residents from improving their outcomes.”

On the regional level, most economies are built around dynamic and competitive economic clusters like advanced manufacturing, life sciences, transportation and logistics, technology, etc. The work of regional economic and workforce organizations is to ensure the long-term viability of these clusters. This is done, in part, by making certain there is a skilled workforce, available capital, land for location and expansion, access to markets, and good physical infrastructure.

If the work of regional organizations like the Three Rivers WIB and Allegheny Conference is successful, the entire greater Pittsburgh region benefits from a vibrant economy, i.e., wealth is generated, jobs are created, residents have a good standard of living, and neighborhoods in the region are much more likely to be viable and sustainable places to live.

➤ **Talent attraction and retention is seen as a critical constraint to future effectiveness.**

Although it did not feature prominently in our CBO survey, the problem of talent attraction and retention came up repeatedly in our outreach interviews. Respondents spoke with nostalgia of a generation of home-grown talent and leaders brought in from other cities who made great contributions to the revitalization of areas of the city, and expressed their more recent frustration that similar talent and leadership has not emerged in the community development system in the areas where it is needed most. The most productive community-based organizations in the city have either retained skilled staff people over a long period of time (Bloomfield-Garfield Corporation) or have had unusual success attracting skilled workers over the years (ELDI, Oakland Planning and Development and Lawrenceville Corporation). However, they are exceptional. Losing a skilled leader can be a crushing blow to an organization.

One respondent thought that problems had become too complex and salaries were too low in the field to attract skilled workers with the needed experience. “I don’t believe we can find brilliant interns, give them \$20-\$30,000 a year, and have them grapple with the issues that we’re confronting in these very distressed neighborhoods.” Entry-level workers who learn skills in real estate or business development are quickly lured away by other opportunities. “We are training someone to do real estate development and paying them

\$35,000. The minute they get the experience they need, they'll leave us and go to the private sector." The second rung on the career ladder is often out of the CBO and into another level of the system such as the city, an intermediary, or a foundation, or out of the system altogether. A consequence of low salaries and little to no career ladder in CBOs is that the field is not attracting workers from communities of color.

Graduate programs often serve as feeders to the community development system. Two graduate programs in Pittsburgh served as feeders of young talent and as a destination for veterans of the system, places where they could teach and reflect on a life of practice. These were the graduate program in Urban and Regional Planning at the University of Pittsburgh and the school of Public Policy and Management at Carnegie Mellon University. The program at the University of Pittsburgh produced a number of current managers in the system, but, unfortunately, it closed down over a decade ago. An important feeder to the system is no longer sending trained and eager graduates to the field nor has it been replaced by another school. The presence of young, idealistic individuals is always a hopeful sign in a distressed community and also serves to elevate the morale of veterans who have devoted much time and energy to Pittsburgh's poorest neighborhoods. PCRG and NeighborWorks of Western Pennsylvania are taking one small step to address this gap. They are developing a program to make it possible for NeighborWorks America to bring its widely respected training program to Pittsburgh. Unlike local or university-based efforts, the NeighborWorks program is comprehensive and practice-based. However, it will take years to achieve a scale necessary to satisfy the need for training.

➤ **Despite recent successes, overall, the region has not been able to leverage significant federal and national philanthropic resources for place-based development in the city.**

While funding has been robust from local foundations and from local and state governments, the city has attracted a lower level of funding from national sources than comparable cities. Pittsburgh has competed for federal grants, but the rate of success has been low for programs such as HUD Sustainable Communities, Choice Neighborhoods and the Neighborhood Stabilization Programs 2 and 3, and for the U.S. Department of Education's Promise Neighborhoods program. With the exception of past investments by the Surdna Foundation, there has been limited investment and success in accessing major national foundation initiatives such as Living Cities' Integration Initiative, Ford Metropolitan Opportunities, and others.

Until recently, Pittsburgh has also been less successful than other cities in leveraging the U.S. Department of the Treasury's New Market Tax Credit investment to finance more complex community development projects. Per capita, NMTC investments in Pittsburgh were still well below that of other cities. The city's lag in tapping into this critical program indicates a weakness in the development finance system. In addition, per capita CDFI resources received from the U.S. Treasury Department are lower than in comparable cities (Cleveland, Baltimore, St. Louis, and Milwaukee).

Moving Forward: Recommendations

Until relatively recently, the community development system in Pittsburgh had been operating within a declining regional economy, in a city that was rapidly losing population. The community development organizations, with the support of the community development intermediaries, were working hard to combat these forces that were having a devastating impact on some of the city's neighborhoods. And, they met with some significant successes—developing affordable housing, revitalizing some key commercial corridors, and making some neighborhoods more desirable places to live and work.

The significant investments that the city's philanthropic community and public sector have made in helping to build a new, more diverse, resilient, and competitive economy have borne fruit. As noted by *Forbes Magazine* in its March 12, 2012 issue, Pittsburgh is one of 10 “comeback” cities. Unemployment rates are low relative to the U.S., population losses have been stemmed, and a number of neighborhoods in the city have been transformed. Pittsburgh must now pivot to a new paradigm that no longer is based on loss and decline, but instead is focused on building opportunity for all residents and all neighborhoods.

This major shift in the context has a number of potential implications for the traditional community development system in Pittsburgh. Most notably, more attention now needs to be given to not only creating more livable neighborhoods, but also to ensuring that low-income residents benefit from improvements and are able to access new economic opportunities. Second, attention needs to be strengthened on those primarily African-American neighborhoods that have been left behind—where capacity is limited, opportunities are few, and physical conditions have continued to deteriorate. Finally, in those neighborhoods that have seen significant market improvement, focus should be on accelerating private sector development and investment.

The experience of 30 years of place-based development, focused on housing development, and more recently on commercial development, has not produced desired outcomes in terms of scale, impact, sufficiency, and efficiency. There can be little doubt that many families are leading healthier lives, enjoying increased income, and are more engaged in civic society. But this has not been enough to stem extreme population decline in many neighborhoods, to raise families out of poverty or near poverty in large numbers, nor to increase their assets. This is not unique to Pittsburgh; it is true in many cities throughout the country. And, with this in mind, community development practitioners and civic leaders have turned to finding ways not of abandoning place-based approaches, but of supplementing these with initiatives at a city and regional level. These new approaches depart from the view that transforming the physical conditions of neighborhoods is sufficient and understand that working solely at the local level will achieve only limited results. To make transformative change in the lives of neighborhood residents, one must also engage systems at the city and regional levels that determine the fate of neighborhoods.

This shift requires a more efficient and strategic community development system, bold new approaches to addressing the city's most distressed neighborhoods, and attention to the

larger systems that work at the city and regional levels affecting the development of neighborhoods and the lives of residents.

The vision for place-based development in Pittsburgh is calling for an integrated set of activities focused on two primary goals: first, creating vibrant and healthy neighborhoods that are locations of choice for both residents and businesses; and, second, ensuring that low-income residents benefit from these improvements and are able to access new economic opportunities.

RECOMMENDATIONS

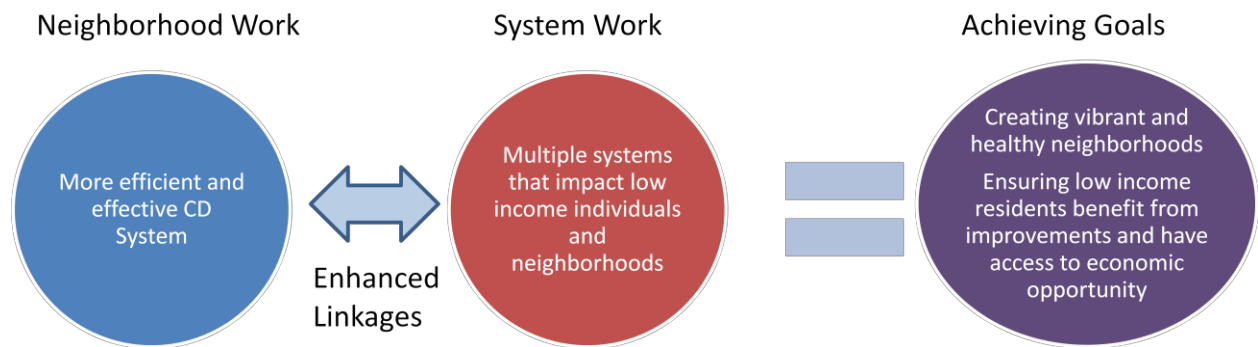
There are two major categories of recommendations emerging from the findings designed to achieve the two goals noted above:

1. Develop a more effective and efficient community development system that supports more market driven, collaborative, and comprehensive approaches to neighborhood development.
2. Enhance linkages with the multiple systems, such as economic, workforce, and transportation, that affect low-income residents and distressed neighborhoods and operate across neighborhood boundaries.

The premise of these categories is that just developing a more efficient approach to neighborhood development or investing more comprehensively in a specific neighborhood would be insufficient in terms of achieving the broader goals. There are many larger systems that have significant impacts on neighborhoods and their residents and that cannot be addressed through neighborhood or place-based solutions.

There are numerous examples of system-level issues that impact neighborhoods and their residents. For example, addressing system barriers that have limited the success of low-income residents in the current workforce system, such as the alignment between adult literacy programs and training programs, can achieve much greater scale than developing small, “boutique” workforce programs at the neighborhood level. Similarly, improving the systems for connecting neighborhood residents to higher quality jobs in the larger region can have a greater impact than just creating new jobs in their neighborhood.

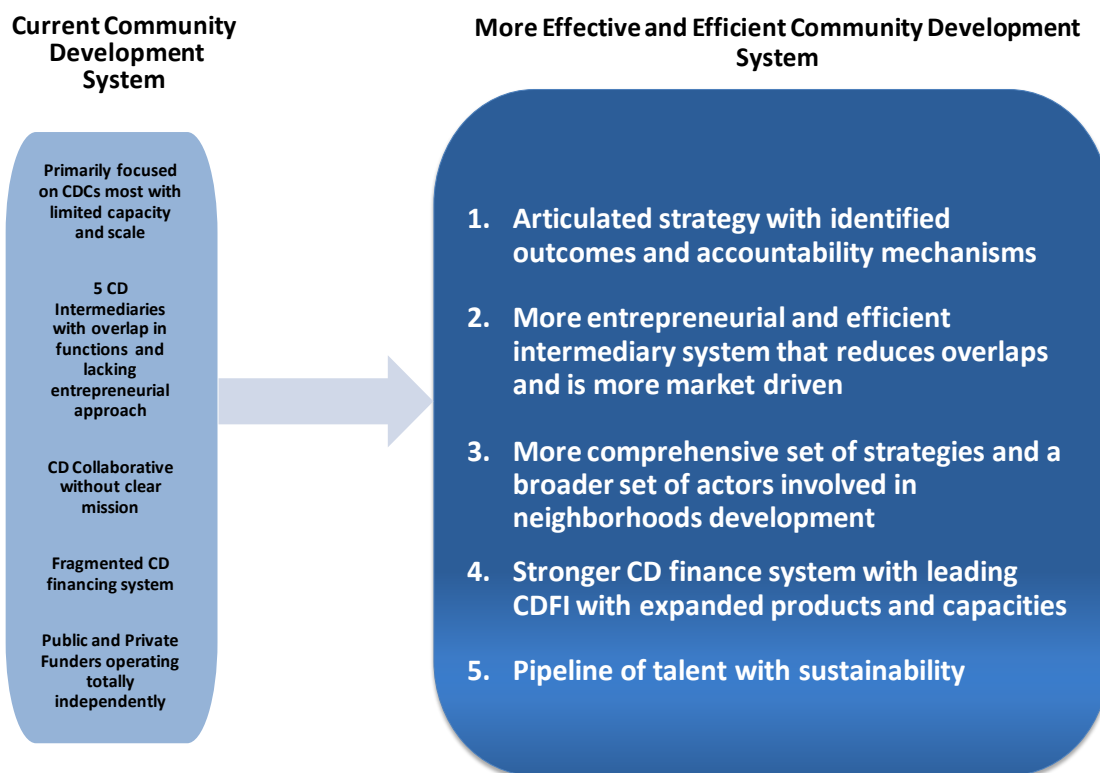
Thus, a new approach is needed—one that creates a more effective community development system and one that takes on some of the most difficult system-related problems that have cross-neighborhood implications.



CREATING A MORE EFFECTIVE AND EFFICIENT COMMUNITY DEVELOPMENT SYSTEM

The recommendations within this category seek to create a more nimble and entrepreneurial community development system that is better able to lead place-based development activity in the city and have a transformational impact on neighborhoods.

To that end, we propose the following five recommendations in the chart below.



1

Funders facilitate the articulation of a strategy with identified outcomes and accountability mechanisms.

- *The major philanthropic funders and investors in the community development system should work in concert with the community to develop a more deliberate strategy around community development.* The major foundations that support community development in Pittsburgh meet informally and through established mechanisms, such as the Community Development Collaborative and, in a more limited way, the PPND board. The existence of this study points to their continued involvement and support and to their concern for the health of the system. Commendably, the foundations allow space for innovative ideas to emerge from the communities themselves. It appeared at one time that the Community Development Collaborative could be the place where a set of integrated community development strategies might be developed. These strategies could serve to inform philanthropic investment policy. The result would be a philanthropic community that made investments in community development within the context of an overall set of strategies but that allowed innovation to emerge from the field. To a large extent, this potential has not been realized.

The foundations have reacted to this situation in different ways. Most continue to be supportive of the elements of the community development system. They continue to communicate and work collaboratively with each other and with the intermediaries. However, there is a strong sense that they are looking to establish a more clearly defined direction for the system, one that identifies the goals to be reached, the means of reaching them, and the tools for measuring progress along that route.

The Heinz Endowments and the Richard King Mellon Foundation have recently adopted place-based, comprehensive strategies for a number of distressed neighborhoods. These initiatives have come about after much intensive study of efforts in cities across the country and after much careful deliberation. It is clear that these two major funders have learned much in the process that could be useful to other foundations pursuing community development in Pittsburgh.

This report represents an opportunity for philanthropic funders to come together to develop and identify their common interests, establish more deliberate goals to bring this work to scale throughout the city, and to provide a more common set of outcomes for what they intend to achieve through their combined efforts.

2

Establish a more entrepreneurial and efficient intermediary system that reduces overlaps and is more market driven.

- ➔ *Establish a new reconfigured and staffed Community Development Collaborative that takes leadership in developing strategies, in convening key stakeholders around critical issues affecting neighborhoods, and in overseeing tracking and reporting on system performance.* There is currently little rationale in the system of intermediaries and the collaborative they have formed. As noted, there are many overlapping functions, most notably in the area of capacity building. In addition, due to a leadership vacuum, PCRГ has been very entrepreneurial in filling gaps in the current system. However, some of the functions take the organization well beyond its initial mission. And, many of these functions are exactly what a well designed collaborative should be doing. A more efficient system would have a collaborative, overseen by an expanded set of stakeholders, managing the strategy, accountability, and convening functions in the system. The strengthened collaborative should consider the following three actions:
 - Discussions need to take place to consider whether any of the working groups that have been convened by PCRГ may be more appropriately placed as part of a broader collaborative.
 - Create a system and a set of mechanisms that bring about greater accountability within the place-based development system. An annual “state of our neighborhoods” report should be issued that highlights progress across these indicators.
 - Establish a stronger and ongoing messaging program for the place-based development system. The system needs a central “go-to” source of information that clearly and effectively communicates the system’s goals, priorities, activities, active players, and outcomes.
- ➔ *PCRГ, as a member association, can work to develop new centralized functions for community organizations to create more efficiency and promote greater scale.* Areas for centralization to be explored include accounting, communications, and civic engagement. In addition, PCRГ should continue to lead the policy work for its members.
- ➔ *PPND should be restructured and refocused as the funder of innovation and collaborative projects and programs in the city’s neighborhoods.* Given the multiple challenges regarding PPND reported in our section Key Findings: System Actors, efforts should be made to continue its transition from an intermediary providing operating funds and planning to a primary funder of projects and programs that are focused on achieving agreed upon outcomes. Incentives should be in place to reward cross-neighborhood collaboration, comprehensive approaches, new community partnerships, and the merger and consolidation of existing community development entities. Operating support should be limited to these types of activities. In addition, PPND should become the venture funder in the system—seeding new, innovative community development activities that involve entrepreneurial social enterprises that are seeking to make a difference in the lives of residents of some of the city’s most distressed neighborhoods.

- ➡ *A more cohesive and accountable technical assistance and capacity-building program should be established that is market driven and has the capacity to address the new challenges and strategies targeted under a reinvented and more networked system.* One intermediary (such as The Forbes Funds) should oversee an organizational capacity-building fund and a more targeted technical assistance fund (focusing on real estate development, workforce development, and other areas where specialized assistance is needed). This fund should be open to all types of organizations that are focusing on place-based revitalization efforts as well as efforts to create economic opportunities for low-income residents. The organization applying for this support would then propose several service providers with whom it wants to work and select one of them. The service provider could be an existing community development intermediary, another nonprofit involved in capacity building and technical assistance, or a private consultant. Specific outcomes and performance measures would be developed at the outset, and any additional support would be driven by success in meeting these outcomes.
- ➡ *There are three areas of the system that should be considered seriously for consolidation: technical assistance, data, and planning.* The work of CTAC and the Community Design Center, while serving an important role in the past, should now be reconsidered in light of the broader changes in the system. Discussions should begin about how these organizations can be more effectively coordinated or consolidated with other entities to create greater efficiencies and clarity in the system.

3 Incorporate a more comprehensive set of strategies and a broader set of actors involved in neighborhood development

- ➡ *Think beyond CDCs.* There are a wide range of actors in each of the city's neighborhoods that are working on many critical issues, but they are not part of the current community development system. There is little reason to exclude these other organizations, particularly when they are, in some cases, making a profound impact on the vitality and sustainability of the city's neighborhoods and on the low-income residents who live in them. The refined system should be more inclusive and should involve and fund relevant work that seeks to achieve the outcomes that have been identified for the community development system regardless of the organizational structure or mission of the entity involved. In other words, the system would more actively include and support other organizations active in the city's neighborhoods such as faith-based organizations (i.e., East End Cooperative Ministries), education organizations (i.e., A+ Schools), organizations involved in land use and environmental sustainability (i.e., Sustainable Pittsburgh), entrepreneurial development organizations (i.e., Entrepreneurship Youth), human service organizations (i.e., settlement houses), and arts and cultural organizations (i.e., The Union Project).
- ➡ *Emphasize partnerships with private developers.* Real estate development should be done by larger nonprofit entities (i.e., Action Housing) or in partnership with private real estate developers, rather than directly by the community organizations. Private developers are an increasingly important part of the system. More often than not, innovative development projects are being undertaken in partnership with the private

sector. These private and larger nonprofit development entities need to become more engaged as part of the system and able to access resources in the system.

- ➡ *Think more boldly about comprehensive community development approaches.* Pittsburgh has a sophisticated system and many community organizations, and community development intermediaries have expanded their work beyond bricks and mortar development becoming involved in financial empowerment, sector workforce partnerships, transportation planning, and business development. In addition, both the Richard King Mellon Foundation and The Heinz Endowments are in the process of developing more comprehensive neighborhood initiatives. Yet, more can be done to move the entire system to think more comprehensively. Increased efforts need to take place to provide organizations working in neighborhoods with a larger set of tools to address the needs in their community. This should be a major focus of the work of the community development intermediaries as well as the expanded Community Development Collaborative. A first step in this process could be a summit that looks at more comprehensive approaches, perhaps building on the research that has been completed for The Heinz Endowments.
- ➡ *Continue to promote cross-neighborhood approaches.* Working on cross-neighborhood approaches is essential in a city like Pittsburgh, which has so many small neighborhoods. It is impossible for each neighborhood to have its own development organization. In North Side, South Side, and East End, organizations found ways to work across neighborhood lines even before PPND established its Champion Neighborhoods Program. Federal and state policies have shifted to competitive grants that emphasize interdisciplinary approaches and larger geographies. However, in Pittsburgh, there remain many community development organizations working at the level of a single neighborhood, and at least one neighborhood where there are several organizations in operation not all of which are working collaboratively. As one East End executive director observed, even with the degree of collaboration enjoyed by agencies in the East End, hyperlocalism still makes it difficult for a person from one neighborhood to cross neighborhood lines to seek services at an organization located in another neighborhood. The Champion Neighborhoods Program has brought collaboration to organizations in the Central District; however, the effort has been resource intensive and collaboration is still a work in progress. Another area where the system could play a pivotal role is in making more progress on cross-neighborhood approaches.
- ➡ *Develop new models for working in the lowest-capacity distressed African-American communities.* After many years of capacity building and organizing, many neighborhoods in the city that are home to a high concentration of African-American residents still face enormous challenges. Efforts to address the needs in these neighborhoods cannot wait for another leadership development or organizational capacity-building effort. A new model needs to be developed that can involve new partnerships amongst key stakeholders in the neighborhood (schools, healthcare institutions, faith-based institutions, etc.) or a more collective effort amongst leaders in the city and region. In either case, highly-skilled change agents—staff people focused on building social capital, addressing barriers, and developing new more integrated and collaborative efforts in these communities—are needed. The change agents could be part of the

reconfigured PPND, hired directly by new neighborhood partnerships, or housed within the broadened and restructured Community Development Collaborative.

4

Establish a stronger community development finance system with a leading CDFI with expanded products and capacities.

- ➔ *Establish a working group among the main financial intermediaries to create a unified strategy to address key funding gaps, solidify funding roles, and identify ways to better coordinate and streamline the financing system.* This working group should include Bridgeway Capital, Landmarks Community Capital, the URA, local foundations, PCRG, LISC, the Strategic Investment Fund, and the most active banks. The working group would collaborate on developing strategies to address the evolving capital supply gaps faced by private developers in Pittsburgh and improving the alignment of funding and efficiency in delivering capital to businesses and development projects. A potential agenda for the working group includes:
 - expanding predevelopment funding and coordinating the commitment process for predevelopment dollars;
 - aligning loan terms and roles among capital suppliers;
 - creating common application requirements/forms, participation agreements, and/or delegated underwriting/closing/servicing relationships to reduce the cost and complexity of assembling funding for projects;
 - developing common priorities and a shared strategy to provide development subsidies for catalytic projects in transitional or emerging market areas; and
 - exploring the possibility of partially funding CBO operations through dedication of a portion of loan interest payments.
- ➔ *Establish a bank senior debt loan pool.* With the recent financial market crisis and tighter regulatory scrutiny, the availability and terms for bank senior debt have tightened. A senior debt pool would allow banks to share the risk of providing capital to a project while addressing a current capital gap. Bridgeway Capital is working to create such a pool, and local foundations and intermediaries should support this effort.
- ➔ *Build Bridgeway Capital's capacity as a strong regional CDFI.* As the region's largest CDFI, Bridgeway is in the best position to play a larger role in the development finance system and access larger pools of capital. Through the proposed working group, options to expand Bridgeway Capital's role in addressing other financing needs, such as predevelopment, real estate, and community facility loans, should be considered. An important consideration in these discussions is ensuring that Bridgeway retains its core strength as a small business lender. In addition to considering new financing roles, local foundations, banks, and government agencies should help Bridgeway Capital reach financial targets and build relationships to tap into national commercial and foundation

capital sources. This could include providing PRIs, grants, and equity-equivalent and subordinate loans to grow its capital base.

- ➔ *Build stronger relationships with NMTC intermediaries and work with them to understand barriers to funding deals.* Although the future of NMTCs is uncertain, they are a critical source of funding, especially subsidies for development projects. Pittsburgh's community and economic development leaders should reach out to several key NMTC tax credit allocators to introduce them to priority projects, discuss potential lending and investment partnerships, and identify key barriers to greater utilization of NMTCs in Pittsburgh. TRF and PNC are two targets for this effort.
- ➔ *Build on the successful East End Growth Fund model to pool flexible project and business financing resources for priority initiatives or geographies.* Providing a committed pool of flexible capital that addresses several financing roles can be a critical resource to advance targeted community development initiatives. It reduces the uncertainty and the transaction costs to assemble capital for multiple projects needed to gain the desired scale and impact, and signals strong multi-sector commitment, which helps attract private sector investment and development. As specific initiatives are developed to implement a new community development strategy, funders should consider assembling a dedicated financing fund to support implementation of those initiatives that will require multiple projects and businesses to succeed. These funds will need to be capitalized with a mix of grants and debt with appropriate terms so that they can supply predevelopment funding, bridge loans, and medium- and long-term subordinate debt.

5

Put in place a pipeline of talent with sustainability.

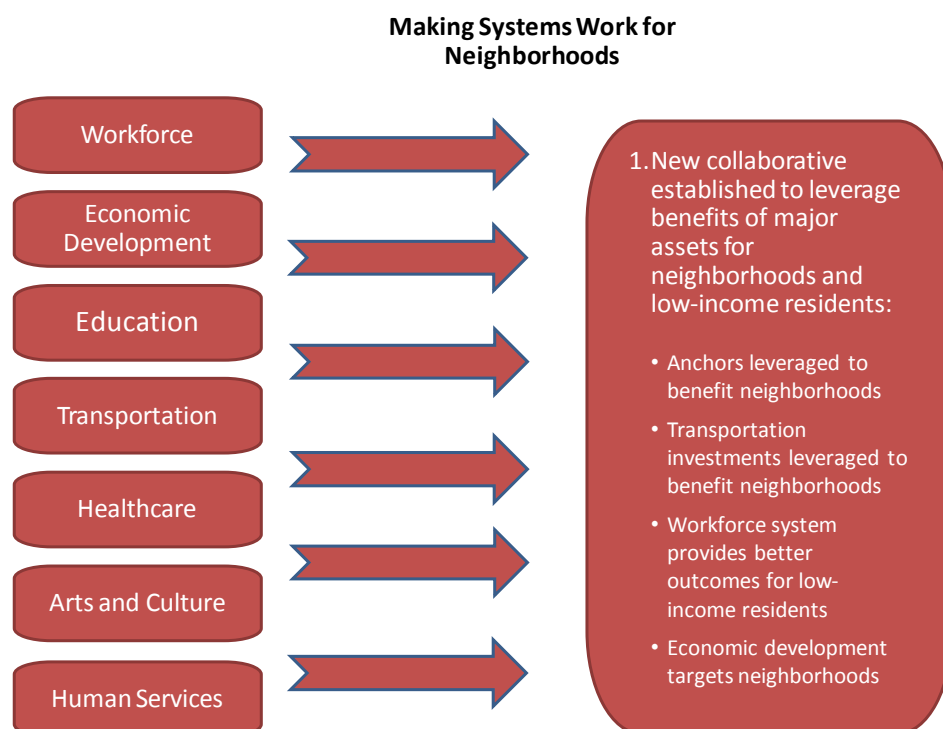
- ➔ *Create a new Talent Development Fund* that will help bring about a higher wage and compensation package for key staff positions within the city's CDCs and CBOs to attract and retain highly-skilled and effective professionals.
- ➔ *Develop a support system for current and future staff that builds a greater sense of community within the community development staff*, provides opportunities for program and project-related problem-solving, and generally builds more affinity among staff.
- ➔ *Create a mentoring program* that pairs community development staff with senior-level professionals in the public and private sectors, especially those who have experience in management, organizational development, and finance. Some of this work should be coordinated through the existing organizations in the city and region, like The Forbes Funds, Leadership Pittsburgh, and the Coro Center.
- ➔ *Partner with the higher education institutions and business organizations in the city and region* that have programs and courses targeted to professional development. Also, educate the deans and department heads in the professional development programs (e.g., MBA, social work, and public policy), and make them become better acquainted with the city's neighborhood and community development system as a means of exposing graduate students to career possibilities within the community development system.

- ➡ *Support and evaluate the pilot program being undertaken jointly by PCRG and NeighborWorks of Western Pennsylvania to develop a training and leadership development program in partnership with NeighborWorks America.*

ADDRESSING SYSTEM ISSUES THAT CROSS NEIGHBORHOOD BOUNDARIES

There are many systems that are operating in the Pittsburgh region that have an impact on places and people. These systems fund organizations in low-income communities, but there are few efforts to coordinate these on-the-ground agencies and/or policies at the regional level. For example, Allegheny County has one of the most advanced human service integration initiatives in the country, but most community development groups are unaware of it. There are also a lot of investments that are being made that could have a significant benefit on the city's distressed neighborhoods and low-income residents. However, since these systems and investments cross neighborhood boundaries, the economic and community benefits are often not maximized.

The recent work on Collective Impact by John Kania and Mark Kramer note a common theme in some of the more successful efforts to address major community issues: *"Large-scale social change comes from better cross-sector coordination rather than from the isolated intervention of individual organizations."*³ Beyond the specific recommendations above that are related to transforming the current community development system, a broader effort needs to be undertaken on a larger and regional



scale to address issues that are affecting the city's more distressed neighborhoods and residents and that cannot be solved by working at the neighborhood level. To that end, a high-level effort should be established with the goal of taking on a few of the issues that can more positively and significantly impact the city's most distressed neighborhoods, but that cannot be addressed through isolated or neighborhood-based action alone.

³ Kania, John and Mark Kramer, "Collective Impact," *Stanford Social Innovation Review*, Winter 2011.

1 Develop a high-impact initiative or series of initiatives that links regional initiatives to low-income residents.

- ➔ *There are undoubtedly several organizational configurations that could be created to lead and oversee these initiatives.* One would be to convene a cross-sector and cross-disciplinary set of high-level leaders working together to better address system barriers that impact neighborhoods and low-income residents or to develop new system-wide approaches to leveraging the city's economic assets. Leadership should come from the philanthropic sector, the city, Allegheny County, the WIB, Allegheny Conference on Community Development, and major employers and anchor institutions. This group could be expanded to include other relevant stakeholders in the region. The work to date by Living Cities in the five sites of The Integration Initiative has demonstrated the power of creating a new, integrated leadership team to address some of the longstanding, system-level issues that have constrained existing community development work. Pittsburgh took the step of convening a group as part of its Integration Initiative application. This group, with higher level leadership, could reconvene around a new agenda. Another option would be to form working groups that focus on specific issues, and have the groups work with and through either the aforementioned and restructured CD Collaborative or as part of the Allegheny Conference. Other less formal organizational forms could be explored, but the one(s) that lead to a maximum of action and a minimum of bureaucratic delays would be best.

2 Whatever organizational option(s) are selected, they could take on one or more of the following three areas:

- ➔ *Transit Oriented Development:* There are going to be significant projects in the next few years around transportation corridors, i.e., projects that cut across several neighborhoods and serve as a way to connect neighborhoods that are isolated or disconnected. The new rapid bus line between Oakland and the downtown is one good example. Preliminary development planning is underway through federal funding and support from the Port Authority. Transportation corridors have the potential to transform neighborhoods along the path of the corridor. There are a growing number of models, such as the work in the Bay Area and in Denver, and the Corridors of Opportunity in the Twin Cities, that seek to ensure that low-income neighborhoods and residents benefits from new transit developments.
- ➔ *Anchor Institutions:* Anchor institutions can be significant economic and workforce assets within a city and its neighborhoods. Pittsburgh has a wealth of anchor institutions, including healthcare institutions such as the UPMC and its satellite centers and facilities; higher education institutions such as Pitt, CMU, Duquesne, and Carlow University; and cultural institutions such as the Warhol Museum and the Children's Museum. Working with these anchors on efforts to maximize benefits for residents through community investment, small business development and procurement, job access, and career ladders is an area that could be further developed in Pittsburgh. Unlike existing efforts that only focus on the neighborhoods surrounding an anchor institution, a broader effort could seek to engage anchors in collaborative strategies to benefit the more distressed neighborhoods in the city.

- *Regional Employment Connections:* The Allegheny Conference on Community Development and the Three Rivers Workforce Investment Board are the two principal organizations managing and supporting the regional economy. They work together to strengthen the region's key economic clusters (e.g., life sciences, advanced manufacturing, transportation, information technology, etc.). Connecting neighborhood residents to jobs in these and other clusters will require an enhanced system-based approach that creates new collaborative relationships amongst those working on economic development, workforce development, and community development.

CONCLUSION

This report identifies a number of significant challenges to the community development system as it is currently configured that prevent it from achieving its overall objectives of revitalizing neighborhoods and creating opportunities for low-income residents to improve their well-being. The recommendations made in this section set forth a series of changes that will move the system towards defining commonly desired outcomes, developing a set of measures to promote accountability, incorporating dynamic actors that have to date operated at the margins of the system, and imposing greater discipline on existing actors. The hope is that over the next decade there will still be organizations operating at the neighborhood-level whose role is to articulate residents' vision and needs; that there is a handful of very effective nonprofit development entities that operate across neighborhood lines and are able to generate a development pipeline in the city; and that the intermediaries that support place-based work in Pittsburgh are more efficient, more effective, and a more integral part of the regional system designed to promote both growth and equity

Appendix 1: Assessment of Pittsburgh’s Community Development System: CBO Survey Results

METHODOLOGY

On December 1, 2011, the “Survey of Pittsburgh Community Organizations” was sent out to 59 directors of community-based organizations (CBOs) across Pittsburgh. Participants were asked to provide input as part of Mt. Auburn Associates’ “comprehensive look at the community development system in the city,” to help with understanding on-the-ground opportunities and challenges their organizations face on a daily basis. Mt. Auburn wanted to obtain information on “both the positive outcomes associated with [their] work as well as the critical needs that [they could] face in the future.” Thirty-one organizations, or 53 percent, responded.

Twenty-eight questions were asked of survey respondents, falling into three broad categories: background information, perceptions of the community development support system, and outcomes. A majority of survey respondents completed the survey in-full.

This report is laid out in a similar form to the survey itself. It will start with an overview of the survey participants and the activities in which they are currently engaged, before moving on to assessing their perceptions of the community development system in Pittsburgh. From there, a separate section has been carved out to dig further into their reported views of foundations and intermediaries in Pittsburgh, before concluding with their reported outcomes, and CBOs’ future outlook.

This report is meant to provide a high-level overview of survey responses. More detailed survey data are available upon request.

SURVEY PARTICIPANTS

Thirty-one organizations participated in Mt. Auburn Associates’ “Survey of Pittsburgh Community Organizations,” listed in Figure 1.

Figure 1: Survey Participants

Amani Christian Community Development Corporation
Bloomfield Development Corporation
Bloomfield-Garfield Corporation
Brashear Association, Inc.
Brightwood Civic Group
CCC (University of Pittsburgh)
Christian Evangelistic Economic Development (CEED)
Community Alliance of Spring Garden-E. Deutschtown
East Liberty Development, Inc.
Garfield Jubilee Association, Inc.
Hazelwood Initiative, Inc.
Hilltop Alliance
Lawrenceville Corporation
Lawrenceville United
Manchester Citizens Corporation
Mexican War Streets Society
Mount Washington Community Development Corporation
Mt. Oliver City/St. Clair Block Watch
Neighbors in the Strip
Northside Coalition for Fair Housing
Northside Leadership Conference
Oakland Business Improvement District
Oakland Planning and Development Corporation (OPDC)
Operation Better Block, Inc.
Polish Hill Civic Association
Rosedale Block Cluster, Inc.
South Side Local Development Company (former Exec Dir)
South Side Slopes Neighborhood Association
The Kingsley Association
Uptown Partners of Pittsburgh
West Pittsburgh Partnership for Regional Development

These community-based organizations ranged in size and scope, both in terms of the number of residents they served and the size of their budgets. At the high end, one organization reported having a service area consisting of 55,000 residents, while another only 440. The average survey respondent, however, cited around 8,700 citizens as its service population.

Figure 2: Aggregate CBO Operating Revenue Sources (2010)

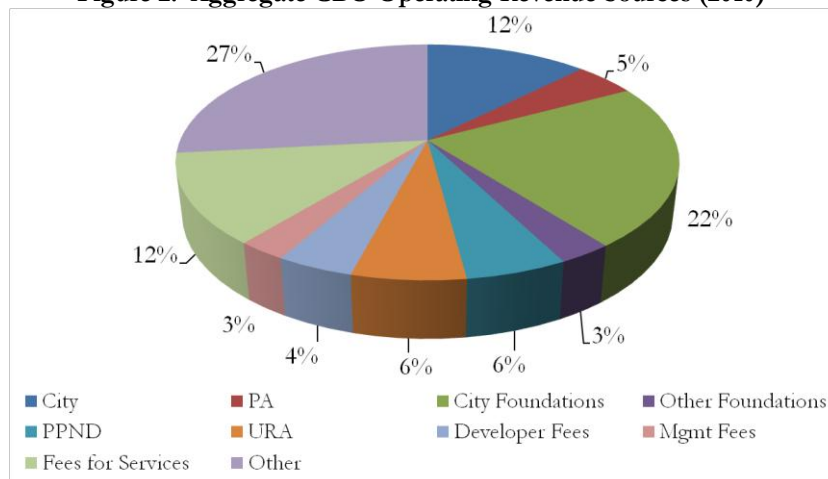
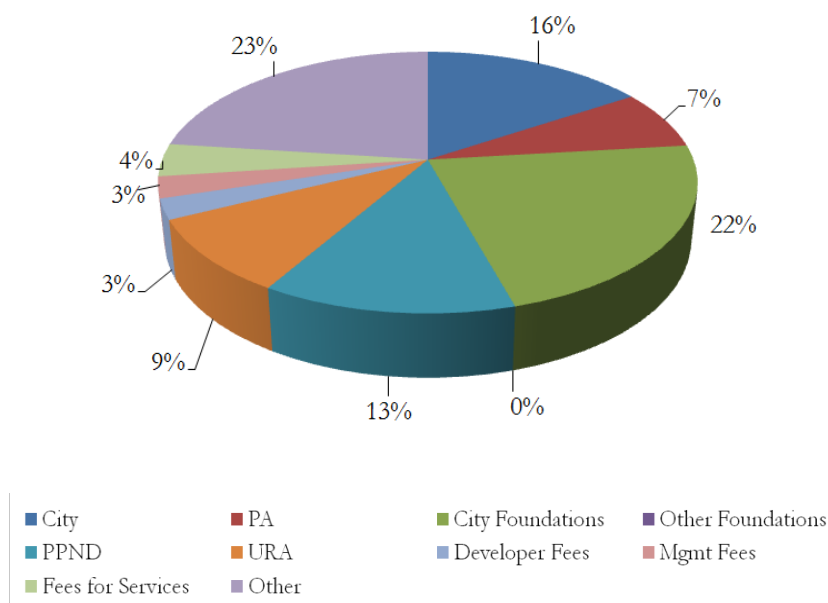


Figure 3: Smaller CBO Operating Revenue Sources (2010)



Budgets, too, had a wide range, from \$0 to \$5 million, with six reporting budgets between \$0 and \$100,000, 17 between \$100,000 and \$1 million, and 12 in excess of \$1 million. The average budget of a reporting CBO in 2010 stood at approximately \$650,000, with 4.5 full-time and 2.6 part-time staff. Only four CBOs reported having greater than 10 full-time staff members, while nine had zero or one full-time staffer.

Average budgets were up considerably from 2000 levels when the average budget was \$255,000. Over the decade, 22 of the 24 organizations responding to this question reported increases in their budgets. Only 13, however, reported increases in their staff. Average staff levels rose from 2.8 full-time and 1.7 part-time.

Responding CBOs reported receiving over \$17 million from various revenue sources in 2010, as broken down in

Figure 2. CBOs received, on average, around 25 percent of their revenue from philanthropic sources, 17 percent from either the city or state, 6 percent from the Urban Redevelopment Authority (URA), and 6 percent from the Pittsburgh Partnership for Neighborhood Development (PPND). Self-generated revenue—a segment under pressure during the recession—made up 19 percent of CBO revenue. This included developer fees, management fees, and fees for services.

As seen in Figure 3, smaller CBOs (below average revenue) do depend upon different sources of funding than their larger counterparts to stay afloat. While they receive a similar amount of funding from Pittsburgh-focused foundations (22 percent), they received no funding from foundations outside of the area. These smaller reporting CBOs also rely upon self-generated revenue to a far lesser extent. Almost 22 percent of larger CBO revenues originate from developer fees, management fees, and fees for services; only 9.2 percent of smaller CBOs' revenue comes from similar sources. Smaller CBOs rely much more heavily on funds from the city, the state, the URA, and, especially PPND than their larger peers. Nearly 13 percent of their revenue stems from PPND, as compared to only 3.5 percent for larger CBOs.

CBO SERVICES

Most CBOs responding to the survey are involved in planning and effects revolving around improving community conditions. Ninety-four percent of all surveyed firms claimed “major” or “moderate” activity in Community Planning and in Community Amenities and Livability (promoting community safety, neighborhood beautification, arts and culture vitality, etc.), as shown in Figure 4. Ninety percent claimed activity in Community Engagement, 81 percent claimed in Open Space initiatives (community gardens, park improvements, greenway development). Few surveyed CBOs reported involvement in Home Ownership Programs (23 percent), Workforce and Youth Programs (39 percent), and Community Facilities (39 percent), the latter of which includes schools, transportation improvements, arts and cultural facilities, and community centers.

Figure 4: CBO Activity in Pittsburgh

	Major Area of Activity	Moderate Area of Activity	Minor Area of Activity	Not Involved	Did Not Report	Percent Major/ Mod. Area of Activity
Housing Development	9	4	7	9	2	42%
Community Planning	21	8	1	0	1	94%
Community Engagement	21	7	1	1	1	90%
Community Amenities & Livability	20	9	0	1	1	94%
Home Ownership Programs	2	5	16	7	1	23%
Commercial Development	9	5	8	7	2	45%
Economic Development and Small	6	7	12	5	1	42%
Workforce and Youth Programs	8	4	7	11	1	39%
Community Facilities	9	3	5	13	1	39%
Open Space	17	8	2	3	1	81%
Other	7	1	0	22	1	26%

While only three responding CBOs identified themselves as Playing No Role in the Real Estate Development process (Figure 5), many of the remaining CBOs did report being involved with the planning of such activities. Most identified roles that they regularly play in the real estate development process: 77 percent were regularly involved with the identification of key parcels for development in their communities; 71 percent cited similar

involvement with the process of creating “a community vision for preferred types of new real estate development;” 65 percent identified themselves as an entity that fairly regularly identifies and works with partners on development projects. Few CBOs, only 32 percent, have played an actual part in financing of these projects and only 29% led the development process.

Figure 5: CBO Involvement in Real Estate Development Process

	Most of the Time	Some of the Time	Rarely	Not at all	Did Not Report	Percent Most/ Some of the Time
Identify Key Parcels for Development	18	6	1	4	2	77%
Help to Create Community Vision	17	5	0	7	2	71%
Manage Planning Process and Pre-Development Work	7	5	5	12	2	39%
Lead & Manage Entire Development Process	6	3	8	12	2	29%
Identify Partners & Work w/ those Partners on Projects	9	11	2	7	2	65%
Provide Part of Financing for Projects	5	5	7	12	2	32%
Play No Role in Real Estate Development	3	2	5	19	2	16%
Other	2	3	0	25	1	16%

PERCEPTIONS OF THE COMMUNITY DEVELOPMENT SUPPORT SYSTEM

Twenty-eight organizations responded to Mt. Auburn’s questions about their perceptions of the community development support system in Pittsburgh. These questions served to assess perceptions of seven intermediaries and support organizations including: Community Design Center of Pittsburgh (CDCP), Community Technical Assistance Center (CTAC), Growth Through Energy & Community Health (GTECH), NeighborWorks Western Pennsylvania, Pittsburgh Community Reinvestment Group (PCRG), Pittsburgh Partnership for Neighborhood Development (PPND), and The Forbes Funds.¹ Major findings included:

- CDCP, CTAC, PCRG, and PPND had universal, or near universal, familiarity as displayed in Figure 6. Only 75 percent of respondents were familiar with GTECH’s work.
- Seventy percent of respondents had reported receiving assistance from PPND within the past five years. This compares with 64 percent for CTAC and 61 percent for PCRG. GTECH and The Forbes Funds had utilization rates of 43 percent, while NeighborWorks was only used by 32 percent of respondents.
- All of the intermediaries received tepid responses when respondents were asked about their individual importance to the community development outcomes in Pittsburgh. With “Very Important” holding a rating of 5 and “Not Important” a 1, all

¹ The Forbes Funds is included as an intermediary in the survey as it has worked with a lot of community organizations.

intermediaries received average scores between 3.3 and 3.9. CDCP, PCRG, and PPND received the highest ratings.

Figure 6: Exposure to Major Pittsburgh Community Development Support Organizations

	Familiarity w/ Programs and Services	Received Assistance from Entity (Past 5 yrs)	Importance of Entity on Community Development Outcomes (5= "Very Impt" / 1="Not Impt"; N=28)		
			Average Response	Number "Very Impt"	Number "Not Impt"
Community Design Center of Pittsburgh	96%	46%	3.9	8	1
Community Technical Assistance Center (CTAC)	96%	64%	3.4	8	3
Growth Through Energy and Community Health (GTECH)	75%	43%	3.3	1	0
NeighborWorks of Western Pennsylvania	82%	32%	3.4	5	3
Pittsburgh Community Reinvestment Group (PCRG)	96%	61%	3.9	11	1
Pittsburgh Partnership for Neighborhood Development (PPND)	100%	70%	3.9	12	1
The Forbes Fund	82%	43%	3.6	9	1

- Of those organizations that have utilized the support of the intermediaries in question, PCRG received the highest reviews (Figure 7). NeighborWorks, GTECH, PCRG, and Forbes all saw similar bumps in their perceived importance to the system by those CBOs that had previously worked directly with them. PPND, in contrast, received a slightly lower rating at 3.6.

Figure 7: Importance Evaluation by Firms which Have Received Assistance from the Given Entity

	Average Response
Community Design Center of Pittsburgh	3.9
Community Technical Assistance Center (CTAC)	3.6
Growth Through Energy and Community Health (GTECH)	3.8
NeighborWorks of Western Pennsylvania	4.4
Pittsburgh Community Reinvestment Group (PCRG)	4.6
Pittsburgh Partnership for Neighborhood Development (PPND)	3.6
The Forbes Fund	4.3

When more detailed inquiries were made about intermediaries' characteristics—including whether they were a valuable partner, used financial resources effectively, had staff with skills and experiences that made them effective, possessed high-quality leadership, had a clear vision and strategy, was critical to Pittsburgh over the next decade, and was effective in leveraging new funds for the community development system—it was, again, PCRG that received the highest marks. Eighty-one percent of respondents agreed with PCRG being a valuable partner, 77 percent for it having an effective staff, 81 percent for it having high-quality leadership, and 73 percent for the organization being critical to Pittsburgh over the next 10 years. In the latter three categories, PCRG scored higher than every other intermediary in the survey.

PPND, while also being rated favorably in comparison to other intermediaries as a valuable partner, for having effective staff, and for having high-quality leadership, also received a number of responses from CBO representatives that disagreed. While 62 percent agreed

with PPND having an effective staff, 23 percent disagreed (a category high). PPND also received the lowest ratings among intermediaries for its effective use of financial resources and whether it has a clear vision and strategy, with 31 percent of respondents disagreeing on both (about half of those “strongly” disagreeing). (Tabulated results from this question are provided in Attachment A of this appendix for easier viewing.)

CBOs were also asked to rate the quality of the services provided by the seven intermediaries. Responses were measured on a scale of “Very Helpful” (2), “Moderately Helpful” (1), and “Not Helpful” (0). (The results of this question, along with a list of top organizations for each service, have been posted in Attachment B of this appendix.)

PCRG and The Forbes Funds received the highest overall commendations on the quality of their assistance. PCRG received greatest praise on its assistance with Information Sharing & Networking and Policy Advocacy—both receiving the highest average scores of any organization and any service surveyed at 1.5. It also received high marks in Research (1.3), Training, Educational Opportunities & Workshops (1.3), and Convening Partners around Collaborative Opportunities (1.4). The Forbes Funds received strong scores for its Policy Advocacy and Training, Educational Opportunities, & Workshops work.

GTECH received strong positive reviews for its Information Sharing & Networking (1.3), NeighborWorks for its Training, Educational Opportunities, & Workshops (1.3), and CTAC for its Research helpfulness as well as its Technical Assistance, Strategic Advice, & Coaching (both 1.3). The Community Design Center was strong in its Neighborhood Planning assistance (1.4) and Project Implementation Grants (1.3). PPND received the lowest scores of the seven intermediaries, standing out positively only in one category, Operating Grants, where it was rated, on average, “Moderately Helpful” (1.0).

VIEW OF FOUNDATIONS

In addition to intermediaries, the philanthropic community has played a critical role in sustaining the Pittsburgh community development system. To capture their impact, five questions were posed to all CBOs inquiring about foundations’ financial role in the CDC system, their clarity of strategic direction, the value of their support, the success of their work with intermediaries, and how a direct foundation-funding approach model would be viewed. Results are shown in Figure 8.

Eighty-nine percent of responding organizations acknowledged the critical nature of foundation support to the community development system in Pittsburgh. However, over 81 percent were either “neutral” or disagreed to varying extents that the mission or strategic direction of the foundations, collectively, was clear.

Similarly, there were mixed responses to the questions relating to their funding of intermediaries. While 11 CBOs remained “neutral” as to whether intermediaries have improved the efficiency and effectiveness of the community development system in Pittsburgh, eight agreed and seven disagreed (with four strongly disagreeing).

Consensus was found, however, when organizations were asked whether they would prefer pursuing funding directly from the area's foundations over their intermediaries. Eighteen, or two-thirds of responding organizations, said that they would. Only three reported preferring the current intermediary system to one of direct foundation funding.

OUTCOMES AND CHALLENGES

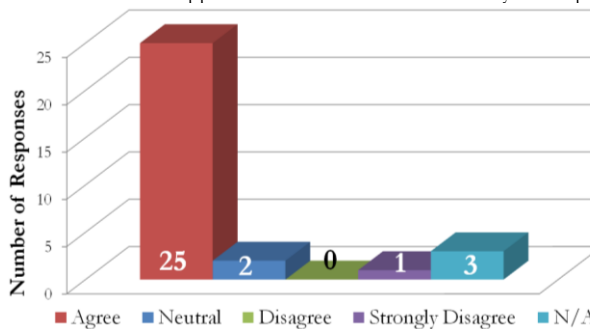
As part of Mt. Auburn's survey of Pittsburgh CBOs, inquiries were made into how these organizations performed from 2000 to 2010.

The 31 CBOs reported creating over 2,200 new jobs, developing over 65,000 square feet of community facility space, and helping over 400 businesses start up since 2000. Additionally, 16 CBOs reported that between 2000 and 2010 they developed a cumulative \$59.8 million worth of real estate, or an average of \$3.7 million per organization. (Other results are shown in Attachment C.)

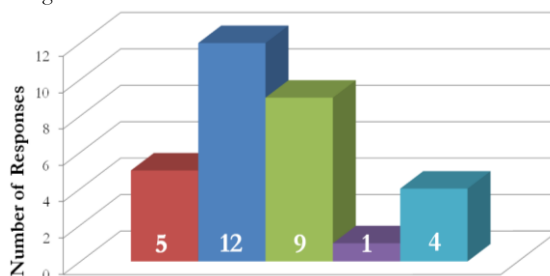
Survey respondents were also asked to identify, from a list of common barriers and challenges, which were the hardest to overcome. Financial obstacles were those most commonly cited challenges (Figure 9), including Competition for Funding, Accessing Operating Support, Funding for Our Programs, and Accessing Financing for Projects. Other issues, such as Identifying Compatible Development Partners, Site Availability, Attracting Skilled Staff, and Land Costs were all cited as being relatively challenging for CBOs, as were attracting quality staff and board members.

Figure 8: Views on Foundations, their Role, and the Success of the Intermediary Model

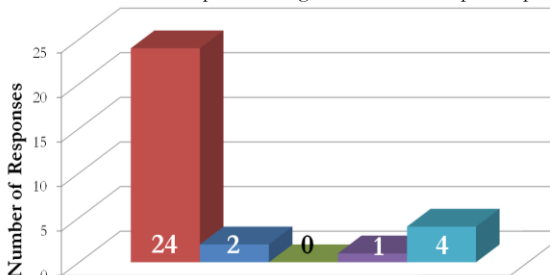
Foundation financial support has been critical to community development



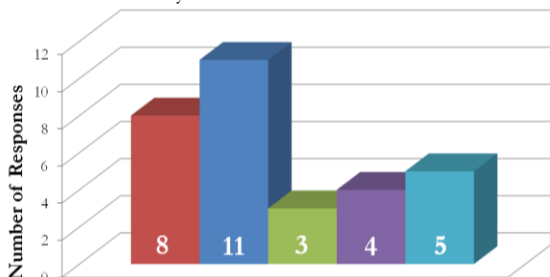
The strategic direction of the foundations is clear



Foundations have been important neighborhood development partners



Foundations' funding of CD intermediaries has improved the efficiency and effectiveness of the system



Our organization would prefer to pursue funding directly from the foundations, rather than through the intermediaries

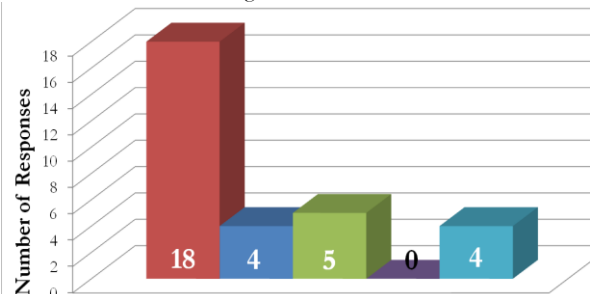


Figure 9: Self-Identified CBO Challenges
(3 = “Major Challenge” / 0 = “Not a Challenge”)

	Average Ranking
Competition for Funding	2.6
Accessing Operating Support	2.6
Funding for Our Programs	2.4
Accessing Financing for Projects	2.2
City Regulatory Environment	1.9
Accessing Pre-dev and Acquisition Funding	1.9
Construction Costs	1.8
Accessing High Quality Training & Capacity Bldg	1.6
Accessing High Quality Technical Assistance	1.6
Attracting and Retaining Quality Board Members	1.5
Land Costs	1.4
Site Availability	1.2
Attracting Skilled Staff	1.2
Identifying Compatible Development Partners	1.0

This assertion is reinforced by CBO responses to questions surrounding their organizations’ strengths and weaknesses (Figure 10). Board Leadership and Staff w/Appropriate Expertise are noted as being strong, on average, for reporting CBOs. Strategic Direction and Vision also receive high marks, as do their Fiscal and Program Management capacities. CBOs also feel strongly that they generate a solid amount of Community Engagement surrounding their activities.

The areas of greatest noted weakness, on average, include Board Diversity, Technological Capacity, Fundraising Capacity, and Real Estate Development.

THE FUTURE OF PITTSBURGH

In concluding the survey, a final question was posed: “Looking towards the future, how important does your organization see the following to the future vitality of the City of Pittsburgh?” Fourteen different items were then given for participating CBOs to respond to as either “Critically Important” (3), “Somewhat Important” (2), “Of Minor Importance” (1), “Not Important” (0), or “No Opinion (N/A).” (See results in Attachment D.)

All CBOs identified all of these common and hypothesized items as areas of importance, with some being slightly more so than others. Identified as being the *most* critical, on average, were five areas:

- making sure neighborhood residents have the tools they need to advocate for their neighborhood’s interest;
- creating multi-dimensional neighborhood initiatives that integrate plans for economic, neighborhood, and workforce development, along with those plans for education and health and wellness;

Figure 10: Self-Identified CBO Strengths & Weaknesses

(2 = Strong Area/ 0 = Weak Area)

	Average Strength
Vision	1.8
Strategic Direction	1.8
Fiscal Management	1.7
Staff w/ Appropriate Expertise	1.5
Program Management	1.5
Level of Community Engagement	1.5
Staff Retention	1.4
New Program Development	1.3
Collaborating and Partnering	1.3
Board Leadership	1.2
Operating Systems	1.2
Financial Sustainability	0.9
Real Estate Development	0.8
Board Diversity	0.8
Technological Capacity	0.8
Fundraising Capacity	0.7

- better tailoring intermediaries' functionality to neighborhood priorities and needs (echoing earlier intermediary sentiments);
- promoting mixed-income neighborhoods; and
- pushing funders (i.e., foundations) to better align and coordinate their funding.

Making sure community development organizations were “better incorporated with workforce development” strategies and “regional development strategies” fell lowest on the list.

ATTACHMENT A: CBO PERCEPTIONS OF PITTSBURGH'S MAJOR INTERMEDIARIES

Would you agree or disagree with the following descriptions of: the Community Design Center, CTAC, GTECH Strategies, NeighborWorks, PCRG, PPND, and The Forbes Funds?

	Valuable Partner			Uses financial resources effectively			Staff has skills and experience to be effective			High-quality Leadership		
	Agree	Unsure	Disagree	Agree	Unsure	Disagree	Agree	Unsure	Disagree	Agree	Unsure	Disagree
Community Design Center	85%	7%	7%	41%	56%	4%	56%	41%	4%	48%	48%	4%
CTAC	78%	7%	15%	30%	67%	4%	74%	15%	11%	56%	22%	22%
GTECH Strategies	60%	36%	4%	20%	80%	0%	56%	44%	0%	56%	44%	0%
NeighborWorks	58%	35%	8%	23%	77%	0%	50%	50%	0%	46%	50%	4%
PCRG	81%	8%	12%	46%	46%	8%	77%	23%	0%	81%	8%	12%
PPND	81%	15%	4%	42%	27%	31%	62%	15%	23%	73%	4%	23%
The Forbes Fund	58%	38%	4%	35%	65%	0%	46%	54%	0%	42%	58%	0%

	Has clear vision & strategy			Critical to Pittsburgh over the next 10 years			Effective in leveraging new funding		
	Agree	Unsure	Disagree	Agree	Unsure	Disagree	Agree	Unsure	Disagree
Community Design Center	48%	41%	11%	63%	26%	11%	31%	58%	12%
CTAC	44%	41%	15%	56%	26%	19%	15%	58%	27%
GTECH Strategies	52%	44%	4%	56%	40%	4%	29%	67%	4%
NeighborWorks	54%	46%	0%	54%	38%	8%	32%	64%	4%
PCRG	65%	15%	19%	73%	19%	8%	56%	32%	12%
PPND	54%	15%	31%	54%	31%	15%	56%	20%	24%
The Forbes Fund	38%	62%	0%	50%	42%	8%	32%	56%	12%

ATTACHMENT B: CBO ASSESSMENTS OF THE SERVICES PROVIDED BY PITTSBURGH'S MAJOR INTERMEDIARIES

(+2 = Very Helpful / +1 = Moderately Helpful / 0 = Not Helpful)

	Community Design Center		PPND		CTAC		PCRG		NeighborWorks		GTECH		Forbes Fund	
	Avg Response	# Responses	Avg Response	# Responses	Avg Response	# Responses	Avg Response	# Responses	Avg Response	# Responses	Avg Response	# Responses	Avg Response	# Responses
Information Sharing & Networking	1.1	22	1.1	23	1.2	22	1.5	25	1.2	16	1.3	12	1.2	17
Research	0.7	11	0.7	15	1.3	18	1.3	19	1.2	9	1.0	12	1.0	16
Policy Advocacy	0.7	10	0.6	13	0.7	10	1.5	21	1.1	7	0.9	10	1.3	12
Training, Educational Opportunities, & Workshops	1.1	13	0.9	18	1.1	21	1.3	18	1.3	11	0.8	12	1.3	16
Neighborhood Planning	1.4	17	0.8	21	1.1	14	1.1	15	0.4	5	1.0	10	1.0	7
Technical Assistance, Strategic Advice & Coaching	0.8	11	0.8	18	1.3	19	1.2	18	0.9	8	0.9	13	1.1	18
Operating Grants	0.4	7	1.0	21	0.4	7	0.2	9	0.4	5	0.7	7	0.6	8
Project Implementation Grants	1.3	16	0.9	21	0.5	6	0.9	11	0.4	5	0.8	10	1.1	16
Leadership Development	0.4	8	0.7	19	1.0	16	0.8	16	0.9	8	0.5	8	1.1	17
Convening Partners Around Collaborative Opportunities	0.8	17	1.0	22	0.9	15	1.4	20	1.1	8	1.2	10	1.0	12
Leadership in Initiating and Implementing CD Efforts	0.7	15	0.8	21	0.6	14	1.2	19	0.9	8	0.8	13	1.0	10

- Information Sharing & Networking
 - Strongest: PCRG (1.5)
 - Weakest: None (All rated above 1.1)
- Research
 - Strongest: CTAC and PCRG (1.3)
 - Weakest: Community Design Center and PPND (0.7)
- Policy Advocacy
 - Strongest: PCRG (1.5)
 - Weakest: PPND (0.6)
- Training, Educational Opportunities, & Workshops
 - Strongest: PCRG, NeighborWorks, and The Forbes Funds (1.3)
 - Weakest: None (lowest at 0.8)
- Neighborhood Planning
 - Strongest: Community Design Center (1.4)
 - Weakest: NeighborWorks (0.4)
- Technical Assistance, Strategic Advice, & Coaching
 - Strongest: CTAC (1.3)
 - Weakest: None (lowest at 0.8)
- Operating Grants
 - Strongest: PPND (1.0)
 - Weakest: PCRG (0.2)
- Project Implementation Grants
 - Strongest: Community Design Center (1.3)
 - Weakest: NeighborWorks (0.4)
- Leadership Development
 - Strongest: The Forbes Funds (1.1)
 - Weakest: Community Design Center (0.4)
- Convening Partners Around Collaborative Opportunities
 - Strongest: PCRG (1.4)
 - Weakest: None (lowest at 0.8)
- Leadership in Initiating and Implementing CD Efforts
 - Strongest: PCRG (1.2)
 - Weakest: CTAC (0.6)

ATTACHMENT C: CBO REPORTED QUANTIFIABLE OUTCOMES FROM 2000 TO 2010

	Total	# CBOs Reporting	CBO Average
Housing Units Developed	996	12	83
Housing Units Owned	833	8	104
Housing Units Under Mgmt	256	4	64
Retail, Commercial, or Industrial Developments Built	19	5	4
Retail, Commercial, or Industrial Developments Built (Sq ft)	479,400	6	79,900
Community Facility Projects Developed	8	7	1
Community Facility Projects Developed (Sq ft)	65,320	6	10,887
Homeowners Served in Counseling, Rehab, and Other Services	2,856	7	408
Individuals Served through Job Training and Placement Prgms	19,235	9	2,137
Commercial Businesses Assisted thru Commercial District Prgms	676	8	85
Small Businesses and Entrepreneurs Assisted	431	10	43
Building Facades or Storefronts Improved	315	9	35
New Businesses Attracted to or Helped to Start Up in Area	401	9	45
Permanent Jobs Created	2,264	10	226

ATTACHMENT D: CBO RATED FACTORS IMPORTANT TO THE FUTURE VITALITY OF PITTSBURGH

Importance to Future Vitality of Pittsburgh (3 = Critically Important / 0 = Not Important)	
Neighborhood residents having the tools they need to advocate for their neighborhood's interests	2.8
Multidimensional, neighborhood initiatives are in place that integrate economic development, neighborhood development, workforce development, education, and health & wellness	2.8
The assistance and functions provided by intermediaries are changed to better fit neighborhood priorities	2.7
There is support for efforts to promote mixed income neighborhoods	2.7
Funders align and coordinate their funding	2.7
Vacant land in the city is reclaimed and greened	2.5
Strategies are developed to further support business and entrepreneurial development in the neighborhoods	2.5
Neighborhoods have the amenities needed to attract and retain more young professionals in the city	2.5
Strategies are developed to improve the city's neighborhoods with the highest concentrations of low-income residents	2.5
Community development organizations are more closely integrated with transportation initiatives in the region	2.5
That the current network of community development corporations is supported and strengthened	2.4
The rate of home ownership in the city is increased	2.3
Community development organizations are more closely integrated with regional economic development strategies	2.2
Community development organizations are more closely integrated with workforce development	2.0

Appendix 2: Pittsburgh Community Development Intermediaries and Support Organizations

The city of Pittsburgh's community development system is served by four intermediary organizations and two support organizations. These include the Community Design Center of Pittsburgh (CDCP), the Community Technical Assistance Corporation (CTAC), Growth Through Energy & Community Health (GTECH), NeighborWorks Western Pennsylvania, the Pittsburgh Community Reinvestment Group (PCRG), and the Pittsburgh Partnership for Neighborhood Development (PPND). While all serve Pittsburgh-based community-based organizations (CBOs), each has a different history, provides different services, and targets slightly different populations.

Below, Mt. Auburn Associates briefly summarizes each organization's core mission and services, its current revenue levels (along with how much originates from philanthropic support), and how each is viewed by both funders and CBOs, according to survey results.

COMMUNITY DESIGN CENTER OF PITTSBURGH (CDCP)

The Community Design Center of Pittsburgh was established in 1968, incorporated in 1976, and in 1987 adopted its current name and approach to service delivery: providing grants, technical assistance, and education to help individuals and organizations purchase and use professional design and planning services. CDCP hopes to improve the quality of life through the design of the built environment and, by 2015, establish Pittsburgh as a place known for its design-oriented features.

At present, Stephen A. Glassman is the Design Center's executive director. The Center has an 11-member board drawn primarily from professionals in the design, development, and nonprofit assistance fields.

Every year, between 20 and 40 percent of its work is done directly with CDCs and CBOs, with a particular focus on those working in transitional or "on the edge" neighborhoods. Through its Design Fund, it helps organizations acquire the architectural and planning services they need, and through its Civic Stewardship Initiative, it helps to engage populations. Through its RenPlan program, CDCP provides educational materials and renovation resources to property owners citywide, helping them add value to their homes and neighborhoods.

Annually, CDCP gives out between \$40,000 and \$75,000 in grants, in addition to technical assistance. It has a staff of four full-time and two part-time employees, and, in 2009, had annual revenues of \$624,544. Total revenue in 2008 was slightly over \$1 million. From 2001 through 2009, approximately 43 percent of its funding originated from Pittsburgh's major foundations.

From the CBO Survey:

- 96 percent of respondents were familiar with CDCP's services.
- 46 percent received assistance from CDCP in the past five years.
- Respondents rated it 3.9 (of 5.0) on its Importance on Community Development Outcomes.
- 85 percent agreed that CDCP is a Valuable Partner.
- 48 percent agreed that it has a Clear Vision & Strategy.
- 63 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- CDCP was thought of as being particularly helpful in the following service areas: Neighborhood Planning and Project Implementation Grants, where it received the highest marks in both, out of all of the intermediaries.

From the Funders' Survey:

- 86 percent of responding funders were familiar with CDCP's services.
- 43 percent believed that it was important or very important to community development outcomes.
- 75 percent agreed that CDCP works Collaboratively.
- 63 percent agreed that it has a Clear Vision & Strategy.
- 38 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

COMMUNITY TECHNICAL ASSISTANCE CORPORATION (CTAC)

The Community Technical Assistance Corporation was created in 1981 to provide neighborhood organizations with guidance on management, organizational development, finances, computerized accounting, and economic strategy. At present, CTAC has four full-time staff, a half-time executive director, Karen Brean, up to 12 occasional employees or interns, and a 15-member board drawn primarily from community-based organizations, municipal government, and from the fields of design, finance, and information technology. CTAC focuses on: organizational development (strengthening the structure of community organizations and expanding the skills of their staff); community organizing (helping organizations harness hands-on community organizing in the field); data collection and analysis (collecting firsthand, street-level data, packaging it, and working with communities to then map and analyze it to put it to work in community development); and communications and advocacy (serving as a source for shared information and consensus building in Pittsburgh's community development system). It has also done significant work on databases, enabling CDCs to more easily create business improvement districts (BIDs), a contribution that is now considered to be "invaluable."

In 2010, CTAC had revenues of \$269,564. From 2001 through 2009, only 1 percent of its funding originated from Pittsburgh's major foundations. Most of CTAC's funding has come from the city of Pittsburgh.

CTAC is currently undertaking a new round of strategic planning.

From the CBO Survey:

- 96 percent of respondents were familiar with CTAC's services.
- 64 percent received assistance from CTAC in the past five years.
- Respondents rated it 3.4 (of 5.0) on its Importance on Community Development Outcomes.
- 78 percent agreed that CTAC is a Valuable Partner.
- 44 percent agreed that it has a Clear Vision & Strategy.
- 56 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- CTAC was thought of as being particularly helpful in the following service areas: Research and Technical Assistance, Strategic Advice & Coaching (tied for highest mark in the former, received the highest mark in the latter, out of all of the intermediaries).

From the Funders' Survey:

- 86 percent of responding funders were familiar with CTAC's services.
- 17 percent believed that it was important or very important to community development outcomes.
- 57 percent agreed that CTAC works Collaboratively.
- 43 percent agreed that it has a Clear Vision & Strategy.
- 29 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

GROWTH THROUGH ENERGY & COMMUNITY HEALTH (GTECH)

Growth Through Energy & Community Health (GTECH) was spun off from graduate research at the Heinz College of Public Policy and Management at Carnegie Mellon in 2007. Building on policy research on land use and the economic potential of green strategies for vacant land, GTECH first started by growing six acres of bio-energy crops on the city's largest remaining brownfield.

At present, it has a staff of eight. GTECH's executive director is Andrew Butcher, who reports to an eight-member corporate board, populated by executives and funders, joined by professionals from environmental and sustainability organizations and municipal government.

GTECH's efforts have fallen into four main categories: land use, social enterprise, education and outreach, and green economy. GTECH's land use program provides technical assistance, tools, and capacity-building assistance to transform vacant or blighted properties into productive community assets. It hosts three social enterprise ventures, including ReFuel PGH, an alternative fuel education program centered around recycled cooking oil; ReDirt, an R&D project aiming to produce inexpensive soil for reclamation; and ReSeed, which harvests seeds from vacant land for sale to commercial establishments. GTECH also provides education and outreach tailored to communities on land use, green jobs, alternative energy, conservation, and economic development, and, more broadly, connects people and institutions to opportunities within Pittsburgh's green economy.

In 2010, GTECH had revenues of \$531,192. From 2008 (when it started reporting) through 2009, 17 percent of its funding originated from Pittsburgh's major foundations.

From the CBO Survey:

- 75 percent of respondents were familiar with GTECH's services.
- 43 percent received assistance from GTECH in the past five years.
- Respondents rated it 3.3 (of 5.0) on its Importance on Community Development Outcomes.
- 60 percent agreed that GTECH is a Valuable Partner.
- 52 percent agreed that it has a Clear Vision & Strategy.
- 56 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- GTECH was thought of as being particularly helpful in the following service area: Information Sharing & Networking (rated second highest intermediary in this category).

From the Funders' Survey:

- 86 percent of responding funders were familiar with GTECH's services.
- 67 percent believed that it was important or very important to community development outcomes.
- 88 percent agreed that GTECH works Collaboratively.
- 100 percent agreed that it has a Clear Vision & Strategy.
- 63 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

NEIGHBORWORKS WESTERN PENNSYLVANIA

NeighborWorks Western Pennsylvania emerged from Neighborhood Housing Services to promote strong and vital neighborhoods by increasing opportunities for home ownership. Its mission is to empower individuals and families through education, counseling, and affordable financing, to promote homeownership and stable communities. With nine full-time staff members, NeighborWorks attempts to accomplish this driving goal through five programs: homebuyer education workshops (free workshops on housing topics from credit to closing taught by certified instructors), eHomeAmerica (an online, certificate granting homeownership course), budget and credit restoration (one-on-one budget and credit assistance counseling), foreclosure prevention (helping homeowners avoid foreclosures by working with them, key housing partners, and state and national programs), and youth financial literacy (instilling money and financial management skills from a young age).

Colin Kelly is currently serving as NeighborWorks executive director, and reports to a nine-member board largely drawn from professionals in the fields of finance and municipal government.

At present, NeighborWorks Western Pennsylvania, with PCRG, is developing a program to train interested individuals in community development work, with an expected five-person pilot class being sent to NeighborWorks America's weeklong institutes around the country.

In 2010, NeighborWorks had revenues of \$1,005,275. From 2001 through 2009, 27 percent of its funding originated from Pittsburgh's major foundations.

From the CBO Survey:

- 82 percent of respondents were familiar with NeighborWorks' services.
- 32 percent received assistance from NeighborWorks in the past five years.
- Respondents rated it 3.4 (of 5.0) on its Importance on Community Development Outcomes.
- 58 percent agreed that NeighborWorks is a Valuable Partner.
- 54 percent agreed that it has a Clear Vision & Strategy.
- 54 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- NeighborWorks was thought of as being particularly helpful in the following service area: Training, Educational Opportunities & Workshops (marks tied with PCRG as the highest in the category).

From the Funders' Survey:

- 71 percent of responding funders were familiar with NeighborWorks' services.
- 80 percent believed that it was important or very important to community development outcomes.
- 85 percent agreed that NeighborWorks works Collaboratively.
- 57 percent agreed that it has a Clear Vision & Strategy.
- 71.5 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

PITTSBURGH COMMUNITY REINVESTMENT GROUP (PCRG)

The Pittsburgh Community Reinvestment Group was founded in 1988 to bring together Pittsburgh's major lending institutions and public agencies to develop innovative reinvestment programs targeted at stabilizing and revitalizing the city's low- and moderate-income neighborhoods. PCRG is a membership organization whose ranks have grown from 22 members to 36 today. It provides community development advocacy, policy development, and capacity building through its Consumer Products Work Group, Safe Neighborhoods Network, Transit Working Group, Vacant Property Working Group, and its Working Group on Community Development. Members receive training, access to knowledge sharing, and professional development opportunities through regular speaker series, how-to and best practice guides on community development, and through partnerships with the National Development Council and the Coro Center for Public Affairs.

PCRG has a staff of six with Ernie Hogan as the organization's executive director. PCRG has a nine-member board, drawn exclusively from community-based organizations.

At present, PCRG, with NeighborWorks Western Pennsylvania, is developing a program to train interested individuals in community development work, with an expected five-person pilot class being sent to NeighborWorks America's weeklong institutes around the country. PCRG has also worked with Coro to create a leadership development curriculum, and is looking to assemble a \$40 million revolving mortgage purchase/rehab fund.

In 2009, PCRG had revenues of \$430,889. From 2001 through 2009, only 8 percent of its funding originated from Pittsburgh's major foundations.

From the CBO Survey:

- 96 percent of respondents were familiar with PCRG's services.
- 61 percent received assistance from PCRG in the past five years.
- Respondents rated it 3.9 (of 5.0) on its Importance on Community Development Outcomes.
- 81 percent agreed that PCRG is a Valuable Partner.

- 65 percent agreed that it has a Clear Vision & Strategy.
- 73 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- PCRG was thought of as being particularly helpful in the following service areas: Information Sharing & Networking, Research, Policy Advocacy, Training, Educational Opportunities & Workshops, and Convening Partners around Collaborative Opportunities (it tied for, or received, the highest marks in all of the aforementioned categories of any of the intermediaries).

From the Funders' Survey:

- 86 percent of responding funders were familiar with PCRG's services.
- 67 percent believed that it was important or very important to community development outcomes.
- 57 percent agreed that PCRG works Collaboratively.
- 43 percent agreed that it has a Clear Vision & Strategy.
- 57 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

PITTSBURGH PARTNERSHIP FOR NEIGHBORHOOD DEVELOPMENT (PPND)

The Pittsburgh Partnership for Neighborhood Development was set up in 1982 (incorporated in 1988) to be the intermediary between Pittsburgh area funders and city community development corporations working to improve distressed communities. Beginning as an idea between the Ford, Howard Heinz, and Mellon Bank foundations to maximize community development impact, it was among the first community development intermediaries in the country.

PPND now runs capacity-building programs that help support community leaders to organize neighborhoods, set neighborhood goals, and develop workable business plans to deliver on those aspirations. It is LISC's partner organization in southwestern Pennsylvania.

Recently, Ellen G. Kight, PPND's current executive director, has announced her retirement. PPND has a staff of seven. Its 15-member board is drawn from diverse fields, including finance, philanthropy, academia, municipal government, and regional organizations.

The organization focuses its efforts on "Champion Neighborhoods." Approximately 85 percent of its investments are focused on these four areas: East End Champion Neighborhoods: Communities in the East End including Bloomfield, Garfield, East Liberty, Friendship and Lawrenceville; Pittsburgh Central Champion Neighborhoods: Central neighborhoods including Oakland, Uptown and the Hill District; and Hilltop Champion Neighborhoods: Southern Hilltop neighborhoods including Allentown, Arlington, Arlington Heights, Beltzhoover, Bon Air, Carrick, Knoxville, Mt. Oliver, Mt. Oliver Borough, and St. Clair. Its grant program, the Community Investment Program (CIP), does, however, respond to emerging needs and opportunities in capacity building, program development, and projects elsewhere in the city.

In 2010, PPND had revenues of \$3,165,337. From 2001 through 2009, 75 percent of its funding originated from Pittsburgh's major foundations.

From the CBO Survey:

- 100 percent of respondents were familiar with PPND's services.
- 70 percent received assistance from PPND in the past five years.
- Respondents rated it 3.9 (of 5.0) on its Importance on Community Development Outcomes.
- 81 percent agreed that PPND is a Valuable Partner.
- 54 percent agreed that it has a Clear Vision & Strategy.
- 54 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.
- PPND was thought of as being particularly helpful in the following service area: Operating Grants (it received the highest rating of all intermediaries, though the rating was Moderately Helpful).

From the Funders' Survey:

- 100 percent of responding funders were familiar with PPND's services.
- 86 percent believed that it was important or very important to community development outcomes.
- 88 percent agreed that PPND works Collaboratively.
- 72 percent agreed that it has a Clear Vision & Strategy.
- 75 percent agreed that it is Critical to Pittsburgh over the Next 10 Years.

Appendix 3: Pittsburgh Inventory of Community Development Organizations

The purpose of this inventory is to provide information about the active community-based organizations currently working and participating within the city of Pittsburgh's community development system. The attached may not be an exhaustive list.

Within the inventory, Mt. Auburn Associates included organizations that met the following criteria:

- Worked at the neighborhood level within the City of Pittsburgh;
- Focused on improving the lives and local environment of local residents through community development, economic development, and/or capacity building activities;
- Showed activity within the previous twelve months (i.e. active 501(c)3, mentioned in interviews or news sources, active website with up-to-date information).

Sources:

CBO Capacity "Ratings" originate from a Mt. Auburn Associates' survey of intermediaries in late 2011. The ratings represent the averages of those responses. Partnership information represents latest information available, either through conversations or

East End Partnership: <http://www.eastendpartnership.org/>

Hilltop Alliance: <http://www.pghhilltopalliance.com/index.php/about-us/member-organizations>

Northside Leadership Conference: <http://www.pittsburghnorthside.com>

PCRG Member: <http://www.pcr.org/about/members> supplemented with additional information from Jane Downing, Pittsburgh Foundation

PPND Development Partners: <http://www.ppnd.org/where/multineighborhood/multineighborhood.shtml>



Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
31st Ward Community Action Group	<i>Not Rated</i>	8	Hays, Lincoln Place, New Homestead	IRS notes it as having a "community development" purpose				
Allegheny City Society	<i>Not Rated</i>	3	Allegheny Center	To perpetuate the historical and social life of that portion of the city of Pittsburgh known prior to 1907 as Allegheny City.				Northside Leadership Conference
Allegheny West Civic Council	<i>Not Rated</i>	3	Allegheny West	Allegheny West Civic Council is a 501(c)3 non-profit organization dedicated to historic preservation.				Northside Leadership Conference
Allentown Community Development Corporation	Low-Medium	6	Allentown	The Allentown Community Development Corporation is a nonprofit organization whose goal is to make Allentown a premier place to live, work, shop, and play.	Hilltop	Hilltop		Hilltop Alliance
Arlington Civic Council	<i>Not Rated</i>	7	Arlington	The purpose of the Arlington Civic Council is to provide neighborhood support, while advocating for the residents of the greater Arlington community.		Hilltop		
Banksville Area Community Council	<i>Not Rated</i>	5	Banksville	No description publically available			Yes	
Beechview Merchants Association	<i>Not Rated</i>	5	Beechview	Business people working together to advance the commercial and civic interests of the Beechview area. To make the community a better place to live, trade, and make a living.				
Beltzhoover Citizens Community Development Corporation	Low	6	Beltzhoover	Beltzhoover Citizen CDC has had its tax exempt status revoked by the IRS for noncompliance.	Hilltop	Hilltop		Hilltop Alliance
Beltzhoover Neighborhood Council	<i>Not Rated</i>	6	Beltzhoover	IRS notes it as a "human service" organization; no additional information is available, though it has been involved in various development efforts		Hilltop		Hilltop Alliance

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Bethany House Academy	Not Rated	1	Northview Heights, St. Clair	Bethany House has provided comprehensive, culturally appropriate prevention and educational services to the African-American residents in public housing communities in Northview Heights and St. Clair Village				
Bloomfield Citizens Council	Not Rated	12	Bloomfield	No description publically available		East End		
Bloomfield Development Corporation	Low-Medium	12	Bloomfield	Mission is to oversee the implementation of various economic development strategies such as business recruitment, business expansion, business and job development, and pursuit of funding opportunities to achieve these goals.		East End		
Bloomfield-Garfield Development Corporation	High	12	Bloomfield, Garfield	The Bloomfield-Garfield Corporation (BGC) seeks to reknit the social, economic, and physical fabric of the Bloomfield, Garfield, and Friendship neighborhoods by engaging and inspiring members of the community.	East End	East End	Yes	East End Partnership
Bon Air Civic Association	Not Rated	6	Bon Air	Organization established to share news and information with Bon Air residents as well as to provide a place for residents to share their concerns and stories.		Hilltop		
Brashear Association	Medium	6, 7	Allentown, Arlington, Southside Flats, Southside Slopes	Brashear was instrumental in the development of community mental health services, the establishment of grassroots organizations such as community and tenant councils, and the organization of coalitions such as the Southside Planning Forum and the South Consortium.		Hilltop		
Brighton Heights Citizens Federation	Not Rated	2	Brighton Heights	The Federation exists for the purpose of promoting neighborhood improvement by uniting Brighton Heights residents, organizations, and institutions to work toward stimulating cooperative neighborhood study, planning, and interaction for the betterment of its citizens.				Northside Leadership Conference
Brightwood Civic Group	Not Rated	2	Marshall-Shadeland	The Brightwood Civic Group was established in 1985 and incorporated in 1992. It has initiated the Woodland Avenue Revitalization Project, among other projects.				Northside Leadership Conference
Carrick Business Association	Not Rated	5	Carrick	The Carrick Business Association is committed to empowering local businesses and to taking an active leadership role in promoting a vital, safe and clean community.		Hilltop		

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Carrick Community Council	Low	5	Carrick	Foster a vibrant and dynamic neighborhood through responding to community needs, building strong partnerships, and engaging those who live and work to contribute to the safety and appearance of Carrick.	Hilltop	Hilltop		Hilltop Alliance
Central Northside Neighborhood Council	Medium	3	Central Northside	Mission is to enhance the lives of Central Northside residents. By end of 2015 CNNC will transform all our neighborhood's vacant lots and empty storefronts by filling them with thriving individuals, commerce and families of all kinds.			Yes	Northside Leadership Conference
Coalition of Organized Residents of East Liberty	Not Rated	12	East Liberty	COR's vision is one of equality for all residents of the East Liberty community. It is the goal of COR to improve the quality of life for the low-income residents of the community.		East End		
Community Alliance of Spring Garden - East Deutschtown	Not Rated	1, 3	Spring Garden, East Allegheny	Founded in 2011 for community improvement and capacity building.				Northside Leadership Conference
Community Leaders for a United Beechview (CLUB)	Not Rated	5	Beechview	The CLUB was organized to encourage communication and collaboration among organizations and to inspire community involvement.			Yes	
Deutschtown Merchants Association/ Historic Deutschtown Development Corp.	Not Rated	3	East Allegheny	The Deutschtown Merchants Association (formerly "East Allegheny Revitalization Corporation") was re-activated in 2008 to growing interest in business district. There has been a "rediscovery" of the Deutschtown as a premier (and still affordable) residential location.				
Dinwiddie Community Alliance	Not Rated	15	Crawford-Roberts	The IRS notes that the purpose of this organization is "Economic/Community Development"		Central		
East Allegheny Community Council	Medium	3	East Allegheny	Improve the quality of life for residents by encouraging restoration and preservation of housing; organizing and supporting social, cultural, and educational events; promoting safety, city ordinances and performance of city services in East Allegheny (Deutschtown).			Yes	Northside Leadership Conference
East Liberty Concerned Citizens	Low	6	East Liberty	No description publically available		East End	Yes	

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
East Liberty Development, Inc.	High	12	East Liberty	East Liberty Development, Inc. is a 501(c)3 community development corporation in Pittsburgh's East Liberty neighborhood. The mission of ELDI is to foster the revitalization of the East Liberty community.	East End	East End	Yes	East End Partnership
Economic Development South	Not Rated	5	Carrick, Overbrook	Economic development facilitator and neighborhood promoter.		Hilltop	Yes	
Fineview Citizens Council	Low-Medium	3	Fineview	FCC's mission is to develop affordable and desirable housing through public and private funds, to foster a strong sense of pride and ownership in the community, and to generally improve the quality of life for each citizen of Fineview.			Yes	Northside Leadership Conference
Friendship Development Associates	Low	12	Friendship	FDA is a neighborhood-based, professionally-staffed, nonprofit community development organization whose mission is to revitalize the Friendship area – a socially and economically diverse community – through strategic and responsible real estate development.	East End	East End	Yes	East End Partnership
Friendship Preservation Group	Not Rated	12	Friendship	Friendship Preservation Group (FPG) is the neighborhood membership organization and advocacy group working on zoning, beautification, public safety, and youth, families and education.		East End		
Garfield Jubilee Association	Low-Medium	12	Garfield	GJA is a Christian-based, nonprofit, community development organization formed to develop programs and activities, which benefit and stabilize the welfare of low-to-moderate income families and the community in general.		East End	Yes	
Glen Hazel Citizens Association	Not Rated	9	Glen Hazel	IRS Notes it as having a "community support" purpose.				
Greenfield Organization	Not Rated	9	Greenfield	The mission of the Greenfield Organization is to aid in maintaining and enhancing the spirit, viability, and economic and social stability of the Greenfield Community.				
Hazelwood Initiative	Low	9	Hazelwood	The mission of the Hazelwood Initiative, Inc. (HI) is to act s a catalyst for the revitalization of the Greater Hazelwood community.			Yes	

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Hazelwood Urban Gardens	Low	9	Hazelwood	Our mission is to transform littered, vandalized vacant lots into robust and sustainable urban gardens.				
Highland Park Community Council	<i>Not Rated</i>	12	Highland Park	HPCC, in operation since 1945, is the oldest neighborhood organization in Pittsburgh. Originally created as a social organization, it is now dedicated to causes that include recreation, the park, education, safety, zoning, and recruitment of businesses.				
Highland Park Community Development Corporation	Medium	12	Highland Park	Nonprofit community development in the Highland Park neighborhood of Pittsburgh, PA			Yes	
Hill Community Development Corporation	Medium	15	Crawford-Roberts, Bluff, Middle Hill, Terrace Village, Bedford Dwellings, Upper Hill	The Hill CDC works in partnership with residents and stakeholders to create, promote, and implement strategies and programs that connect plans, policies and people to drive compelling community development opportunities in the Greater Hill District.		Central	Yes	
Hill District Consensus Group	<i>Not Rated</i>	15	Crawford-Roberts, Bluff, Middle Hill, Terrace Village, Bedford Dwellings, Upper Hill	The mission of the Hill District Consensus Group is to work together through the differences and with the commonalities, to establish and enforce standards and processes in all aspects of community life: economic, political, spiritual, and social, for the ongoing health and prosperity of the community.		Central		
Hill House Association	High	15	Crawford-Roberts, Bluff, Middle Hill, Terrace Village, Bedford Dwellings, Upper Hill	The Hill House Association is an independent nonprofit organization offering a wide range of programs and services to Pittsburgh's Hill District community and surrounding areas.		Central		
Hill House Economic Development Corporation	Medium	15	Crawford-Roberts, Bluff, Middle Hill, Terrace Village, Bedford Dwellings, Upper Hill	HHEDC, an independent non-profit organization affiliated with the Hill House Association, promotes sustainable business growth, affordable housing, and other strategic investments that improve quality of life in the Greater Hill District community.	Central	Central	Yes	
Hilltop Alliance	Low-Medium	5, 6, 7	Allentown, Arlington, Arlington Heights, Beltzhoover, Bon Air, Carrick, Knoxville, Mt. Oliver, St. Clair	The primary goal of the Hilltop Alliance is to connect neighborhood-based organizations and leverage their individual efforts, creating a shared vision and voice for the Hilltop, hereby preserving and creating Hilltop assets.	Hilltop	Hilltop	Yes	
Hilltop Economic Development Corporation	Low-Medium	6, 7	Arlington, Bon Air, Knoxville, Mt. Oliver	The Hilltop Economic Development Corporation is a 501(c)3 non-profit community development corporation dedicated to serving Pittsburgh's hilltop neighborhoods of Arlington, Bon Air, Knoxville and Mt. Oliver.		Hilltop		Hilltop Alliance

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Homewood Brushton Community Coalition	Not Rated	11	Homewood North, East Hills	IRS notes that this organization's main purpose is to: "To provide advocacy to community groups that promote economic development "				
Homewood Children's Village	Not Rated	11	Homewood North, Homewood West, Homewood South	Using the Harlem's Children's Zone as its model, the mission of the Homewood Children's Village is "to simultaneously improve the lives of Homewood's children and to reweave the fabric of the community in which they live."				
Kingsley Association	High	12	East Liberty, Larimer	The Kingsley Association works diligently to provide comprehensive, culturally-relevant, educational, recreational, and social programming that positively impacts the lives of youth, their families and their communities.		East End		
Larimer Consensus Group	Medium	12	Larimer	Community group established to gather input for the 2008 Larimer Community Plan; may now be defunct (no recent updates)				
Lawrenceville Corporation	High	13	Central Lawrenceville, Lower Lawrenceville, Upper Lawrenceville	The mission of the Lawrenceville Corporation is: "to act as a catalyst and conduit for reinvestment in the Lawrenceville community."	East End	East End	Yes	
Lawrenceville Stakeholders	Not Rated	13	Central Lawrenceville, Lower Lawrenceville, Upper Lawrenceville	Lawrenceville Stakeholders is a membership-driven community organization dedicated to promoting the revitalization and development of Lawrenceville's residential sector.		East End		
Lawrenceville United	High	13	Central Lawrenceville, Lower Lawrenceville, Upper Lawrenceville	Lawrenceville United is an inclusive, resident-driven community-based nonprofit organization focused on improving the overall quality of life for Lawrenceville residents and stakeholders through community engagement, organizing, advocacy, planning, and development.		East End	Yes	East End Partnership
Lincoln Lemington Enhanced Housing	Not Rated	11	Lincoln-Lemington-Belmar	The IRS notes its mission as being providing "housing for low-income individuals"				
Manchester Citizens Corporation	Medium	3	Manchester	The mission of Manchester Citizens Corporation is to plan, build, promote, and maintain a thriving community representing the residents of Manchester.			Yes	Northside Leadership Conference

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Manchester Historic Society, Inc.	<i>Not Rated</i>	3	Manchester	The Manchester Historic Society is a nonprofit community organization originally formed to promote historic housing in Manchester.				
Mexican War Streets Society	Medium	3	Central Northside	The Mexican War Streets Society (MWSS) was founded in 1969 as a non-profit organization. Its mission is to preserve the historic character of the Mexican War Streets and to promote the neighborhood through personal and community involvement.			Yes	Northside Leadership Conference
Morningside Area Community Council	Medium	12	Morningside	MACC exists to actively represent the interests of concerned residents, businesses, organizations, and other interested parties to promote and foster the social, economic, and physical well being of Morningside.				
Mt. Oliver Neighborhood/Claire Village Block Watch	Low	7	Mt. Oliver, St. Clair	No description publically available	Hilltop	Hilltop		Hilltop Alliance
Mt. Washington Community Development Corporation	High	6	Duquesne Heights, Mount Washington	Established in 1990, the mission of the MWDC is to cultivate growth, development, and community investment.			Yes	
Neighbors in the Strip	Medium	13	Strip District	A nonprofit that "promotes economic development opportunities, while preserving the personality, integrity and character of the Strip."				
New Hope for Neighborhood Renewal	<i>Not Rated</i>	2	Marshall-Shadeland	Since NHNR's birth in 1999, much has been accomplished, but renewal is a long-term investment and there remains much to be done in the redeeming of this small neighborhood.				
North Point Breeze Planning and Development Corporation	<i>Not Rated</i>	11	Point Breeze North	The IRS notes its mission as being "community planning and development."				
North Shore Community Alliance	<i>Not Rated</i>	3	Manchester	Since 1895, NCA has not only delivered quality service to families from a social service perspective, but has expanded its menu to include programming in: Workforce Development, Parenting, Senior Citizen, Youth, and anti-violence programs.				

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Northside Civic Development Council	Not Rated	3	Central Northside	No description publically available				
Northside Leadership Conference	Medium-High	1, 2, 3	Allegheny West, Brighton Heights, Brightwood, Central Northside, East Allegheny, Fineview, Manchester, Perry North, Perry South, Spring Garden, Spring Hill, Summer Hill, Troy Hill	The Northside Leadership Conference (NSLC) is a coalition of Northside community-based organizations, committed to addressing mutual concerns through a united approach in order to promote and enhance the vitality, quality of life and image of Pittsburgh's Northside.			Yes	
Northside Cultural Collaborative	Not Rated	3	Allegheny Center, Allegheny West, Manchester, East Allegheny, Chateau, Central Northside	The Northside Cultural Collaborative is in a mission to coordinate with the cultural organizations, civic bodies, community groups, businesses, and other organizations to create a vehicle that showcases "something for everyone" in our neighborhoods.				
Northside Tomorrow	Not Rated	3	Central Northside	A joint venture of Northside Central Neighborhood Council and the Northside Leadership Conference to develop the Garden Theater block.				
Oakland Business Improvement District	High	14	Central Oakland, North Oakland, South Oakland, West Oakland	To be recognized as a vibrant and dynamic business district that sets the national standard for other commercial districts' growth and innovation.		Central		
Oakland Community Council	Not Rated	14	Central Oakland, North Oakland, South Oakland, West Oakland	Oakland Community Council was created in 1995 to assist residents in participating in the University of Pittsburgh's Master Plan process. Since its inception, Oakland Community Council has represented the needs of residents to the City and the institutions.		Central		
Oakland Planning & Development Corporation	High	14	Central Oakland, North Oakland, South Oakland, West Oakland	OPDC builds a better Oakland through job placement services, neighborhood preservation and investment programs, resident volunteer efforts, youth services, and community engagement.	Central	Central	Yes	
Observatory Hill, Inc.	Not Rated	2	Perry South	Guidestar reports organization's primary purpose is "community development." Website used to highlight neighborhood.				Northside Leadership Conference
Operation Better Block: Homewood	Medium	11	Homewood North, Homewood West, Homewood South	The mission of Operation Better Block, Inc. is to prevent the spread of blight and neighborhood deterioration and to further a sense of responsibility and civic pride.			Yes	

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Peoples Oakland	Not Rated	14	Central Oakland, North Oakland, South Oakland, West Oakland	Peoples Oakland is a private nonprofit agency established by local residents as a community, planning, and organizing agency.		Central		
Perry Hilltop Citizens Council	Low	2	Perry South	The Perry Hilltop Citizens' Council is a nonprofit whose mission is to stimulate civic and social action to benefit all residents and to improve the quality of life for all residents and business enterprises within the Perry Hilltop neighborhood.			Yes	Northside Leadership Conference
Pittsburgh Downtown Neighborhood Association	Not Rated	16	Central Business District	The Pittsburgh Downtown Neighborhood Association represents and advocates for the needs of Downtown residents, seeks to enhance the livability of our neighborhood and promotes community-building.			Yes	
Pittsburgh Downtown Partnership	Not Rated	16	Central Business District	To advance initiatives that foster economic vitality and improve Downtown life - for a moment or for a lifetime.				
Polish Hill Civic Association	Medium	13	Polish Hill	Our mission is to respect and preserve the sense of community in Polish Hill while promoting economic and housing development opportunities and improving the quality of life for our community."			Yes	
Regent Square Civic Association	Not Rated	10	Regent Square	RSCA helps to maintain a sense of community and continuously improve the quality of life in its neighborhood. It serves as a liaison to government, event organizer, initiator of neighborhood improvements, collaborator, disseminator of information, and advocate.				
Rosedale Block Cluster	Medium-High	11	Homewood South	The Rosedale Block Cluster, Inc., (RBC's) mission is to improve the image of the community by developing, promoting, implementing, and planning programs and special events to enhance the community's attractiveness for residents and merchants.				
Schenley Heights Community Development Program	Low-Medium	15	Upper Hill, Terrace Village	The Schenley Heights Community Development Program (SHCDP) was established in 1995 to provide an alternative to crime and other socially destructive activities that too often plague inner city, low-income communities.		Central		
Shadyside Action Coalition	Not Rated	12	Shadyside	The Shadyside Action Coalition is made up of people like you – homeowners and renters – Shadyside residents who have an interest in maintaining and improving the quality of life in our eclectic neighborhood.				

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Sheraden Community Council	Not Rated	4	Sheraden	Registered nonprofit, founded in 1998 and open to everyone interested in sustaining the Sheraden community.				
South Pittsburgh Development Corporation	Not Rated	5	Brookline	Promotion of economic development in the community.				
Southside Community Council	Not Rated	7	Southside Flats, Southside Slopes	A 501(c)3 dedicated to providing leadership, advocacy, and information about quality of life issues affecting residents, property owners, and businesses; along with celebrating the South Side's unique history and sense of community.			Yes	
Southside Local Development Company	Medium	7	Southside Flats, Southside Slopes	Formed in 1982, South Side Local Development Company is a non-profit community development organization committed to the historic preservation and economic development of Pittsburgh's South Side.			Yes	
Southside Slopes Neighborhood Association	Low	7	Southside Slopes	Neighbors working together to make the Slopes a more livable, beautiful, and safe community			Yes	
Spring Garden Neighborhood Council	Low	1	Spring Garden	Founded in 1988 for the improvement and development of the Spring Garden neighborhood.				
Spring Hill Civic League	Not Rated	1	Spring Hill-City View	The Spring Hill Civic League exists to serve the people and businesses of the Spring Hill community. It celebrated its 61st anniversary in 2012.				Northside Leadership Conference
Squirrel Hill Urban Coalition	Low-Medium	10	Squirrel Hill	The Squirrel Hill Urban Coalition is a nonprofit community organization dedicated to preserving and improving the quality of life in the 14th Ward of the City of Pittsburgh				
Troy Hill Citizens	Low	1	Troy Hill	We are a nonprofit community development organization established to foster programs of a civic and social nature and to improve the quality of life for its residents. The organization strives to find creative and sustainable ways to enhance and revitalize the neighborhood.			Yes	Northside Leadership Conference

Pittsburgh Community Based Organizations (CBOs)	CBO Capacity Rating (From Intermediary Survey)	Sector(s)	Primary Neighborhood(s) Served	Mission (From website and/or available documents)	PPND Champion Development Partners - Current	<u>Located</u> in PPND Champion Neighborhood	PCRG Member	Other Coalitions/ Partnerships
Union Project	<i>Not Rated</i>	12	East Liberty, Garfield	Union Project has empowered local residents and strengthened the stability of Pittsburgh's East End neighborhoods via the creation of hundreds of new jobs, microbusinesses, and nonprofits, more than 35,000 volunteer hours to help renovate and improve our space.		East End		
Uptown Partners of Pittsburgh	Medium	15	Bluff	Uptown Partners of Pittsburgh is a community-based organization of residents, institutions, and business owners—working together to build a vibrant community.	Central	Central	Yes	
West End Elliott Citizens Council	<i>Not Rated</i>	4	Elliott, West End	WEECC is a community-oriented organization dedicated to the improvement and enrichment of the West End and Elliott neighborhoods				
West Pittsburgh Partnership for Regional Development	Low	4	West End	West Pittsburgh Partnership for Regional Development, Inc. (WPP) is a nonprofit community development corporation dedicated to rebuilding Pittsburgh's European-styled West End Village.			Yes	

Appendix 4: Assessment of Pittsburgh's Community Development System: Foundation Funding

METHODOLOGY

In late 2011, seven Pittsburgh-area foundations—Birmingham Foundation, Buhl Foundation, The Heinz Endowments, Roy A. Hunt Foundation, McAuley Ministries, McCune Foundation, and The Pittsburgh Foundation—granted Mt. Auburn Associates access to their philanthropic giving records for the previous decade. This data was supplemented with grant data from the Richard King Mellon Foundation acquired by Mt. Auburn staff from 10 years' worth of the IRS' 990 forms¹. Mt. Auburn Associates received the raw data, cleaned and formatted it, and compiled it into a database with over 12,800 observations (grants) made between 2000 and 2011.

Among other steps to enhance our analyses, Mt. Auburn Associates assigned every grant a “geography” and “type.” For geography, where possible, staff identified the area served by the individual grant, based upon the location of the grantee and the grant's description. Grants were then assigned a number (“1” through “16”), representing the 16 sectors of Pittsburgh developed by the City of Pittsburgh Department of City Planning (PGHSNAP 2/1/2012); multiple numbers, representing cross-sectors (i.e., “1,2,3” for “Northside” projects); a “CityWide” classification, for monies going to organizations or services with a full Pittsburgh reach; a “Regional” classification, for funding going to organizations or services with a broader regional, though not exclusively Pittsburgh, focus; a “State” classification for general statewide programs, which include, but are not limited to, the Pittsburgh region; “National,” for programs and services at the national level; and “Not Pittsburgh,” for grants that have gone to specific causes, organizations, or investments that have impacted communities or areas completely outside of Pittsburgh. Classifying grants in this manner allowed Mt. Auburn to focus on community development grants to entities focused on or within the city of Pittsburgh.

For the “type” category, every grant was assigned a primary use. These categories included: Animals, Anti-violence, Arts and Culture, Civic, Community Development, Education, Environment, Health and Human Services, Leadership and Nonprofit Development, Parks and Open Space, Regional Development, Targeted Business Development, Transit/Infrastructure, Workforce, and Youth. For our purposes, the most important category will be “Community Development.”

Those grants included in “Community Development” were assigned one further qualification: the type of organizations that received them. As seen later within our analysis, through assessing what type of organization funding flowed to—a community-based organization, a community development intermediary, a faith-based organization, a financial intermediary, a governmental organization, etc.—Mt. Auburn Associates could begin to map funding

¹ Despite data review and clean-up, manual input always results in a higher likelihood for user-error over directly receiving such data from source.

throughout the Pittsburgh CDC system. To supplement community development intermediary data, Mt. Auburn also pulled from past IRS 990 reports available through the GuideStar service.

While Mt. Auburn's collected data held grant observations from as early as 2000 and as late as 2011, data from all of the foundations are incomplete for both 2000 and 2011. Thus, our analyses focus on the years for which we have complete data: the 10-year period of 2001 through 2010.

DISBURSEMENT OVERVIEW

According to data received by Mt. Auburn, during the 10 years ending in 2010, the eight foundations disbursed just shy of \$1.7 billion or approximately \$170 million on average per year to various causes and organizations. Giving peaked in 2007 at \$224 million, though fell considerably over the two years that followed, down to \$190 million in 2008, and \$139 million in 2009. Disbursements rebounded to \$169 million in 2010². Foundation giving totals are shown in Figure 1³.

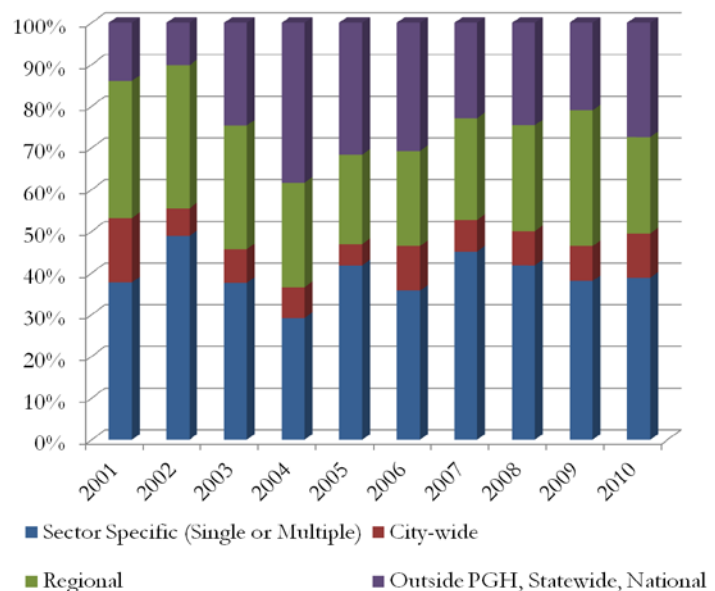
Figure 1: Foundation Giving Levels (2001-2010) ³

Foundations	Total Giving	%
Mellon	\$717,944,000	42.3%
Heinz	\$578,329,950	34.1%
McCune	\$252,080,706	14.9%
Pittsburgh Foundation	\$94,614,075	5.6%
Buhl	\$32,141,230	1.9%
Hunt	\$10,142,113	0.6%
Birmingham	\$7,535,710	0.4%
McAuley	\$4,363,894	0.3%
	\$1,697,151,678	100%

As depicted in Figure 2, the amount of funding that has gone to Pittsburgh-centric causes (sector, citywide, or regional) has varied considerably through the years. In 2001, 82.3 percent of funding went to Pittsburgh-centric causes. These levels fell to 60.7 percent in 2004, before rebounding to 75.8 percent in 2007.

From 2001 to 2010, the biggest funder of Pittsburgh-centric activities of the eight foundations has been The Heinz Endowments, which disbursed 88 percent of its funds, or \$512 million, regionally. This compares to Mellon's \$444 million (62 percent of its funds). The Birmingham, Buhl, Hunt, McAuley, and Pittsburgh

Figure 2:
Foundation Giving: Geographic Distribution of 100% (01-10)



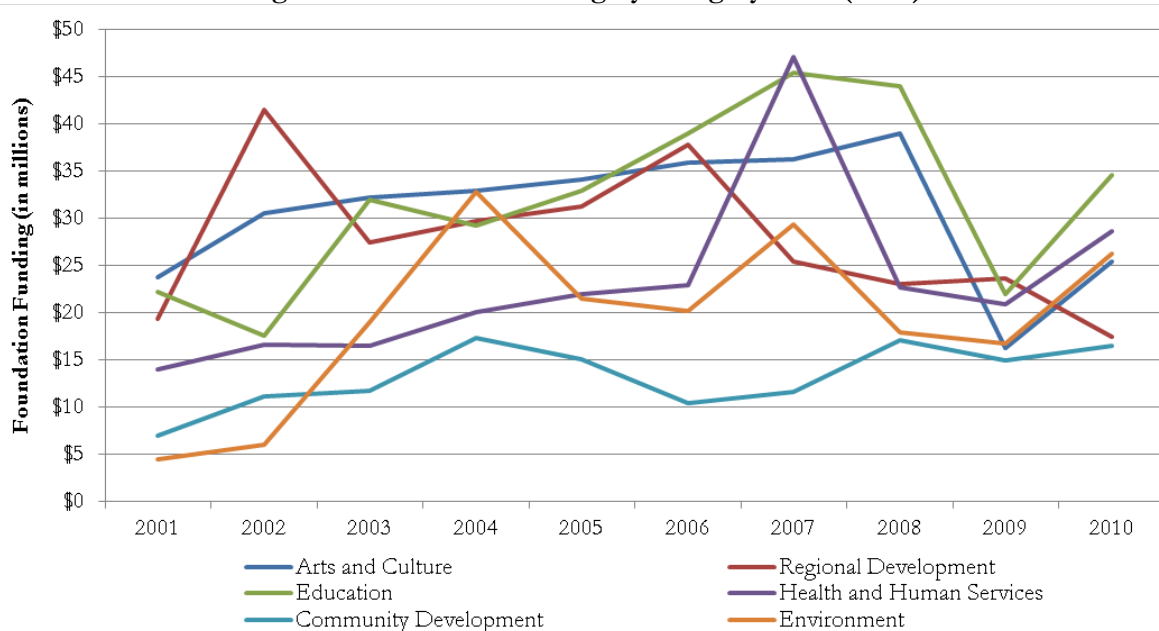
² 2011 also looks positive, with projected collective giving meeting or exceeding 2010 levels.

³ Totals may not be completely congruent with foundations' internal counts due to possible differences in timeframes, data categorizations, and amount of data disclosed.

foundations all, almost exclusively, targeted their funding to organizations and causes within the region (at 98 percent, 95 percent, 94 percent, 99 percent, and 92 percent, respectively), while the McCune Foundation spent approximately 71 percent within the region.

The top six categorical funding recipients over the decade, by cumulative dollar amounts, were arts and culture, regional development, education, health and human services, community development, and environment. These six categories made up nearly 77 percent of all funds expended. Funding levels over the 10-year period are shown in Figure 3.

Figure 3: Foundation Giving by Category 100% (01-10)



For much of the last five years, 2006 through 2010, education recipients (i.e., schools, universities) have collected the greatest amount of foundation funding. Consistently close behind have been arts and culture (i.e., museums, art programs, etc.) and regional development (i.e., technology development, regional economic development, etc.). Arts and culture, education, and health and human services all saw sharp declines in funding at the start of the economic recession. Interestingly though, while most of top five categories experienced significant variations over the period, community development has been privy to a general upward trend in funding.

COMMUNITY DEVELOPMENT FUNDING

During the 10-year period, the eight foundations allocated approximately \$109 million to community development causes and organizations within or immediately around the Pittsburgh area.

OVERVIEW

Since 2001, the growth in community development funding in and around Pittsburgh by the eight foundations has been considerable, as displayed in Figure 4. In 2001, community development funding stood at slightly more than \$6 million. By 2010, total funding peaked at \$14.2 million.

While funding is less concentrated in community development as compared to other foundation funding categories, the top 10 grantees (Figure 5) have absorbed significant amounts of funding over the decade. From 2001 to 2010, for Pittsburgh-centric organizations within community development, the Pittsburgh Partnership for Neighborhood Development (PPND) was the biggest recipient of foundation dollars, receiving over \$17 million. Much of this funding, it should be noted, is re-granted by PPND to approximately a dozen CDCs, while PPND's internal operating budget has remained fairly consistent at around \$650,000 over the 10-year period. Further, since 2010, while having a citywide mission, a majority of PPND's funding has gone directly to support its Champion Neighborhoods.

Figure 4: Community Development Funding (01-10)

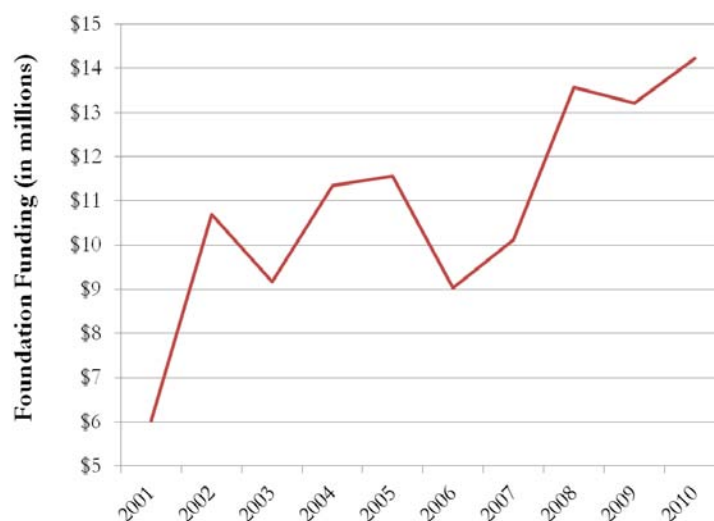


Figure 5: Top Ten Recipients of Community Development Funding (01-10)**

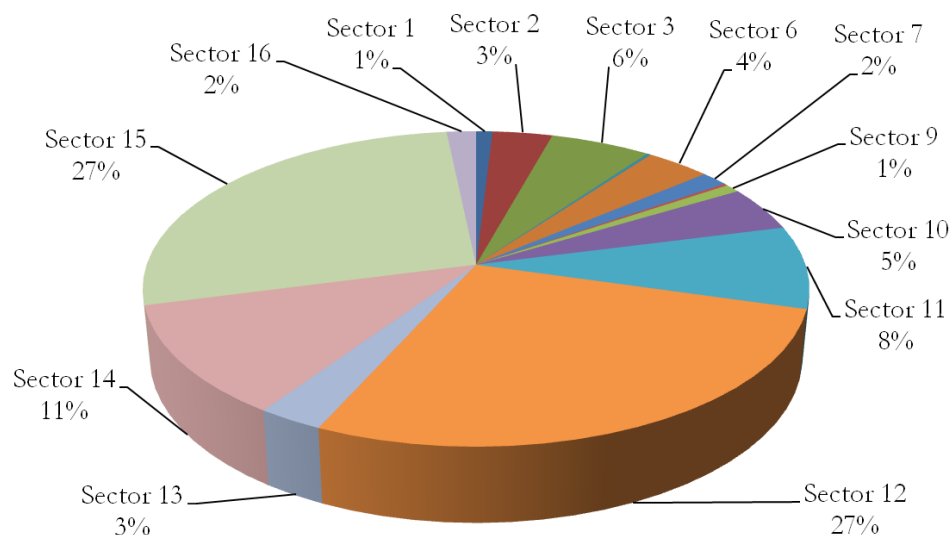
Rank	Grant Recipient	Total Funding (2001-2010)
1	Pittsburgh Partnership for Neighborhood Development (PPND)	\$17,331,050
2	Bridgeway Capital, Inc.	\$11,380,000
3	Hill House Association	\$8,491,901
4	Pittsburgh Project	\$5,991,759
5	Local Initiatives Support Corporation	\$4,384,500
6	East Liberty Development, Inc.	\$3,093,961
7	Community Design Center of Pittsburgh	\$2,859,000
8	ACTION Housing	\$2,640,000
9	Hosanna Industries, Inc.	\$2,440,000
10	Allegheny Conference on Community Development	\$2,404,060
Total		\$61,016,231

** Only the specific grants to Allegheny Conference for its work in Oakland were included in this chart. The remaining grants to Allegheny Conference were categorized as regional development.

Based upon the City of Pittsburgh Department of City Planning's sector definitions (discussed further in Appendix 5), the top sector-recipient of community development

funding was Sector 15, the Hill District & Uptown (Figure 6), which received \$14.1 million in funding over the 10 years, or 27 percent of all sector-specific funding. The Upper East End (Sector 12) received the second highest sector-specific funding. Together, these two sectors absorbed nearly 55 percent of all sector-specific funding over the decade.

Figure 6: Sector-Specific Community Development Funding Distribution (01-10)



MAPPING THE SYSTEM

From 2001 through 2010, 44 percent of community development funding by the eight foundations in and around Pittsburgh, or \$47.7 million of the \$109 million disbursed, went directly to community-based organizations, including faith-based organizations (Figure 7). Another \$23.3 million went to community development Intermediaries (i.e., PPND, PCRG, CTAC, Community Design, GTECH, NeighborWorks), \$16.3 million to community development financial intermediaries (CDFIs) (i.e., Bridgeway, certain LISC grants, Landmarks), and \$4.8 million to nonprofit developers (i.e., Action Housing, Housing Development Corp.). A revised, up-to-date “map” of the funding going into the CDC system in Pittsburgh has been provided in Attachment A of this Appendix.

Figure 7: Funding the CDC System (2001-2010)

CDC System	2001-2010
Community Based Organizations (incl CDCs)	\$47,723,189
Community Development Intermediaries	\$23,271,630
Community Development Financial Intermediaries	\$16,252,000
Nonprofit Developers	\$4,826,500
Other Supporting Organizations	\$16,919,360
Total	\$108,992,679

As seen in Figure 8, community-based organizations (CBOs), among all of the actors within the CDC system, have experienced the most consistent, significant funding growth over the past decade. CBOs actually saw the greatest funding increases throughout the recession. CDFIs saw their foundation funding levels shrink from \$2.2 million in 2006 to \$185,000 in 2009. Giving recovered in 2010 to \$1.5 million, though that remains below 2003-2006 levels.

Community Development Intermediaries (CDIs), on the other hand, while showing significant foundation funding growth from 2004 through 2007 (Figure 9), had volatile years in 2008 and 2009. Funding levels settled at around \$3 million for 2010, well above their previous 2001 to 2004 range around \$1.8 million.

COMMUNITY DEVELOPMENT INTERMEDIARIES

Data on foundation grantmaking was supplemented with data from IRS 990s for each of the community development intermediaries and support organizations. From 2001 through 2010, Pittsburgh Partnership for Neighborhood Development had the highest total annual revenue levels of any of Pittsburgh's CDIs. PPND generated over \$24 million, over four times greater the next largest organization (NeighborWorks), which brought in \$5.9 million. The Community Design Center of Pittsburgh had revenues of \$5.3 million; the Pittsburgh Community Reinvestment Group, \$3.9 million; the Community Technical Assistance Center, \$3.7 million; and the Growth Through Energy & Community Health Strategies (GTECH) \$2.6 million.

Figure 8: CDC System Funding (2001-2010)



Figure 9: CDI Funding (2001-2010)



Revenues for most CDIs have remained fairly constant over the years (Figure 10), with NeighborWorks being the greatest exception. NeighborWorks has seen its revenues increase by over \$800,000 (or over 250 percent) from 2001 to 2009 (most recent data available). The Community Design Center and GTECH have also both had years of generous funding as well. PPND's revenue has largely ranged between \$2 million and \$3 million for most of the decade.

Figure 11: CDI Annual Revenue (2001-2010*)

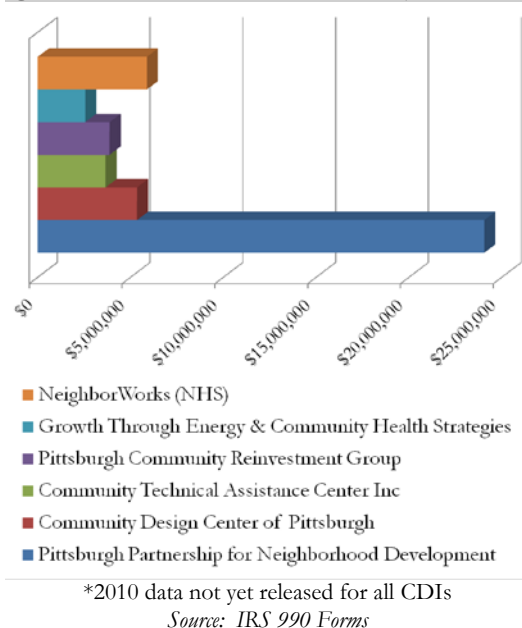
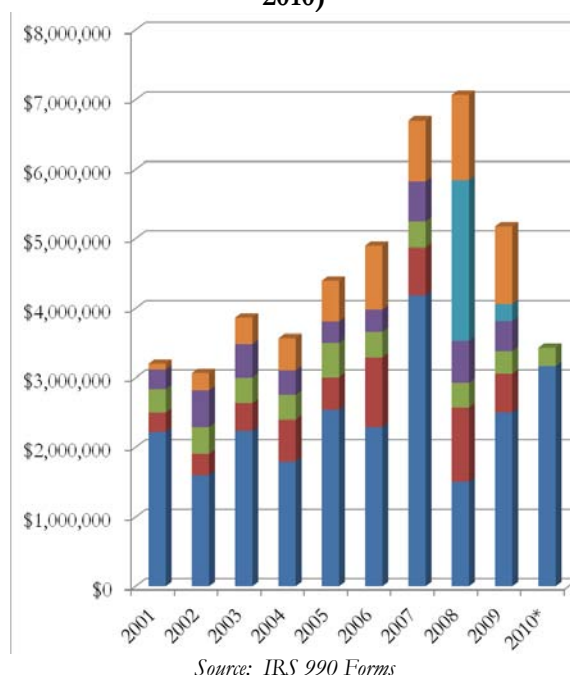


Figure 11: CDI Total Annual Revenue (2001-2010)



Of all the CDIs, however, PPND remains the most heavily dependent upon foundation support. From 2001 to 2009, as shown in Figure 12, PPND received 75 percent of its revenue from foundations; this compares with 43 percent for the Community Design Center, 27 percent for NeighborWorks, and 17 percent for GTECH.

Figure 12: Community Development Intermediary Support from Foundations (2001-2009*)

	Revenues	Foundation Grants Received	Percent
Pittsburgh Partnership for Neighborhood Development	\$20,891,000	\$15,653,550	75%
Community Design Center of Pittsburgh	\$5,348,367	\$2,324,000	43%
Community Technical Assistance Center Inc	\$3,383,638	\$35,000	1%
Pittsburgh Community Reinvestment Group	\$3,873,546	\$325,000	8%
Growth Through Energy & Community Health Strategies	\$2,559,304	\$429,000	17%
NeighborWorks (NHS)	\$5,883,699	\$1,575,000	27%
Total	\$41,939,554	\$20,341,550	

*2010 data were not included, given that not all CDI 990 Revenue information was available

Appendix 5: Sector Profiles

Allegheny Hills

SECTOR

1

Northview Heights - Spring Garden - Spring Hill-City View
Summer Hill - Troy Hill

Demographic Dashboard

	Population	Sector Rank
2010	8,511	14
2000	10,437	14
Change	-1,926	7
Pct Change	-18.5%	3

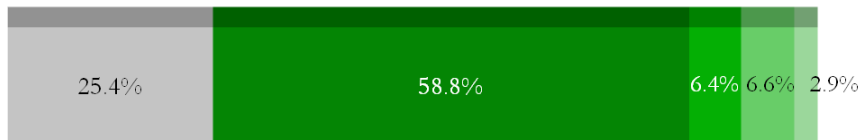
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	5,629	2,478	135	2,882	13	33.9%	7
2000	6,891	3,369	23	3,546	11	34.0%	5
Change	-1,262	-891	112	-664	10	-0.1%	15
Pct Change	-18.3%	-26.4%	487.0%	-18.7%	8		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

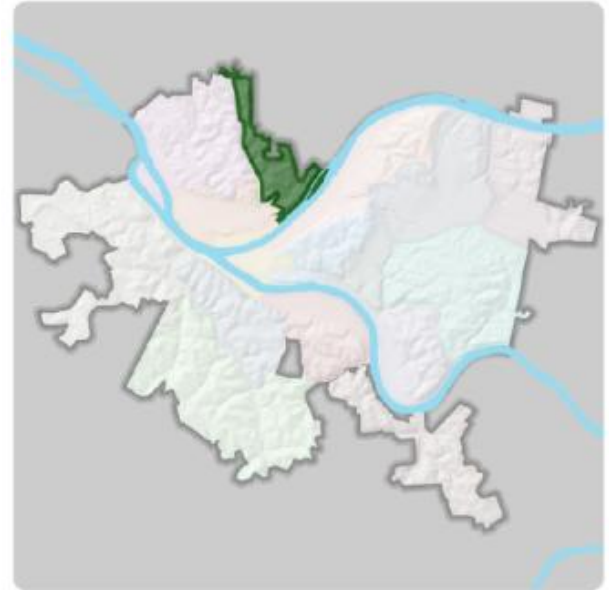


Bachelor's + Post-Grad Attainment: 9.5% (Sector Rank: 16th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	401	4.71	8
Murders + Assaults	71	0.83	3
Part II Reports	603	7.08	8

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Allegheny Hills

Population (2010) - 8,511 (14th)

Percent Minority (2010) - 33.9% (7th)

Education Levels (BA+, 2000) - 9.5% (16th)

Household Income (Avg, 2010) - \$45,537 (14th)

Housing Vacancy Rate (2010) - 18.2% (4th)

Tax Delinquent Parcels (2008) - 12% (7th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$20,419	11
Per Household	\$45,537	14
Range (High/ Low Household Income Neighborhoods)		
Summer Hill	\$56,983	29
Northview Heights	\$22,054	87

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Manufacturing	1,523	46.2%	1
Educational, Health, and Social Services	370	11.2%	13
Retail Services	286	8.7%	6
Total Employment in Sector	3,300		

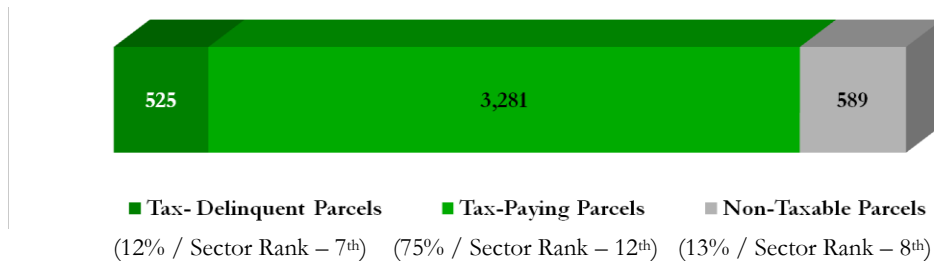
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	4,719	3,862	14	18.2%	4	50.7%	9
2000	4,810	4,209	14	12.5%	8	55.2%	8
Change	-91	-347	12	5.7%	3	-4.6%	10
Pct Change	-1.9%	-8.2%	6	45.3%		-8.3%	

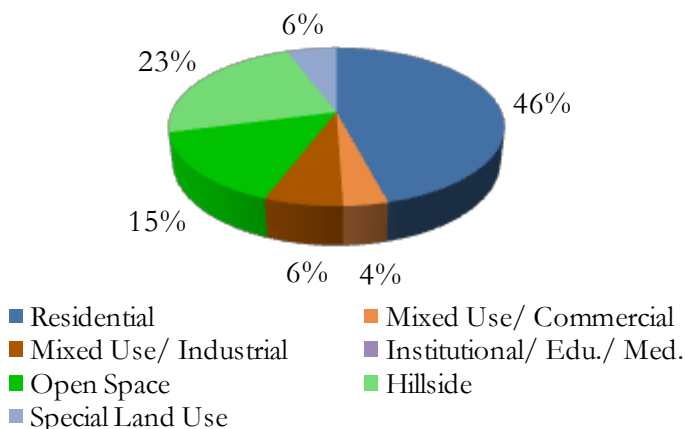
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Allegheny Hills



Total Acreage: 1,355

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Summer Hill	\$95,417
Pittsburgh	\$66,562
Troy Hill	\$58,223
Spring Hill-City View	\$57,810
Northview Heights	\$38,750
Spring Garden	\$36,348

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Upper Northside

SECTOR

2

Brighton Heights - Marshall-Shadeland - Perry North - Perry South

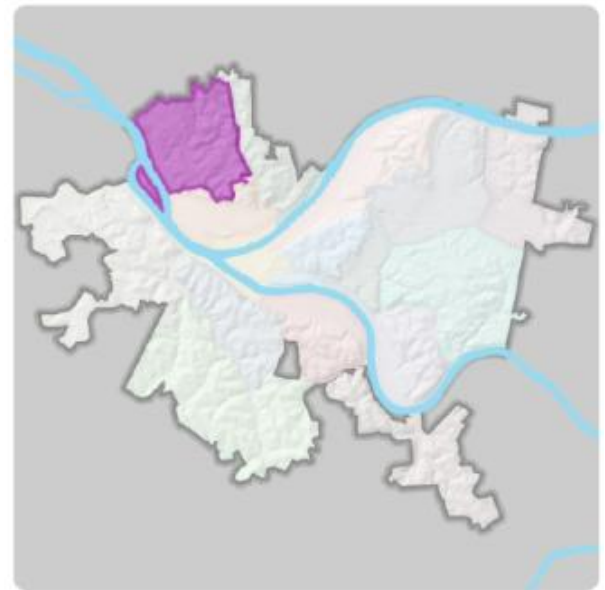
Demographic Dashboard

	Population	Sector Rank
2010	21,485	4
2000	24,946	4
Change	3,461	4
Pct Change	-13.9%	6

Census 2000, 2010

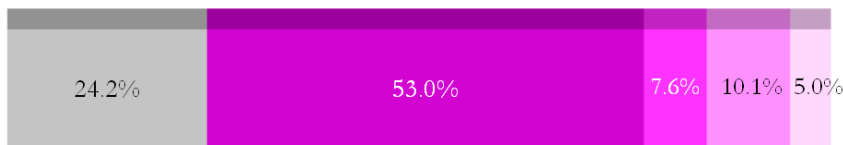
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	12,100	8,360	119	9,385	4	43.7%	4
2000	16,646	7,527	114	8,300	4	33.3%	6
Change	-4,546	833	5	1,085	7	10.4%	1
Pct Change	-27.3%	11.1%	4.4%	13.1%	12		

Census 2000, 2010



Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 15.1% (Sector Rank: 11th)

Census 2000



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	885	4.12	11
Murders + Assaults	111	0.52	9
Part II Reports	1,306	6.08	9

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Upper Northside

Population (2010) – 21,485 (4th)

Percent Minority (2010) – 43.7% (4th)

Education Levels (BA+, 2000) – 15.1% (11th)

Household Income (Avg, 2010) - \$50,592 (8th)

Housing Vacancy Rate (2010) – 15.6% (6th)

Tax Delinquent Parcels (2008) - 13% (4th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$20,086	12
Per Household	\$50,592	8
Range (High/ Low Household Income Neighborhoods)		
Brighton Heights	\$57,681	27
Perry South	\$35,812	67

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	1,570	29.5%	7
Other	846	15.9%	3
Transportation, Warehousing, Utilities	699	13.2%	2
Total Employment in Sector	5,317		

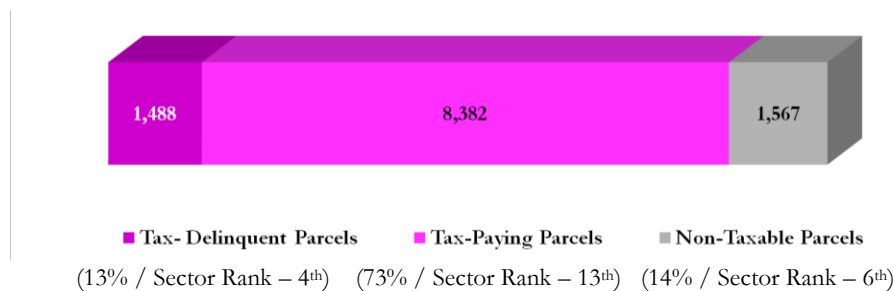
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	10,158	8,571	6	15.6%	6	60.1%	4
2000	10,840	9,449	5	12.8%	7	67.1%	4
Change	-682	-878	4	2.8%	10	-7.0%	4
Pct Change	-6.3%	-9.3%	5	21.8%		-10.4%	

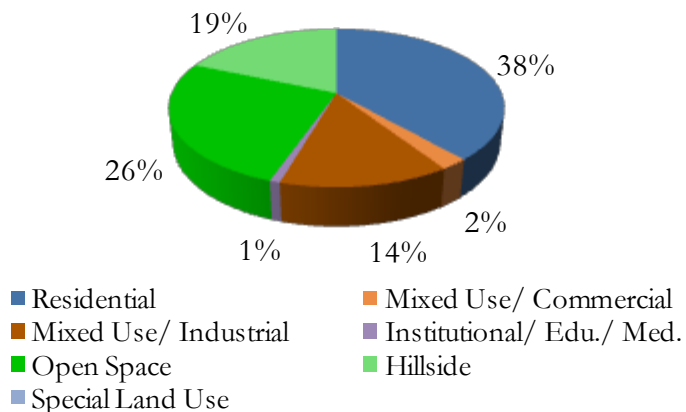
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Upper Northside



Total Acreage: 2,872

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Brighton Heights	\$86,747
Perry North	\$75,380
Pittsburgh	\$66,562
Marshall-Shadeland	\$52,962
Perry South	\$50,956

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Lower Northside

SECTOR

3

Allegheny Center - Allegheny West - California-Kirkbride - Central Northside
Chateau - East Allegheny - Fineview - Manchester

Demographic Dashboard

	Population	Sector Rank
2010	10,641	13
2000	12,498	13
Change	-1,857	8
Pct Change	-14.9%	5

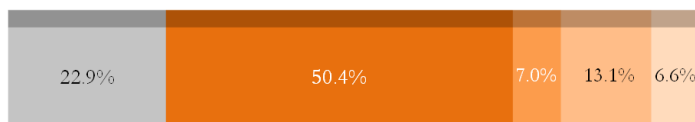
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	4,573	5,480	123	6,068	8	57.0%	3
2000	5,376	6,690	82	7,122	5	57.0%	3
Change	-803	-1,210	41	-1,054	8	0.0%	16
Pct Change	-14.9%	-18.1%	50.0%	-14.8%	10		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



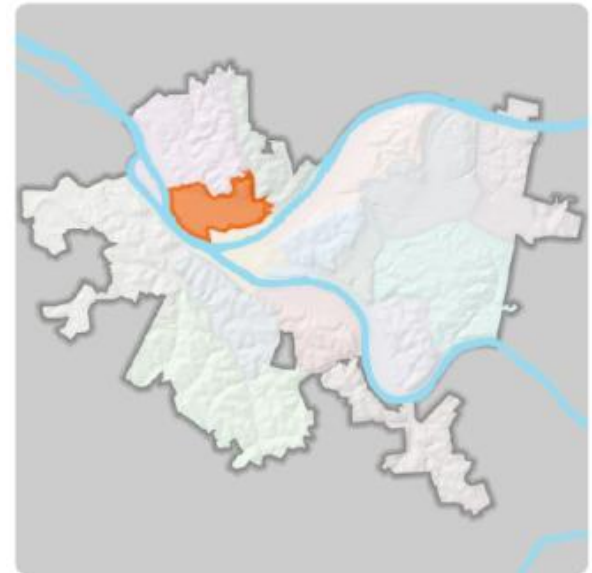
Bachelor's + Post-Grad Attainment: 19.7% (Sector Rank: 6th)

Census 2000

CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	857	8.05	2
Murders + Assaults	96	0.90	1
Part II Reports	1,391	13.07	2

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGH SNAP, v0.91 (Beta), January 2010

State of the Lower Northside

Population (2010) – 10,641 (13th)

Percent Minority (2010) – 57.0% (3rd)

Education Levels (BA+, 2000) – 19.7% (6th)

Household Income (Avg, 2010) - \$47,556 (12th)

Housing Vacancy Rate (2010) – 24.5% (1st)

Tax Delinquent Parcels (2008) – 13% (3rd)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$23,049	8
Per Household	\$47,556	12
Range (High/ Low Household Income Neighborhoods)		
Central Northside	\$72,388	13
Fineview	\$30,613	78

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	7,108	30.3%	6
Transportation, Warehousing, Utilities	5,566	23.7%	1
Manufacturing	1,851	7.9%	8
Total Employment in Sector	23,452		

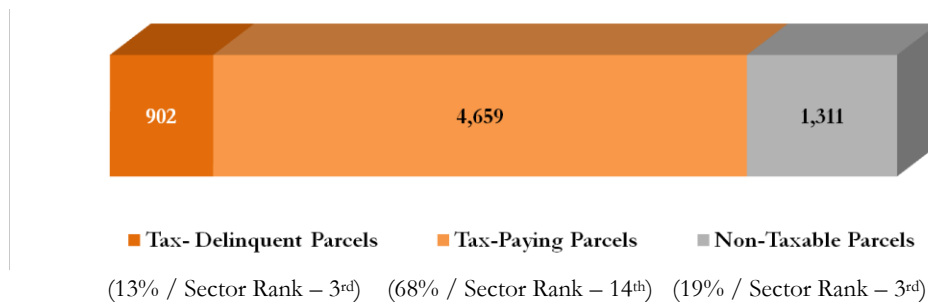
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	7,431	5,611	12	24.5%	1	33.6%	12
2000	7,475	5,962	13	20.2%	3	36.0%	12
Change	-44	-351	11	4.3%	6	-2.4%	14
Pct Change	-0.6%	-5.9%	9	21.0%		-6.7%	

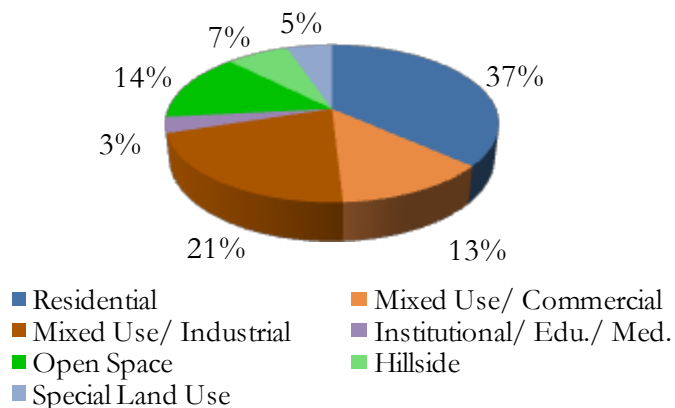
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Lower Northside



Total Acreage: 1,264

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Allegheny West	\$193,750
Allegheny Center	\$98,000
Central Northside	\$82,880
Manchester	\$79,580
East Allegheny	\$66,562
Pittsburgh	\$66,562
Fineview	\$48,410
California Kirkbride	\$37,647
Chateau	N/A

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

West Pittsburgh

SECTOR

4

Chartiers City - Crafton Heights - East Carnegie - Elliott - Esplen - Fairywood
Oakwood - Ridgemont - Sheraden - West End - Westwood - Windgap

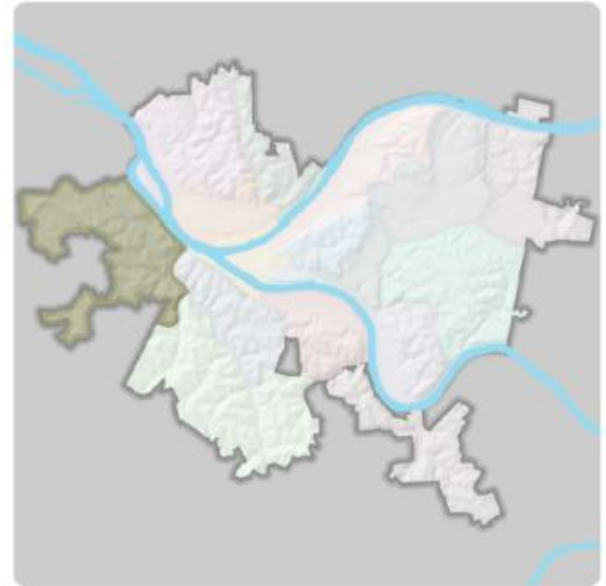
Demographic Dashboard

	Population	Sector Rank
2010	20,043	7
2000	22,440	6
Change	-2,397	6
Pct Change	-10.7%	8

Census 2000, 2010

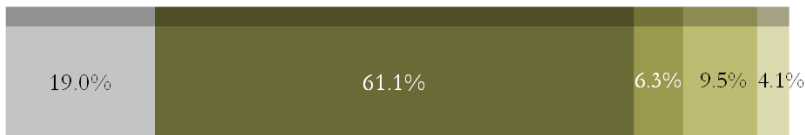
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	13,083	5,686	395	6,960	5	34.7%	6
2000	16,735	4,959	175	5,705	8	25.4%	9
Change	-3,652	727	220	1,255	5	9.3%	2
Pct Change	-21.8%	14.7%	125.7%	22.0%	6		

Census 2000, 2010



Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 13.6% (Sector Rank: 12th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	609	3.04	13
Murders + Assaults	76	0.38	11
Part II Reports	1,105	5.51	10

City of Pittsburgh, Department of City Planning, PGH SNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of West Pittsburgh

Population (2010) – 20,043 (7th)

Percent Minority (2010) – 34.7% (6th)

Education Levels (BA+, 2000) – 13.6% (12th)

Household Income (Avg, 2010) - \$46,428 (13th)

Housing Vacancy Rate (2010) - 10.3% (12th)

Tax Delinquent Parcels (2008) - 8% (9th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$19,842	13
Per Household	\$46,428	13
<u>Range (High/ Low Household Income Neighborhoods)</u>		
Westwood	\$61,529	19
Esplen	\$26,074	84

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Other	1,126	17.3%	2
Retail Services	823	12.6%	2
Information	750	11.5%	1
Total Employment in Sector	6,527		

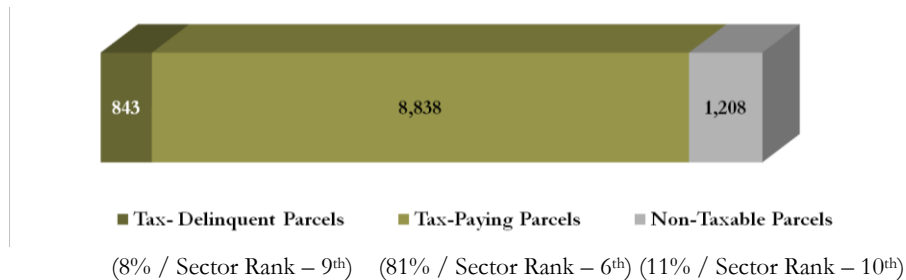
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	9,929	8,726	5	12.1%	11	60.6%	3
2000	10,322	9,263	6	10.3%	12	67.1%	3
Change	-393	-537	8	1.9%	13	-6.5%	5
Pct Change	-3.8%	-5.8%	10	18.1%		-9.7%	

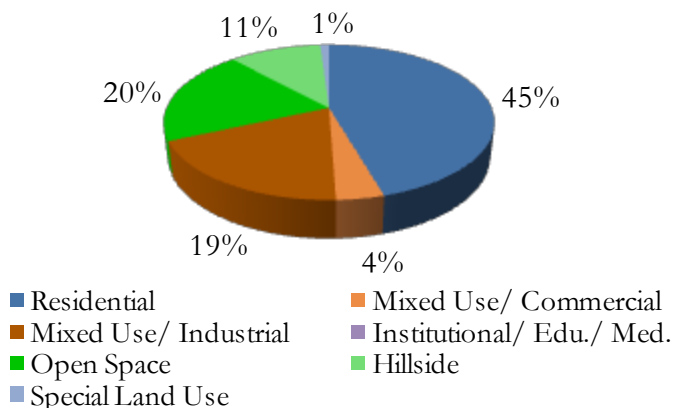
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in West Pittsburgh



Total Acreage: 3,802

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Westwood	\$95,098
Oakwood	\$89,875
Ridgemont	\$87,609
Crafton Heights	\$80,784
Windgap	\$76,742
Chartiers City	\$75,189
East Carnegie	\$74,615
Pittsburgh	\$66,562
Fairywood	\$62,778
Sheraden	\$60,544
Elliot	\$56,284
Esplen	\$36,190
West End	\$35,938

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

South Pittsburgh

Banksville - Beechview - Brookline - Carrick - Overbrook

SECTOR

5

Demographic Dashboard

	Population	Sector Rank
2010	39,089	2
2000	42,356	2
Change	-3,267	5
Pct Change	-7.7%	11

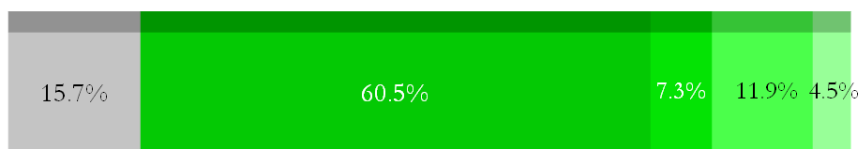
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	34,305	2,841	634	4,784	10	12.2%	15
2000	40,007	1,207	478	2,349	14	5.5%	15
Change	-5,702	1,634	156	2,435	3	6.7%	6
Pct Change	-14.3%	135.4%	32.6%	103.7%	1		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

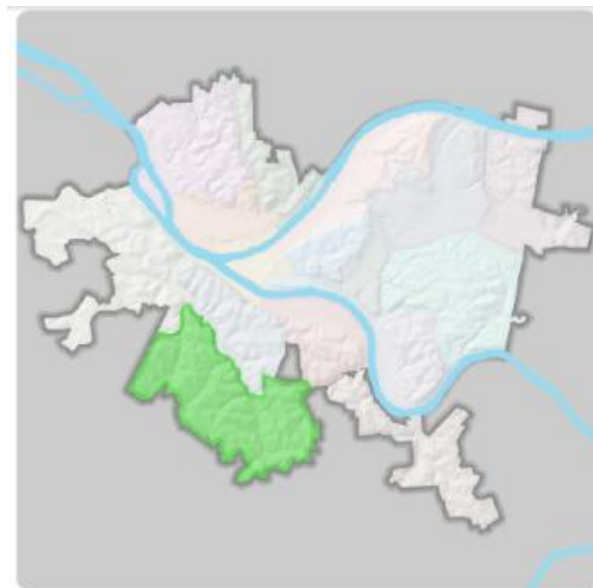


Bachelor's + Post-Grad Attainment: 16.5% (Sector Rank: 10th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	1,160	2.97	14
Murders + Assaults	77	0.20	13
Part II Reports	1,665	4.26	13

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of South Pittsburgh

Population (2010) - 39,089 (2nd)

Percent Minority (2010) - 12.2% (15th)

Education Levels (BA+, 2000) - 16.5% (10th)

Household Income (Avg, 2010) - \$52,575 (7th)

Housing Vacancy Rate (2010) - 8.6% (13th)

Tax Delinquent Parcels (2008) - 3% (14th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$22,656	10
Per Household	\$52,575	7
<u>Range (High/ Low Household Income Neighborhoods)</u>		
Banksville	\$70,575	15
Beechview	\$44,737	51

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Retail Services	1,785	19.7%	1
Educational, Health, and Social Services	1,751	19.3%	11
Other	1,250	13.8%	4
Total Employment in Sector	9,079		

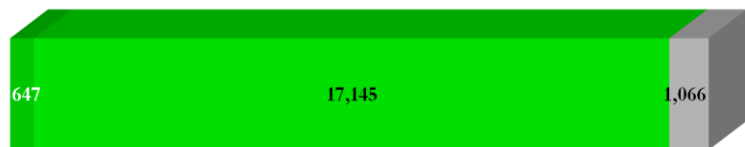
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	19,168	17,517	2	8.6%	13	66.4%	2
2000	19,440	18,252	2	6.1%	14	71.2%	2
Change	-272	-735	5	2.5%	11	-4.7%	9
Pct Change	-1.4%	-4.0%	13	40.9%		-6.6%	

Census 2000, 2010

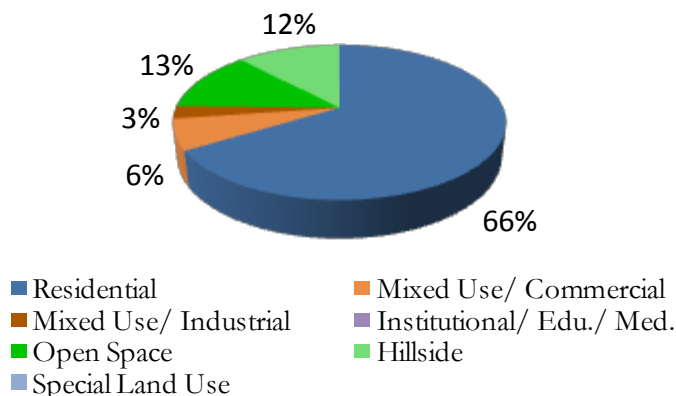
2008 Parcel Tax-Status



■ Tax-Delinquent Parcels ■ Tax-Paying Parcels ■ Non-Taxable Parcels
(3% / Sector Rank – 14th) (91% / Sector Rank – 2nd) (6% / Sector Rank – 15th)

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in South Pittsburgh



Total Acreage: 4,495

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Banksville	\$114,114
Brookline	\$82,814
Overbrook	\$76,119
Beechview	\$71,439
Pittsburgh	\$66,562
Carrick	\$65,165

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Mt. Washington/Hilltop West

SECTOR
6

Allentown - Beltzhoover - Bon Air - Duquesne Heights - Knoxville
Mount Washington

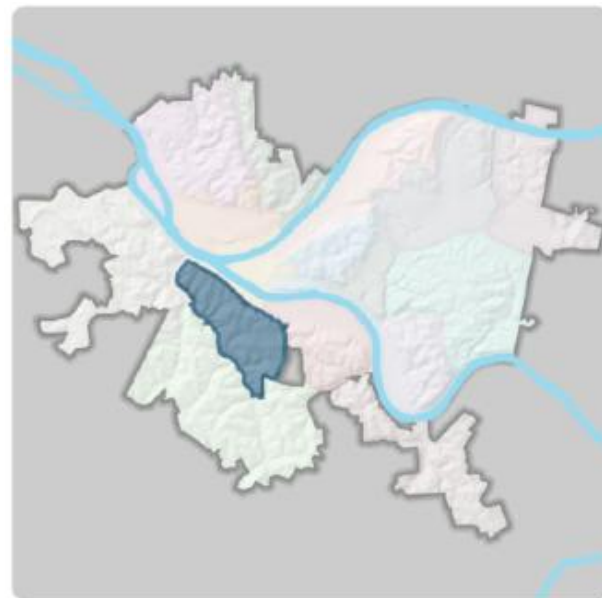
Demographic Dashboard

	Population	Sector Rank
2010	20,204	6
2000	23,898	5
Change	-3,694	3
Pct Change	-15.5%	4

Census 2000, 2010

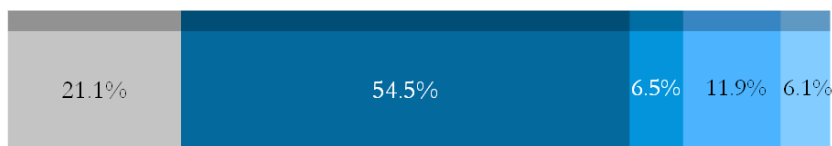
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	13,839	5,422	165	6,365	6	31.5%	8
2000	18,051	5,127	184	5,847	7	24.5%	10
Change	-4,212	295	-19	518	12	7.0%	4
Pct Change	-23.3%	5.8%	-10.3%	8.9%	15		

Census 2000, 2010



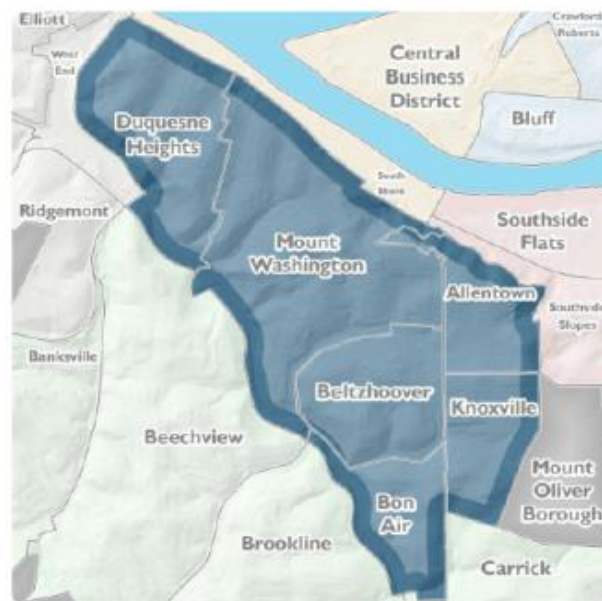
Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 17.9% (Sector Rank: 8th)

Census 2000



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	1,067	5.28	6
Murders + Assaults	129	0.64	6
Part II Reports	1,435	7.10	7

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Mt. Washington/ Hilltop West

Population (2010) - 20,204 (6th)

Percent Minority (2010) - 31.5% (8th)

Education Levels (BA+, 2000) - 17.9% (8th)

Household Income (Avg, 2010) - \$56,275 (5th)

Housing Vacancy Rate (2010) - 16.4% (5th)

Tax Delinquent Parcels (2008) - 12% (6th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$24,995	5
Per Household	\$56,275	5
Range (High/ Low Household Income Neighborhoods)		
Duquesne Heights	\$76,284	12
Allentown	\$36,525	65

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	755	21.1%	10
Arts, Entertainment, Rec., Accommodation, & Food Svcs	619	17.3%	1
Retail Services	430	12.0%	3
Total Employment in Sector	3,572		

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	11,188	9,358	4	16.4%	5	51.8%	8
2000	11,798	10,433	4	11.6%	9	60.6%	6
Change	-610	-1,075	3	4.8%	4	-8.8%	2
Pct Change	-5.2%	-10.3%	3	41.4%		-14.5%	

Census 2000, 2010

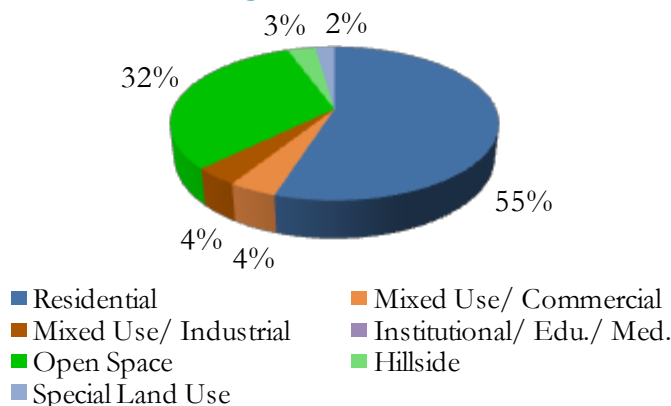
2008 Parcel Tax-Status



■ Tax-Delinquent Parcels (12% / Sector Rank – 6th)
 ■ Tax-Paying Parcels (79% / Sector Rank – 9th)
 ■ Non-Taxable Parcels (9% / Sector Rank – 13th)

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Mt. Washington/Hilltop West



Total Acreage: 1,980

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Duquesne Heights	\$86,881
Mount Washington	\$76,437
Bon Air	\$76,076
Pittsburgh	\$66,562
Beltzhoover	\$42,840
Knoxville	\$41,008
Allentown	\$39,953

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Southside/Hilltop East

SECTOR

7

Arlington - Arlington Heights - Mt. Oliver - Southside Flats - Southside Slopes
St. Clair

Demographic Dashboard

	Population	Sector Rank
2010	13,851	11
2000	15,007	11
Change	-1,156	11
Pct Change	-7.7%	12

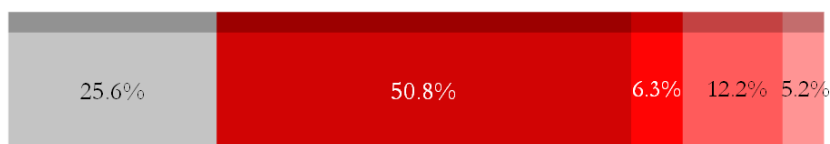
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	11,916	1,378	190	1,935	14	14.0%	14
2000	12,565	2,144	67	2,442	13	16.3%	13
Change	-649	-766	123	-507	13	-2.3%	12
Pct Change	-5.2%	-35.7%	183.6%	-20.8%	7		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

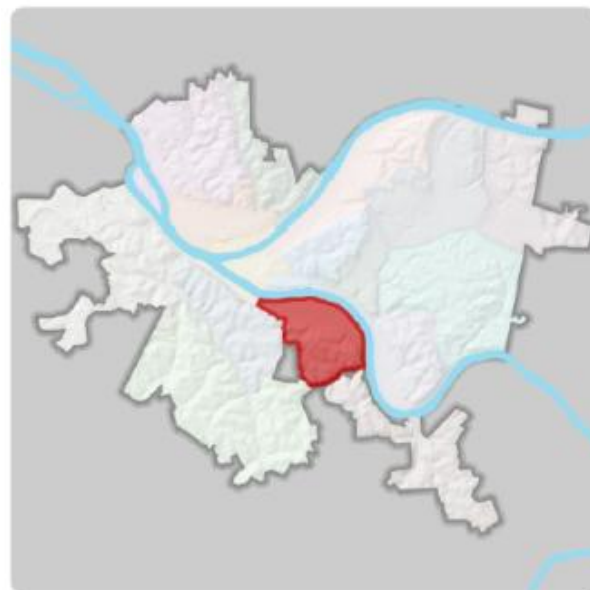


Bachelor's + Post-Grad Attainment: 17.4% (Sector Rank: 9th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	1,100	7.94	3
Murders + Assaults	89	0.64	5
Part II Reports	1,430	10.32	3

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Southside/ Hilltop East

Population (2010) - 13,851 (11th)

Percent Minority (2010) - 14.0% (14th)

Education Levels (BA+, 2000) - 17.4% (9th)

Household Income (Avg, 2010) - \$54,757 (6th)

Housing Vacancy Rate (2010) - 14.7% (8th)

Tax Delinquent Parcels (2008) - 6% (11th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$26,657	4
Per Household	\$54,757	6
Range (High/ Low Household Income Neighborhoods)		
Southside Flats	\$60,794	22
Arlington Heights	\$11,457	89

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	2,570	23.8%	9
Manufacturing	1,248	11.6%	3
Other	1,242	11.5%	6
Total Employment in Sector	10,786		

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

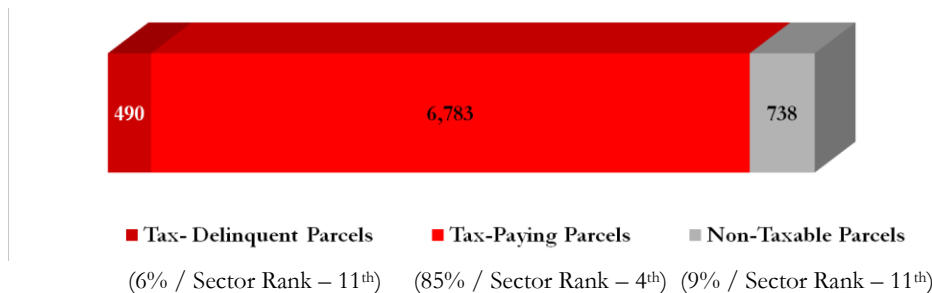
ACS 2010 – Block Group data calculations

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	8,309	7,084	10	14.7%	8	43.6%	11
2000	8,644	6,971	10	19.4%	4	52.6%	10
Change	-335	113	13	-4.6%	5	-9.1%	1
Pct Change	-3.9%	1.6%	14	-23.8%		-17.2%	

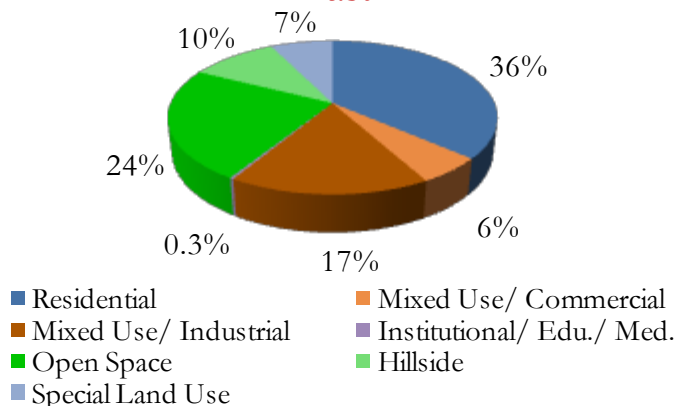
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Southside/ Hilltop East



Total Acreage: 1,705

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
South Side Flats	\$103,644
Pittsburgh	\$66,562
South Side Slopes	\$58,913
Arlington Heights	\$57,778
St. Clair	\$53,750
Arlington	\$47,576
Mt. Oliver	\$46,364

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Thirty-First Ward

Hays - Lincoln Place - New Homestead

SECTOR

8

Demographic Dashboard

	Population	Sector Rank
2010	4,579	15
2000	5,065	15
Change	-486	14
Pct Change	-9.6%	9

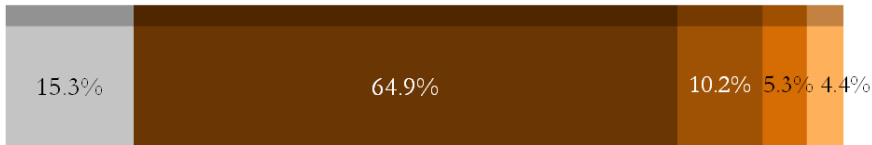
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	4,317	162	18	262	16	5.7%	16
2000	4,884	107	15	181	16	3.6%	16
Change	-567	55	3	81	16	2.1%	13
Pct Change	-11.6%	51.4%	20.0%	44.8%	2		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

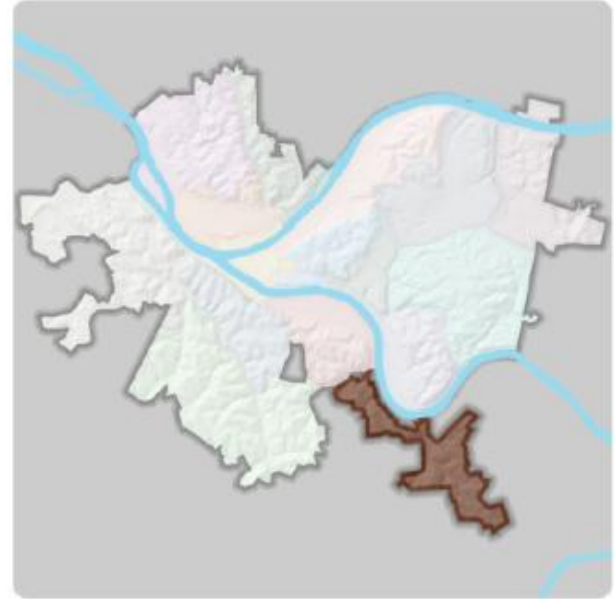


Bachelor's + Post-Grad Attainment: 9.6% (Sector Rank: 15th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	78	1.70	16
Murders + Assaults	5	0.11	15
Part II Reports	131	2.86	15

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Thirty-First Ward

Population (2010) - 4,579 (15th)

Percent Minority (2010) - 5.7% (16th)

Education Levels (BA+, 2000) - 9.6% (15th)

Household Income (Avg, 2010) - \$61,079 (3rd)

Housing Vacancy Rate (2010) - 8.0% (14th)

Tax Delinquent Parcels (2008) - 7% (10th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$24,577	6
Per Household	\$61,079	3
Range (High/ Low Household Income Neighborhoods)		
New Homestead	\$86,246	8
Hays	\$42,378	56

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Manufacturing	164	28.6%	2
Other	100	17.4%	1
Professional, Scientific, Admin, & Waste Mgmt	89	15.5%	2
Total Employment in Sector	574		

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	2,201	2,024	16	8.0%	14	83.9%	1
2000	2,234	2,117	15	5.2%	15	86.8%	1
Change	-33	-93	15	2.8%	9	-2.9%	13
Pct Change	-1.5%	-4.4%	12	53.6%		-3.4%	

Census 2000, 2010

2008 Parcel Tax-Status

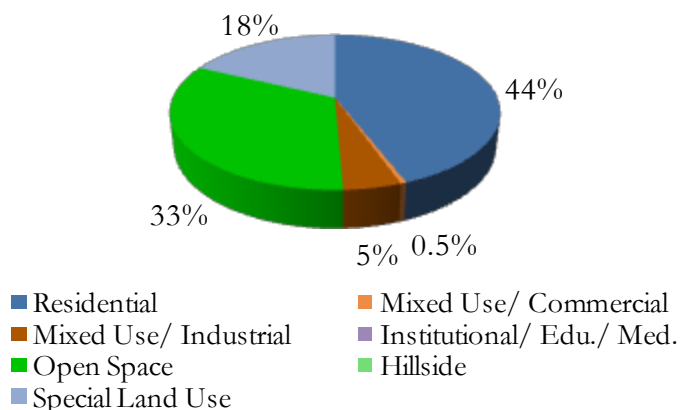


■ Tax-Delinquent Parcels ■ Tax-Paying Parcels ■ Non-Taxable Parcels

(7% / Sector Rank – 10th) (79% / Sector Rank – 8th) (14% / Sector Rank – 7th)

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Thirty-First Ward



Total Acreage: 2,258

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
New Homestead	\$115,188
Lincoln Place	\$82,500
Pittsburgh	\$66,562
Hays	\$46,591

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Monongahela River Valley

SECTOR
9

Glen Hazel - Greenfield - Hazelwood

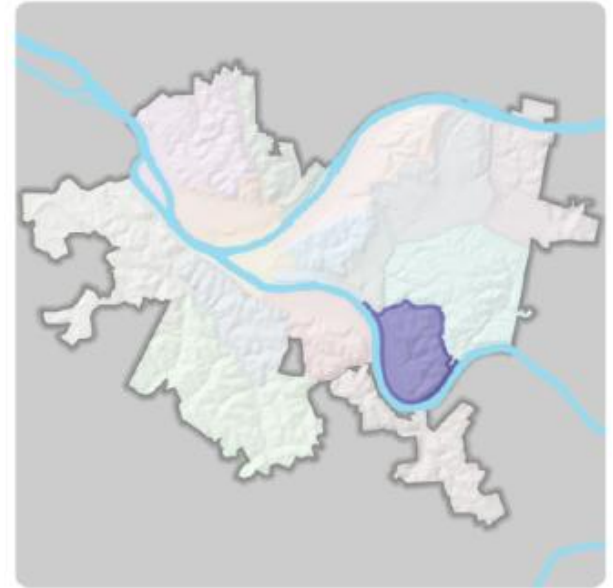
Demographic Dashboard

	Population	Sector Rank
2010	12,327	12
2000	13,971	12
Change	-1,644	9
Pct Change	-11.8%	7

Census 2000, 2010

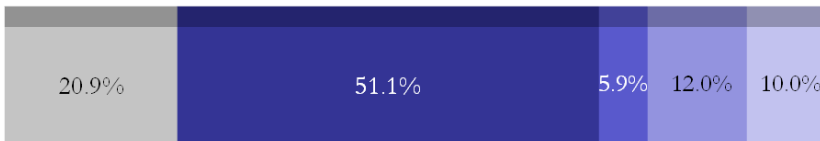
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	8,994	2,579	378	3,333	12	27.0%	10
2000	10,853	2,621	208	3,118	12	22.3%	11
Change	-1,859	-42	170	215	14	4.7%	7
Pct Change	-17.1%	-1.6%	81.7%	6.9%	16		

Census 2000, 2010



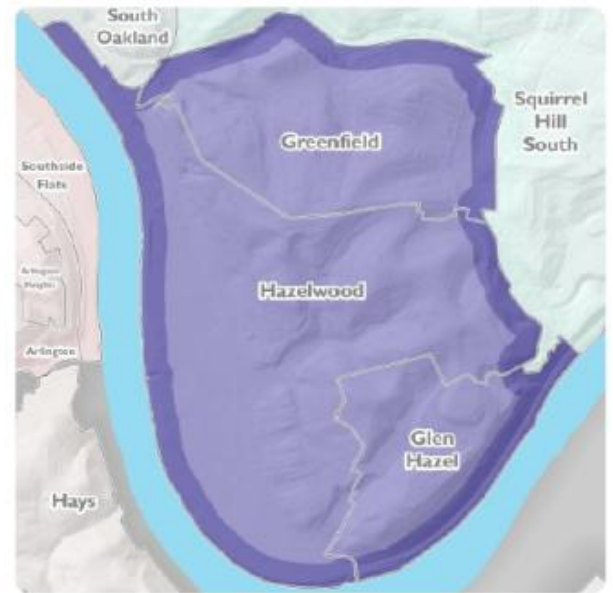
Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 22.1% (Sector Rank: 5th)

Census 2000



CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
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Part I Reports (Major)	492	3.99	12
Murders + Assaults	42	0.34	12
Part II Reports	673	5.46	11

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Monongahela River Valley

Population (2010) - 12,327 (12th)

Household Income (Avg, 2010) - \$50,384 (9th)

Percent Minority (2010) - 27.0% (10th)

Housing Vacancy Rate (2010) - 12.7% (10th)

Education Levels (BA+, 2000) - 22.1% (5th)

Tax Delinquent Parcels (2008) - 12% (5th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$24,174	7
Per Household	\$50,384	9
Range (High/ Low Household Income Neighborhoods)		
Greenfield	\$54,839	33
Glen Hazel	\$26,312	83

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	596	25.0%	8
Public Administration	430	18.0%	1
Other	244	10.3%	8
Total Employment in Sector	2,384		

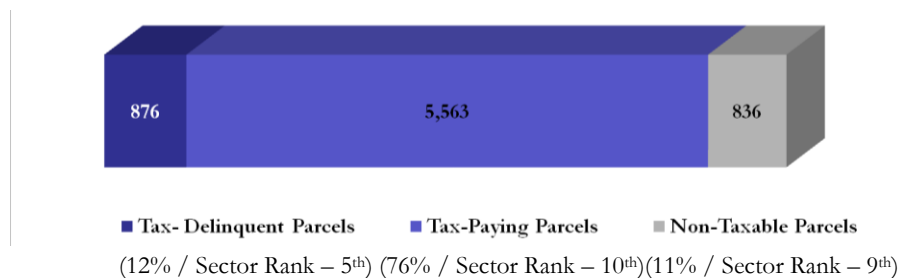
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	6,415	5,598	13	12.7%	10	57.2%	5
2000	6,906	6,173	11	10.6%	11	63.4%	5
Change	-491	-575	7	2.1%	12	-6.1%	6
Pct Change	-7.1%	-9.3%	4	20.0%		-9.7%	

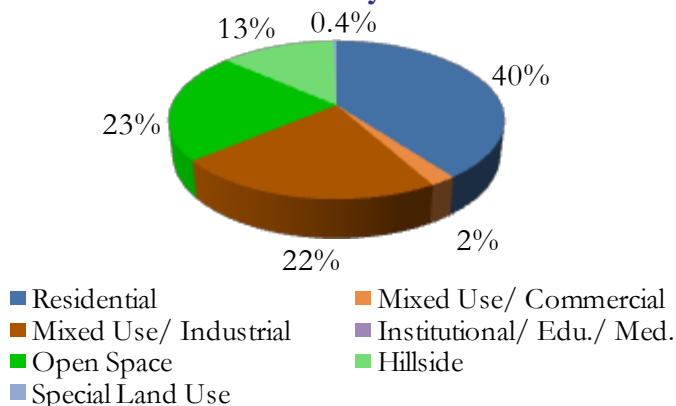
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in the Monongahela River Valley



Total Acreage: 1,800

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Greenfield	\$95,529
Pittsburgh	\$66,562
Hazelwood	\$47,476
Glen Hazel	N/A

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Lower East End

SECTOR
10

Point Breeze - Regent Square - Squirrel Hill North - Squirrel Hill South
Swisshelm Park

Demographic Dashboard

	Population	Sector Rank
2010	34,077	3
2000	34,076	3
Change	1	16
Pct Change	0.0%	16

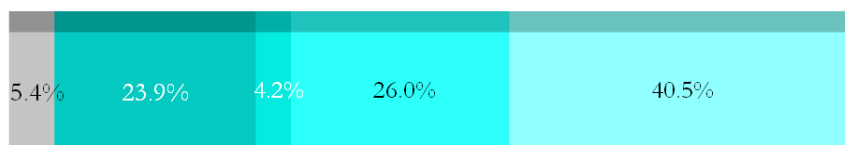
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	27,739	1,176	3,908	6,338	7	18.6%	13
2000	28,940	1,279	2,722	5,136	9	15.1%	14
Change	-1,201	-103	1,186	1,202	6	3.5%	10
Pct Change	-4.1%	-8.1%	43.6%	23.4%	4		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

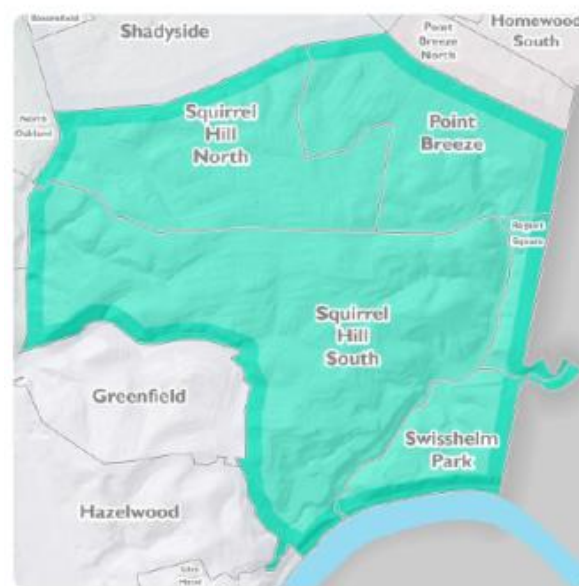
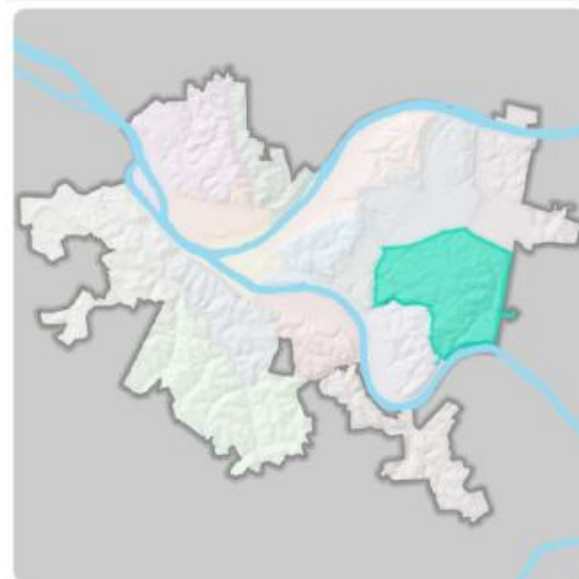


Bachelor's + Post-Grad Attainment: 66.5% (Sector Rank: 1st)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	790	2.32	15
Murders + Assaults	13	0.04	16
Part II Reports	474	1.39	16

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Lower East End

Population (2010) - 34,077 (3rd)

Percent Minority (2010) - 18.6% (13th)

Education Levels (BA+, 2000) - 66.5% (1st)

Household Income (Avg, 2010) - \$102,101 (1st)

Housing Vacancy Rate (2010) - 5.7% (16th)

Tax Delinquent Parcels (2008) - 1% (16th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$40,825	1
Per Household	\$102,101	1
Range (High/ Low Household Income Neighborhoods)		
Squirrel Hill North	\$136,964	2
Swisshelm Park	\$69,242	17

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	8,195	57.6%	4
Arts, Entertainment, Rec., Accommodation, & Food Svcs	1,198	8.4%	3
Retail Services	1,099	7.7%	7
Total Employment in Sector	14,220		

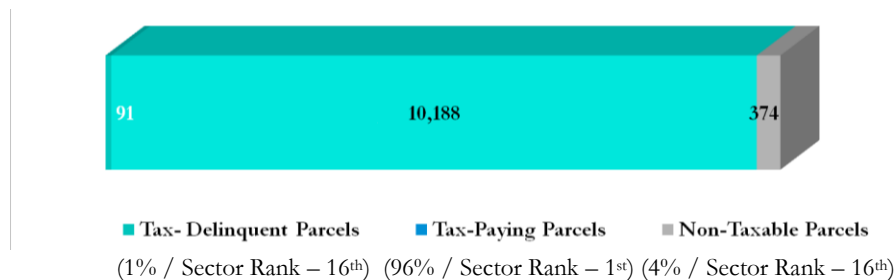
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	14,993	14,145	3	5.7%	16	54.4%	6
2000	14,792	14,135	3	4.4%	16	54.4%	9
Change	201	10	16	1.2%	14	-0.1%	16
Pct Change	1.4%	0.1%	16	27.3%		-0.1%	

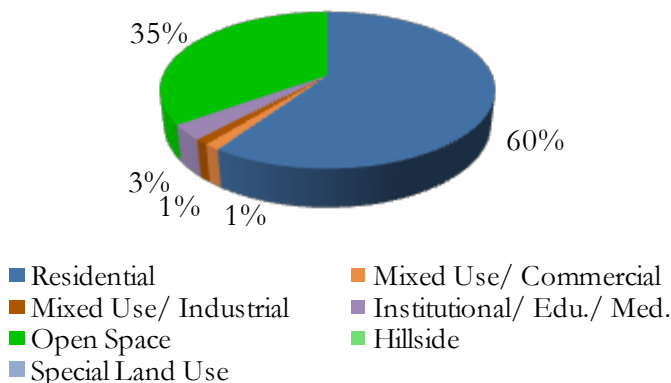
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in the Lower East End



Total Acreage: 3,564

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Squirrel Hill North	\$332,140
Squirrel Hill South	\$199,681
Point Breeze	\$198,306
Regent Square	\$140,132
Swisshelm Park	\$105,247
Pittsburgh	\$66,562

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Northeast Pittsburgh

SECTOR

11

East Hills - Homewood North - Homewood South - Homewood West
Lincoln-Lemington-Belmar - Point Breeze North

Demographic Dashboard

	Population	Sector Rank
2010	16,548	9
2000	21,088	7
Change	-4,540	2
Pct Change	-21.5%	2

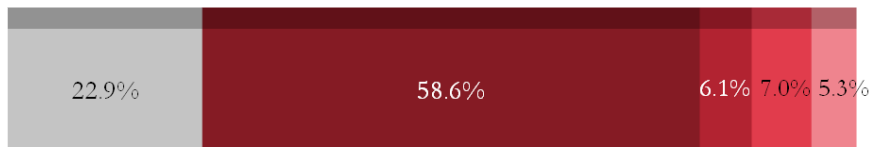
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	1,707	14,028	176	14,841	2	89.7%	1
2000	1,329	19,143	66	19,759	2	93.7%	1
Change	378	-5,115	110	-4,918	1	-4.0%	9
Pct Change	28.4%	-26.7%	166.7%	-24.9%	3		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 12.3% (Sector Rank: 13th)

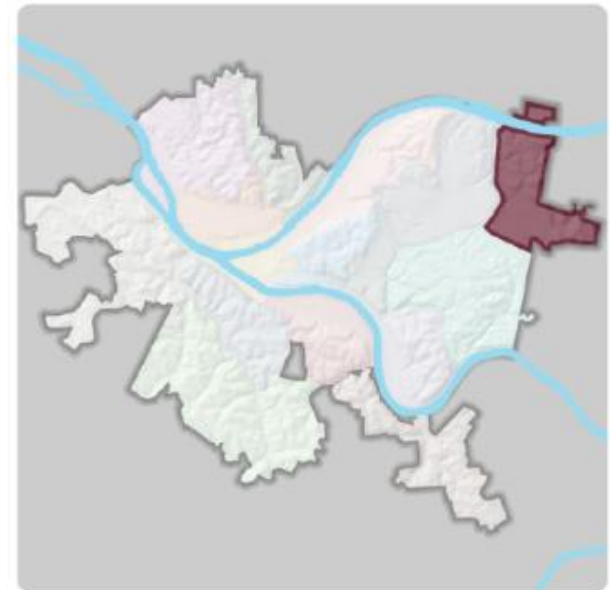
Census 2000

CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
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Part I Reports (Major)	846	5.11	7
Murders + Assaults	143	0.86	2
Part II Reports	1,295	7.83	6

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Northeast Pittsburgh

Population (2010) - 16,548 (9th)

Percent Minority (2010) - 89.7% (1st)

Education Levels (BA+, 2000) - 12.3% (13th)

Household Income (Avg, 2010) - \$40,298 (15th)

Housing Vacancy Rate (2010) - 21.0% (2nd)

Tax Delinquent Parcels (2008) - 30% (1st)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$17,541	14
Per Household	\$40,298	15
<u>Range (High/ Low Household Income Neighborhoods)</u>		
Point Breeze North	\$57,047	28
Homewood West	\$27,223	82

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	5,745	63.5%	3
Other	575	6.4%	11
Public Administration	553	6.1%	4
Total Employment in Sector	9,054		

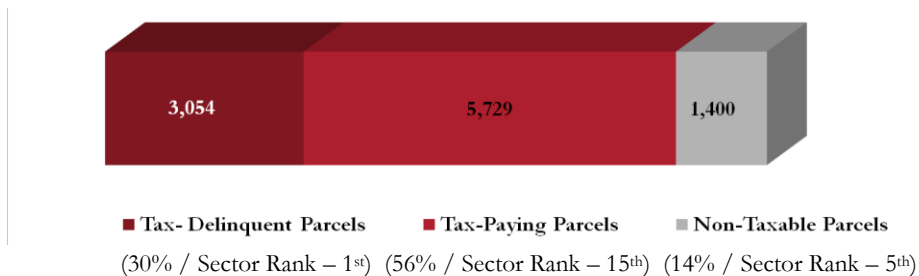
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	9,086	7,177	9	21.0%	2	43.7%	10
2000	10,218	8,427	7	17.5%	5	48.7%	11
Change	-1,132	-1,250	2	3.5%	7	-5.0%	8
Pct Change	-11.1%	-14.8%	2	19.9%		-10.3%	

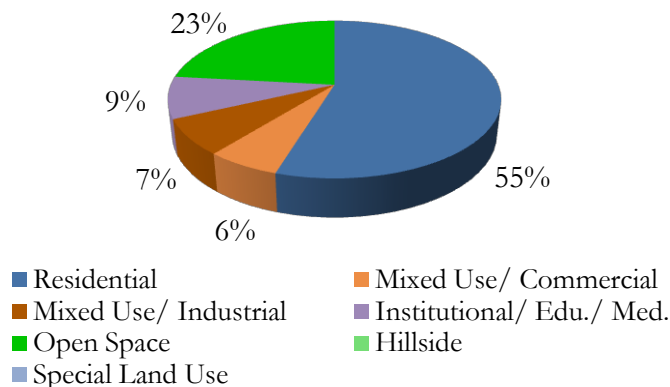
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Northeast Pittsburgh



Total Acreage: 2,349

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Point Breeze North	\$107,774
Pittsburgh	\$66,562
East Hills	\$61,606
Lincoln-Lem-Belmar	\$55,095
Homewood West	\$48,225
Homewood North	\$45,067
Homewood South	\$40,776

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Upper East End

SECTOR
12

Bloomfield - East Liberty - Friendship - Garfield - Highland Park - Larimer
Morningside - Shadyside

Demographic Dashboard

	Population	Sector Rank
2010	45,155	1
2000	49,855	1
Change	-4,700	1
Pct Change	-9.4%	10

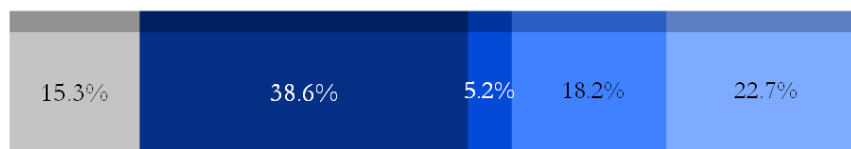
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	27,036	12,490	4,090	18,119	1	40.1%	5
2000	29,158	16,409	2,657	20,697	1	41.5%	4
Change	-2,122	-3,919	1,433	-2,578	2	-1.4%	14
Pct Change	-7.3%	-23.9%	53.9%	-12.5%	13		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

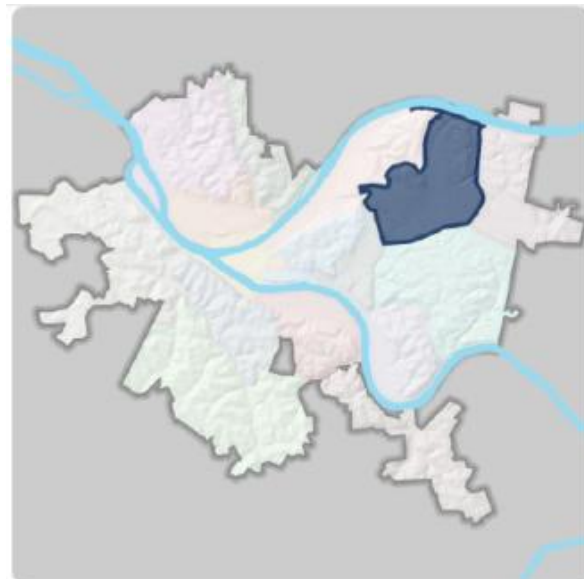


Bachelor's + Post-Grad Attainment: 40.9% (Sector Rank: 3rd)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	2,490	5.51	5
Murders + Assaults	172	0.38	10
Part II Reports	2,454	5.43	12

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Upper East End

Population (2010) - 45,155 (1st)

Percent Minority (2010) - 40.1% (5th)

Education Levels (BA+, 2000) - 40.9% (3rd)

Household Income (Avg, 2010) - \$58,428 (4th)

Housing Vacancy Rate (2010) - 10.5% (12th)

Tax Delinquent Parcels (2008) - 8% (8th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$30,268	2
Per Household	\$58,428	4
Range (High/ Low Household Income Neighborhoods)		
Shadyside	\$79,730	11
Garfield	\$32,703	75

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	10,217	39.5%	5
Retail Services	2,712	10.5%	4
Other	2,709	10.5%	7
Total Employment in Sector	25,888		

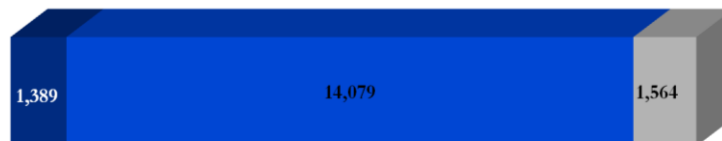
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	26,206	23,442	1	10.5%	12	33.1%	13
2000	28,209	24,984	1	11.4%	10	34.1%	13
Change	-2,003	-1,542	1	-0.9%	15	-1.0%	15
Pct Change	-7.1%	-6.2%	8	-7.7%		-2.9%	

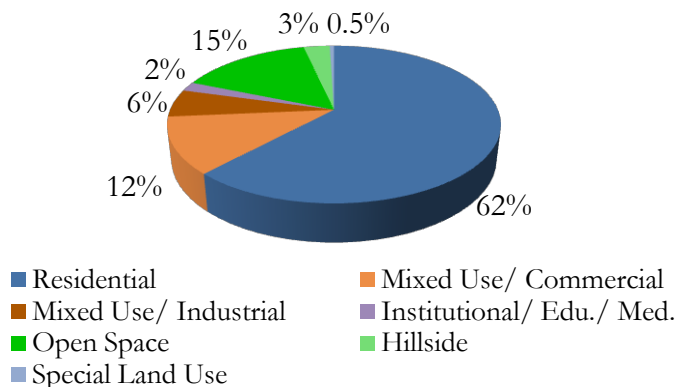
Census 2000, 2010

2008 Parcel Tax-Status



■ Tax-Delinquent Parcels ■ Tax-Paying Parcels ■ Non-Taxable Parcels
 (8% / Sector Rank – 8th) (83% / Sector Rank – 5th) (9% / Sector Rank – 12th)
 City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in the Upper East End



Total Acreage: 3,044

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Shadyside	\$189,073
Friendship	\$152,580
Highland Park	\$122,241
Bloomfield	\$79,742
Morningside	\$69,622
East Liberty	\$68,793
Pittsburgh	\$66,562
Larimer	\$49,895
Garfield	\$40,888

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Allegheny River Valley

SECTOR

13

Central Lawrenceville - Lower Lawrenceville - Polish Hill - Stanton Heights
Strip District - Upper Lawrenceville

Demographic Dashboard

	Population	Sector Rank
2010	15,983	10
2000	17,186	10
Change	-1,203	10
Pct Change	-7.0%	13

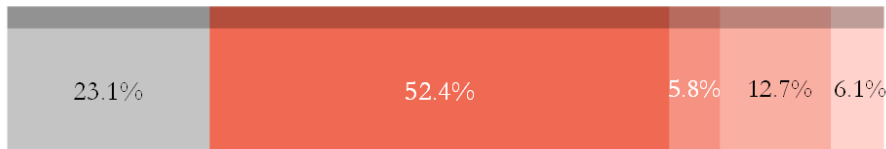
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	11,358	3,813	269	4,625	11	28.9%	9
2000	13,422	3,203	208	3,764	10	21.9%	12
Change	-2,064	610	61	861	9	7.0%	5
Pct Change	-15.4%	19.0%	29.3%	22.9%	5		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



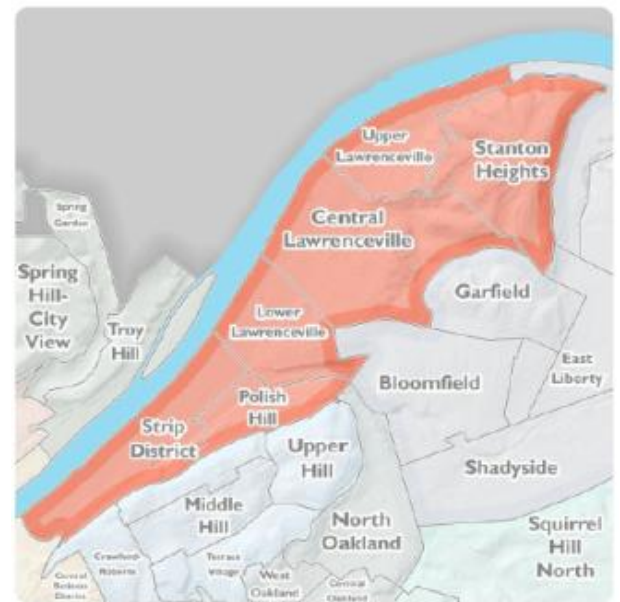
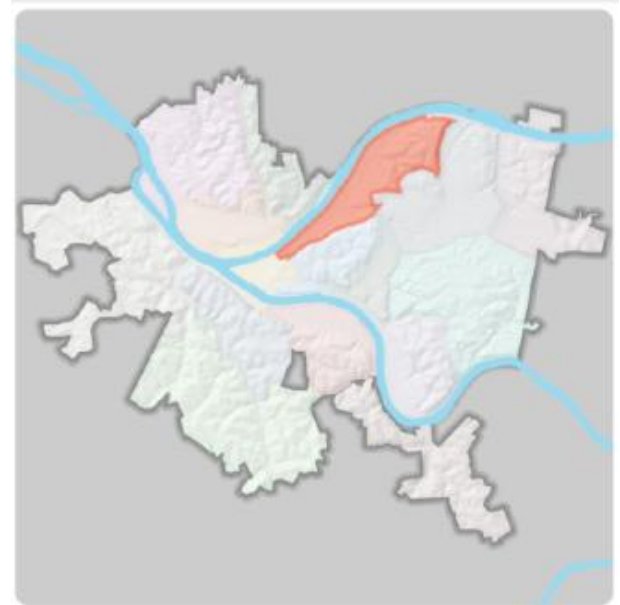
Bachelor's + Post-Grad Attainment: 18.7% (Sector Rank: 7th)

Census 2000

CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	929	5.81	4
Murders + Assaults	85	0.53	8
Part II Reports	1,358	8.50	5

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Allegheny River Valley

Population (2010) - 15,983 (10th)

Percent Minority (2010) - 28.9% (9th)

Education Levels (BA+, 2000) - 18.7% (7th)

Household Income (Avg, 2010) - \$49,344 (10th)

Housing Vacancy Rate (2010) - 13.3% (9th)

Tax Delinquent Parcels (2008) - 5% (12th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$22,887	9
Per Household	\$49,344	10
Range (High/ Low Household Income Neighborhoods)		
Strip District	\$92,241	6
Lower Lawrenceville	\$33,315	73

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	3,105	17.4%	12
Other	2,253	12.6%	5
Construction	2,069	11.6%	1
Total Employment in Sector	17,851		

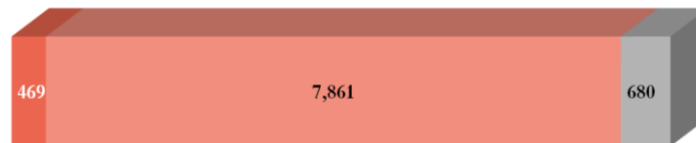
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	9,043	7,838	7	13.3%	9	52.6%	7
2000	9,121	7,937	8	13.0%	6	60.5%	7
Change	-78	-99	14	0.3%	16	-8.0%	3
Pct Change	-0.9%	-1.2%	15	2.7%		-13.2%	

Census 2000, 2010

2008 Parcel Tax-Status

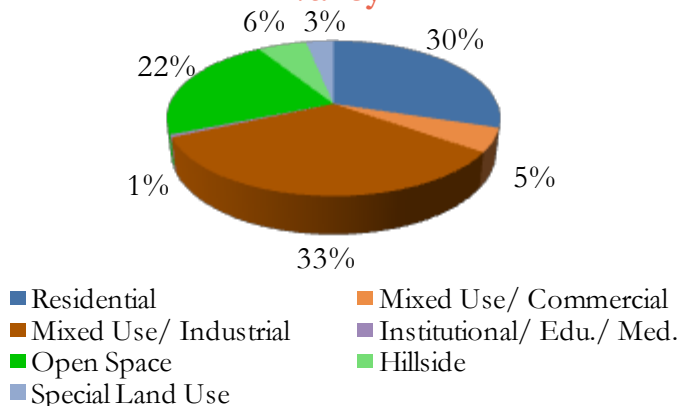


■ Tax-Delinquent Parcels ■ Tax-Paying Parcels ■ Non-Taxable Parcels

(5% / Sector Rank – 12th) (87% / Sector Rank – 3rd) (8% / Sector Rank – 14th)

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in the Allegheny River Valley



Total Acreage: 2,173

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Strip District	\$275,000
Stanton Heights	\$83,699
Pittsburgh	\$66,562
Polish Hill	\$55,708
Central Lawrenceville	\$51,042
Upper Lawrenceville	\$46,328
Lower Lawrenceville	\$44,468

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Oakland

SECTOR 14

Central Oakland - North Oakland - South Oakland - West Oakland

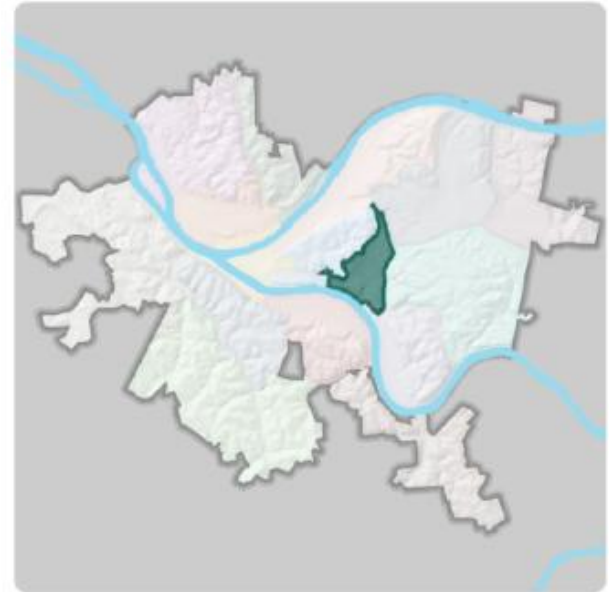
Demographic Dashboard

	Population	Sector Rank
2010	21,376	5
2000	20,417	8
Change	959	12
Pct Change	4.7%	14

Census 2000, 2010

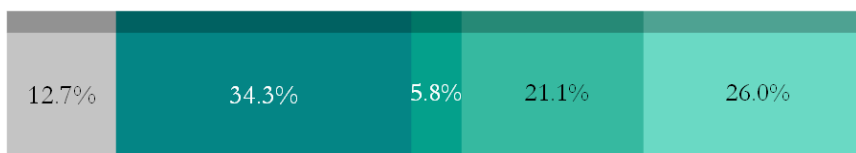
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	15,999	2,157	2,461	5,377	9	25.2%	11
2000	14,451	3,406	1,888	5,966	6	29.2%	7
Change	1,548	-1,249	573	-589	11	-4.1%	8
Pct Change	10.7%	-36.7%	30.3%	-9.9%	14		

Census 2000, 2010



Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

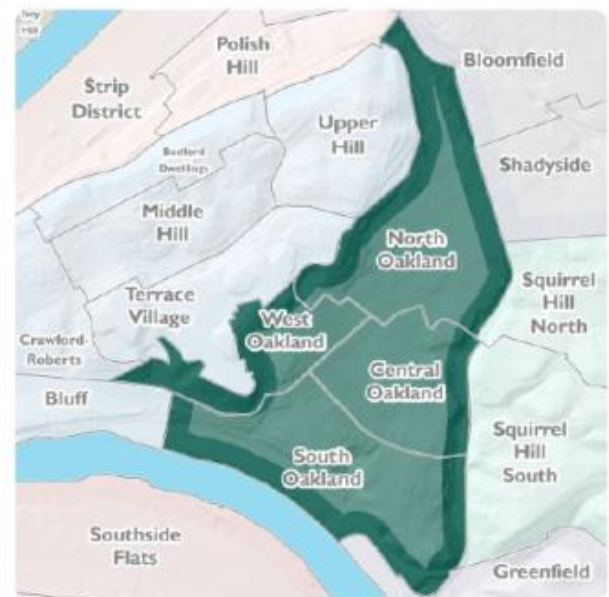


Bachelor's + Post-Grad Attainment: 47.1% (Sector Rank: 2nd)

Census 2000

<i>CRIME</i> (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	916	4.29	10
Murders + Assaults	30	0.14	14
Part II Reports	640	2.99	14

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Oakland

Population (2010) - 21,376 (5th)

Percent Minority (2010) - 25.2% (11th)

Education Levels (BA+, 2000) - 47.1% (2nd)

Household Income (Avg, 2010) - \$47,755 (11th)

Housing Vacancy Rate (2010) - 6.7% (15th)

Tax Delinquent Parcels (2008) - 4% (13th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$17,056	15
Per Household	\$47,755	11
Range (High/ Low Household Income Neighborhoods)		
West Oakland	\$61,257	20
Central Oakland	\$25,650	85

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	28,165	72.7%	1
Arts, Entertainment, Rec., Accommodation, & Food Svcs	2,547	6.6%	8
Professional, Scientific, Admin, & Waste Mgmt	1,916	4.9%	13
Total Employment in Sector	38,761		

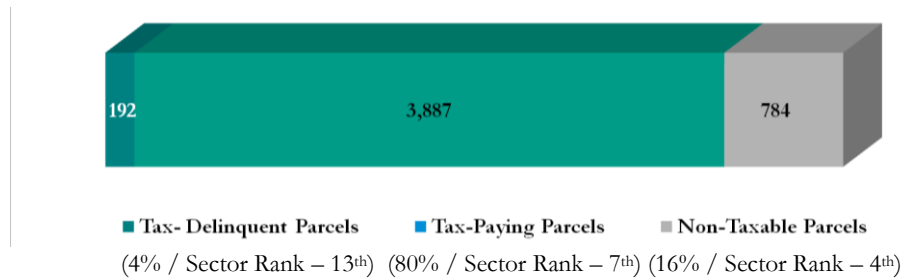
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	7,977	7,440	8	6.7%	15	22.0%	15
2000	8,754	7,888	9	9.9%	13	25.8%	15
Change	-777	-448	9	-3.2%	8	-3.8%	12
Pct Change	-8.9%	-5.7%	11	-32.0%		-14.7%	

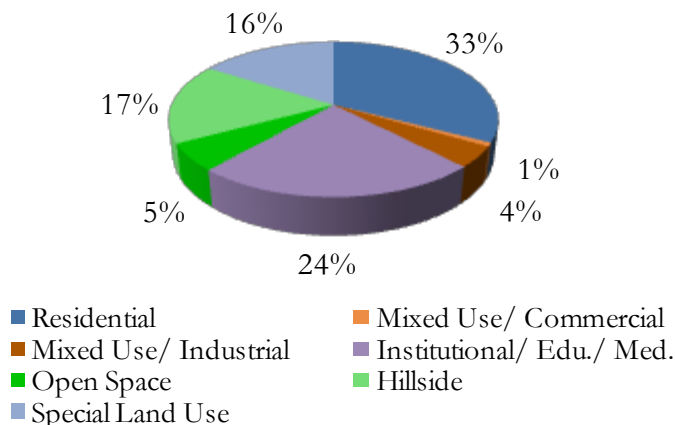
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Oakland



Total Acreage: 962

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
North Oakland	\$235,408
Central Oakland	\$79,774
Pittsburgh	\$66,562
South Oakland	\$58,928
West Oakland	\$57,976

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Hill District & Uptown

SECTOR
15

Bedford Dwellings - Bluff - Crawford-Roberts - Middle Hill - Terrace Village
Upper Hill

Demographic Dashboard

	Population	Sector Rank
2010	17,884	8
2000	18,276	9
Change	-392	15
Pct Change	-2.1%	15

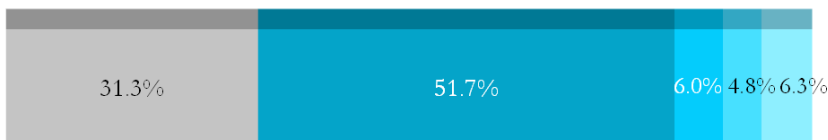
Census 2000, 2010

	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	6,193	11,066	216	11,691	3	65.4%	2
2000	4,710	12,947	189	13,566	3	74.2%	2
Change	1,483	-1,881	27	-1,875	4	-8.9%	3
Pct Change	31.5%	-14.5%	14.3%	-13.8%	11		

Census 2000, 2010

Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad

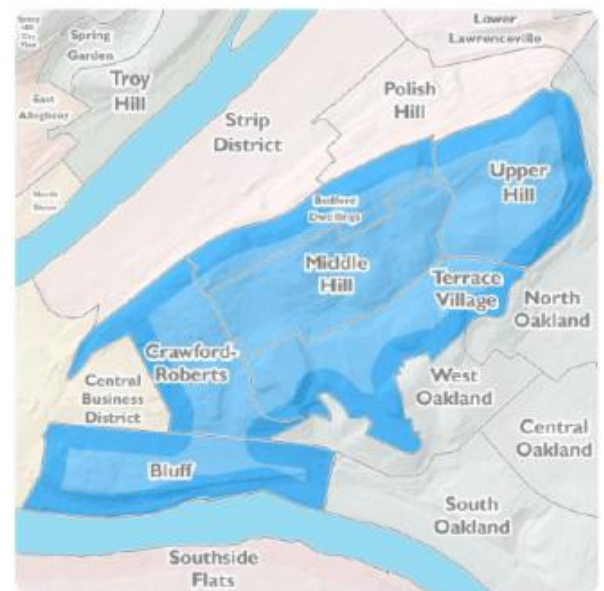
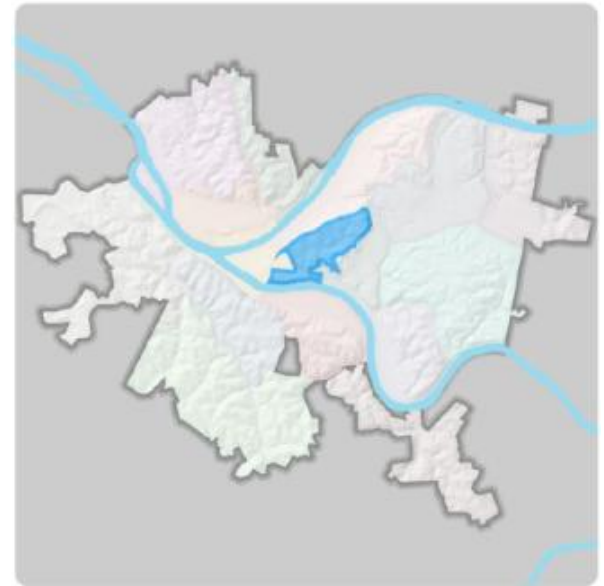


Bachelor's + Post-Grad Attainment: 11.1% (Sector Rank: 14th)

Census 2000

CRIME (2008)	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	816	4.56	9
Murders + Assaults	105	0.59	7
Part II Reports	1,557	8.71	4

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of the Hill District & Uptown

Population (2010) - 17,884 (8th)

Percent Minority (2010) - 65.4% (2nd)

Education Levels (BA+, 2000) - 11.1% (14th)

Household Income (Avg, 2010) - \$31,465 (16th)

Housing Vacancy Rate (2010) - 15.5% (7th)

Tax Delinquent Parcels (2008) - 19% (2nd)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$11,619	16
Per Household	\$31,465	16
Range (High/ Low Household Income Neighborhoods)		
Bluff	\$70,001	16
Terrace Village	\$21,800	88

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Educational, Health, and Social Services	7,766	68.3%	2
Professional, Scientific, Admin, & Waste Mgmt	822	7.2%	10
Other	633	5.6%	14
Total Employment in Sector	11,377		

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	6,747	5,702	11	15.5%	7	24.1%	14
2000	7,889	6,091	12	22.8%	2	28.0%	14
Change	-1,142	-389	10	-7.3%	1	-4.0%	11
Pct Change	-14.5%	-6.4%	7	-32.0%		-14.1%	

Census 2000, 2010

2008 Parcel Tax-Status

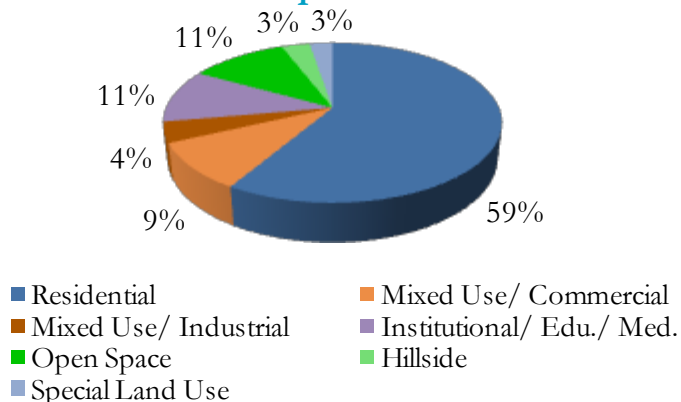


■ Tax-Delinquent Parcels ■ Tax-Paying Parcels ■ Non-Taxable Parcels

(19% / Sector Rank – 2nd) (53% / Sector Rank – 16th) (29% / Sector Rank – 1st)

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in the Hill District & Uptown



Total Acreage: 1,103

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Crawford Roberts	\$85,464
Terrace Village	\$72,833
Pittsburgh	\$66,562
Upper Hill	\$57,246
Middle Hill	\$53,260
Bluff	\$50,357
Bedford Dwellings	\$21,458

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Downtown Pittsburgh

SECTOR

16

Central Business District (Golden Triangle) - North Shore - South Shore

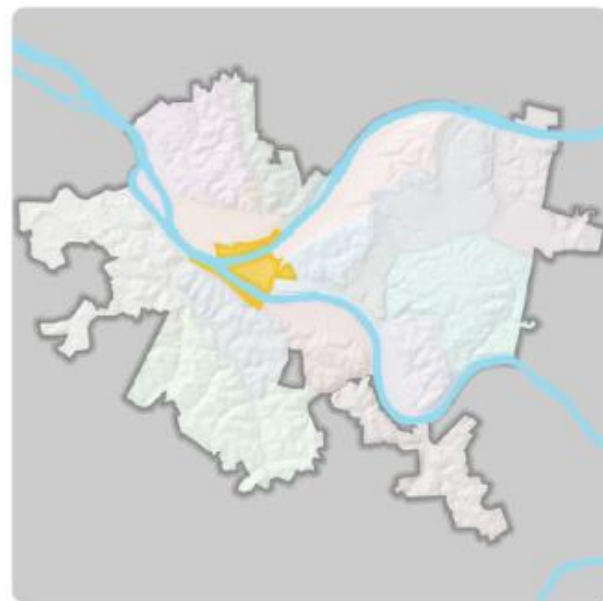
Demographic Dashboard

	Population	Sector Rank
2010	3,951	16
2000	3,047	16
Change	904	13
Pct Change	29.7%	1

Census 2000, 2010

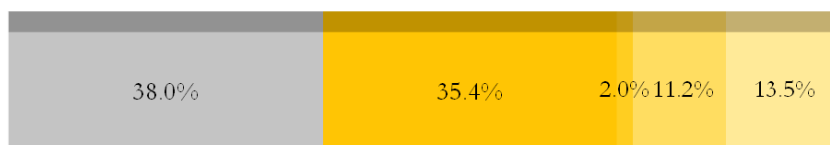
	White	Black	Asian	Non-White	Rank	Non-White (share)	Rank (Share)
2010	2,978	594	188	973	15	24.6%	12
2000	2,220	612	189	827	15	27.1%	8
Change	758	-18	-1	146	15	-2.5%	11
Pct Change	34.1%	-2.9%	-0.5%	17.7%	9		

Census 2000, 2010



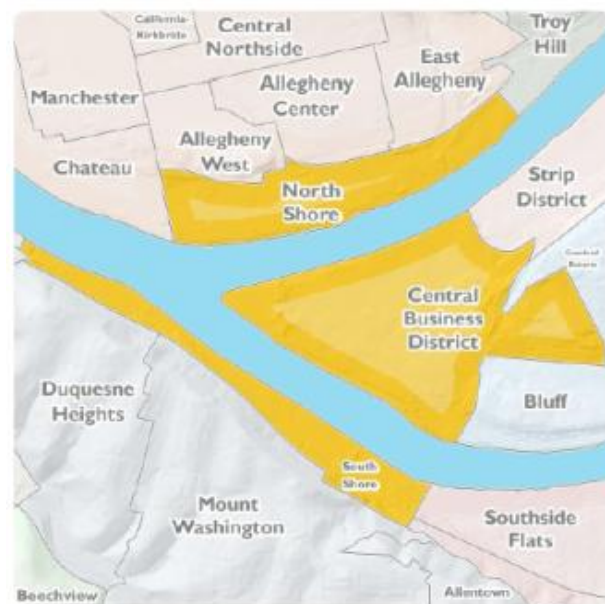
Educational Attainment - Population 25+ (2000)

■ Less than HS ■ High School ■ Associate's ■ Bachelor's ■ Post-Grad



Bachelor's + Post-Grad Attainment: 24.7% (Sector Rank: 4th)

Census 2000



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

CRIME (2008)

	Total	Per 100 Residents	Sector Rank (Per 100)
Part I Reports (Major)	1,054	26.68	1
Murders + Assaults	31	0.78	4
Part II Reports	996	25.21	1

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

State of Downtown Pittsburgh

Population (2010) - 3,951 (16th)

Percent Minority (2010) - 24.6% (12th)

Education Levels (BA+, 2000) - 24.7% (4th)

Household Income (Avg, 2010) - \$85,389 (2nd)

Housing Vacancy Rate (2010) - 18.3% (3th)

Tax Delinquent Parcels (2008) - 1% (15th)

Employment Dashboard

	Income	Rank (16 sectors/ 89 neigh.)
Per Resident	\$29,487	3
Per Household	\$85,389	2
Range (High/ Low Household Income Neighborhoods)		
South Shore	\$152,880	1
Central Business District	\$83,116	9

ACS 2010 – Block Group data calculations

Top Three Industries	# Empl.	Percent	Sector Rank
Professional, Scientific, Admin, & Waste Mgmt	23,518	23.1%	1
Finance, Insurance, Real Estate	22,675	22.3%	1
Public Administration	7,909	7.8%	3
Total Employment in Sector	101,760		

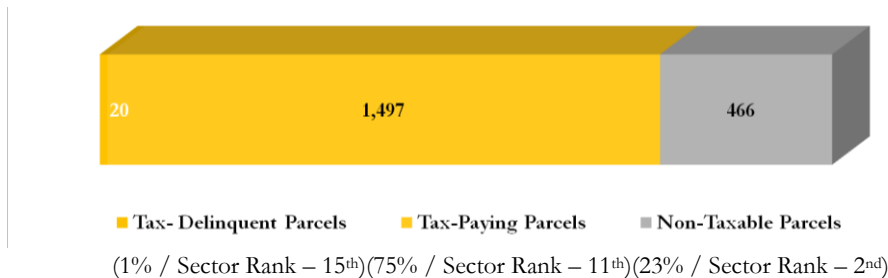
City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Housing & Land Use Dashboard

	Housing Stock	Occupied Units	Rank	Vacancy Rate	Rank	Owner-Occupancy Rate	Rank
2010	2,598	2,122	15	18.3%	3	15.8%	16
2000	1,914	1,448	16	24.3%	1	21.7%	16
Change	684	674	6	-6.0%	2	-5.9%	7
Pct Change	35.7%	46.5%	1	-24.7%		-27.0%	

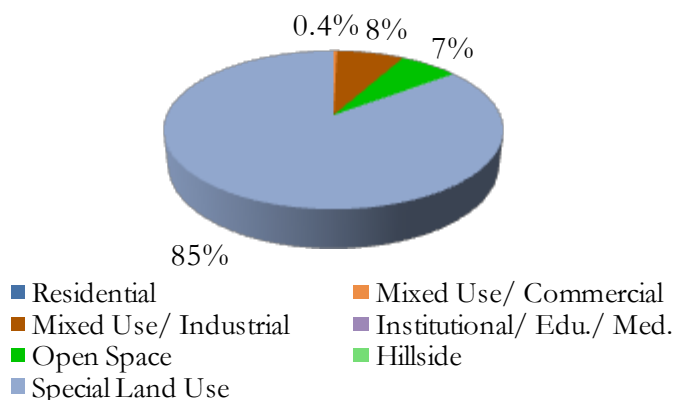
Census 2000, 2010

2008 Parcel Tax-Status



City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Land Use in Downtown Pittsburgh



Total Acreage: 739

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010

Neighborhood	Median Housing Value (2008)
Pittsburgh	\$66,562
Central Business District	\$65,671
North Shore	\$19,375
South Shore	N/A

City of Pittsburgh, Department of City Planning, PGHSNAP, v0.91 (Beta), January 2010