Innovation and Performance Subcommittees Recommendations

Subcommittee Name	Information Systems	Information Systems	Information Systems
Subcommittee Chairperson(s)	Laura Meixell	Laura Meixell	Laura Meixell
Title of recommendation	**Improve Digital Government**	**Open Data**	**Open 311**
Describe the recommendation	• Develop central digital point-of-entry for city services and make more forms available online. • Develop procurement policies which: include input from staff in CIS and City departments, use best practices in contracting, and make data available by requesting open APIs from vendors. Pittsburgh's procurement policies should consider using open source software where appropriate and prioritize technology services from local vendors. • Build technology and business processes that allow citizens and businesses to pay taxes, fees, and fines online, perhaps becoming the first municipal government to accept digital currency. • Use the modern technology and development principles, such as agile development and user-centered design to manage technology and process improvement initiatives.	• Develop an Open Data Policy that will make the city's data accessible to the public so that they may understand, investigate, and build upon the work of their government. • Develop a central data sharing portal with clearly-defined licenses, a well documented data catalog, and publication schedule. • Build the policy and the portal in public, soliciting the skills and input of a wide array of citizens including ongoing participation in a Code for America Brigade. • Engage with neighboring municipalities to share the benefits information exchange. • Bring national expertise to Pittsburgh by participating in national innovation and Open Data events and pursing a 2015 engagement with Code for America.	Pittsburgh should expand upon it's 311 program by adopting the Open 311 standard, increasing transparency around the City's response process, and making 311 data available to the public. The 311 system constitutes a common "front door" for many citizens requiring City services or information and by developing better ways to use the system we can improve the customer service experience in the City of Pittsburgh.
Is this an immediate or long-term recommendation?	A technology plan should be developed in the first 100 days. Redesigning the citizen experience in the digital age is an ongoing, iterative process.	First 100 Days: Launch pilot Open Data portal with limited data sets. Develop and publicize open use licences. Solicit public input on dataset selection and on drafting of an open data policy. First Year: Implement City-wide Open Data policy that moves all city departments toward transparency. Provide leadership for regional partners to discuss data and information needs and exchange. Engage local university and technology communities in using and building on data. First Term: Make Pittsburgh a national leader in Open Data by expanding available datasets, leading regional efforts around data standards and technology, and building productive relationships between the City and the local technology community.	First 100 Days: Adoption of the Open311 standard and development of read/write API. First year: Improved documentation of city department response processes and integration of response expectations into 311. AskPGH application improved and expanded to better communicate frequently asked questions. First term: Incorporate response parameters as performance metrics for city departments.
How will this address our challenges or reach our goals?	The City of Pittsburgh should meet citizens where they are by making information and services easily available electronically. In recent decades, governments at all levels have made themselves available online and in the process created efficiencies, expanded access, and provided opportunities to redesign processes through the lens of technology and the citizen experience.	• An Open Data effort will create value for the many public and private organizations who will be empowered to query, understand, and build upon the work of the City as captured in data. • Increased availability and quality of data will help the City to understand and address internal management concerns through performance management. • The increased transparency that comes with Open Data will encourage accountability.	By collecting requests from citizens using the Open311 standard and making the system open via a read/write API, Pittsburgh can work with developers to implement dynamic tools for citizens to get information, make service requests, and track the City's response. Where citizens do not need to request a service but instead are looking for information about a city-related topic, a centralized, perhaps question based content management system should be integrated into the 311 to make this easier.
What are the obstacles to implementation?	1. Business and procurement processes will need to be re-engineered to serve the strategy developed in a technology plan. 2. Existing software contracts may delay the implementation of systems that are aligned with a technology plan.	1. Executive sponsorship for an Open Data program is vital to executing an effective initiative. 2. Quality of data currently captured by internal City systems may be lacking and could require a significant amount of work to make them understandable.	1. Identifying basic technology solutions for API hosting 2. Working with developers to build and implement input and tracking systems for citizens and city departments. 3. Improving "triage" response processes from city departments and integrating performance management.
Who needs to be involved?	The recommendation is a City-wide initiative that will benefit from ongoing input from technologists and others in the community.	The Mayor and other local executive leadership must be committed to an Open Data program. The Office of Performance and Innovation can lead the program but every City department will need to be involved in cataloguing their information holdings and making them available on an ongoing basis. The involvement of local technology and education communities is also vital to the success of Open Data.	The recommendation is a City-wide initiative: Mayor, CIS, and each city department that responds to 311 requests.
What city resources need to be invested?	Improving the city's digital services will require investment in technology and staff, but strategic management will save the City time and resources in the long term.	Hosting for a data sharing platform, ongoing resources for cataloguing and updating data.	CIS hosting resources, Prioritization of 311 response process in City departments.
What will be different if the recommendation is adopted?	Citizens will be better able to find information and interact with city services online. Technology developed and/or procured by the City will have better outcomes, more citizens will benefit from the benefits of technology.	Currently fractured and tightly regulated data from the City will be consolidated, improved, and expanded. The City of Pittsburgh will be seen as a better partner to groups seeking to better understand and improve our region.	Customer service will be improved. The City will be more transparent. A variety of applications may be built by developers to assist in input of requests, tracking of progress, management of requests, or another aspect of the data not yet anticipated.
Describe any background materials that you consulted.	UK Government Digital Services Design Principles	The Sunlight Foundation Open Data Policy Guidelines, The Open Knowledge Foundation, Code for America Civic Commons, Beyond Transparency	Open311.org, "Open 311: A Platform for Municipal Collaboration by Philadelphia CDO Mark Headd", 311 pages for Chicago and Philadelphia
Have other cities implemented this recommendation?	We can benefit by learning from pioneers in digital government such as the cities of Philadelphia and Chicago and even the Office of Government Digital Services in the UK. Pittsburgh's vision for digital government should strive to understand the needs of the public in each of their interactions with the City and to keep an open mind about new ways of doing things.	24 Cities and States, compared here by the Sunlight Foundation.	A growing number of cities such as Chicago and Philadelphia already use the open standard to track and manage public space and public services. The City of Chicago uses 311 Service Tracker, an open source program that helps citizens and government departments understand the nature and progress of requests. Chicago also has Super Mayor Emanuel, a small, fun program that provides an example of how developers can build informative applications on top of Open 311 data. For finding information, the AskPGH application on the city website, based on Honolulu Answers, can help citizens find comprehensive, easy to understand answers to the most-asked questions.
Are there any other considerations?	Incorporate principles of learning, inclusiveness, and user-centered design in City technology policies, paying special attention to bringing the benefits of technology to citizens without smartphones or home computers.	Incorporate principles of learning, inclusiveness, and user-centered design in City technology policies, paying special attention to bringing the benefits of technology to citizens without smartphones or home computers.	

Subcommittee Name	Performance Management	Performance Management	Performance Management	Performance Management
Subcommittee Chairperson(s)	Eben Adams / Mike Cherock	Eben Adams / Mike Cherock	Eben Adams / Mike Cherock	Eben Adams / Mike Cherock
Title of recommendation	**Performance Technology Assessment**	**Constituent Feedback System**	**Performance Management Initiative**	**Key Performance Indicators**
Describe the recommendation	Create a plan for evaluating existing performance related technology (Accela Land Management Software, JD Edwards Oracle ERP, PittMAPS, etc) and the level of implementation and effectiveness of these installed systems. Make considerations for continued use or jettisoning of these systems. Based on assessment, produce implementation plan including training, infrastructure improvements as needed, and reporting criteria.	Explore and implement a feedback system for constituents groups that include residents, businesses, non-profit groups. Feedback structured to give information on specific issues that the constituents engage in.	Create a plan for performance management communication in the city that includes branding and visibility to a Performance Management website. TThis plan should consider marketing and campaigning to bring visibility to the importance of performance management in city services. The plan would creativly layout the City of Pittsburgh's strategy for building a performance-based culture and the potential benefits for all of the City's stakeholders.	Develop KPIs that measure social and environmental impacts along with fiduciary responsibilities for a "triple bottom line" governing model. The full model includes indicators for quality of life, efficiency of services, and effectiveness of policies of government. Evaluate the publication of KPIs in a "dashboard" style available in both public and private domains.
Is this an immediate or long-term recommendation?	First 100 Days	This is a short, medium and long term recommendation that will help to set the agenda for change.	The goal would be to develop and communicate the plan within the administration's first 100 days, implement the plan during the first year in office, and annual measure and communicate effectiveness of the plan over the remainder of the first term.	First 100 days - assemble potential KPIs across all government departments. First Year - issue KPIs that will be tracked and begin implementation to measure each. First Term - complete system for continuous monitoring and tracking of KPIs
How will this address our challenges or reach our goals?	Make better use of existing systems or eliminate unwanted layers to increase overall efficiency.	Will provide critical information to the Mayor indicating effectiveness of government services, customer satisfaction and a baseline understanding of what to measure. Overtime, it will be come a regular mechanism for measuring the administrations performance and improvement in the areas that matter.	It will make all stakeholders aware that the Peduto administration is serious about creating a performance based culture that is laser focused on creating the best customer experience possible for all customers of the City of Pittsburgh, especially those who haven't traditionally had a voice.	Each KPI will be chosen to measure efforts to achieve the results desired. The effect is better decision making to maintain or progress to better results. This will foster cross boundary collaboration among all areas of the executive team. Each component defines respective KPIs and thru this process will find shared indicators that in turn will visualize interdependencies.
What are the obstacles to implementation?	Awareness of existing system implementation and use. Ownership of systems that can lead the effort for honest evaluation and analysis.	Initially, developing a survey, mailing lists, a new website, etc... and scheduling groups focus groups will be time intensive and potentially expensive. Scaling the system to ensure that the results can be built upon will be important as well.	Creating and implementing a communications plan should be relatively easy since there are many governments and consulting firms with experience in this area. As with any plan, the challenge will be in getting the City to change. That's why making sure that City workers have a voice when creating the plan and a clear understanding of the benefits to them is so important.	Gaining awareness of city functions and how to measure each aspect; gaining an understanding of systemic issues within and across government.
Who needs to be involved?	System owners / administrators	Mayor, Constituents, department heads and a market research oriented consulting firm. There is real value in having an independent third party administrator the survey and facilitate focus groups.	The Mayor, Department Chiefs, the media, City employees, stakeholders and third party consulting and communications firms.	Executive Team and Directors
What city resources need to be invested?	Time	Money to generate system and outreach; marketing and branding	Time and financial resources.	Time; budgeting of future technology to track KPIs; possible consulting
What will be different if the recommendation is adopted?	Full understanding of baseline use in existing performance technology which will identify gaps for acquisition of new technology or effort required to use existing.	Constituents will be able to participate in formal feedback to Mayor. This feedback will help to establish a performance baseline from which to build and will send a message to the marketplace that the City of Pittsburgh is serious about serving its customers in a new, much more proactive way. What a difference from the previous administration.	The tone of the administration will immediately be different that anything Pittsburgh has seen before. Citizens and businesses owners will get the message, right out of the gate that Bill is serious about proactively addressing what matters to them and building a customer focused, performance oriented government.	Government will produce measurable results of efforts and the impact of each KPI will produce an accountable culture in decision making. This effort will also give light to structural issues that need adjusted to allow for effectiveness.
Describe any background materials that you consulted.	None	We reviewed similar programs in other cities. We really like what is being done in Oklahoma City's Leading for Results Program and their annual DirectionFinder® Citizen Survey: http://www.okc.gov/finance/2012%20Citizen%20Survey%20Report.pdf	There are many cities and businesses that have established successful initiatives to engage citizens and businesses in voice of the customer activities resulting and tremendous goodwill. To our knowledge, the City of Pittsburgh has never asked its stakeholders for their opinions on service levels, quality of life or easy of doing business.	Gross National Happiness Index KPI Library
Have other cities implemented this recommendation?	N/A	Yes. Oklahoma City, Des Moines, Vancouver, Kansas City, Dallas, etc… Some cities do separate surveys for citizens vs. businesses which is an excellent idea. An example of this is Des Moines: http://www.dmgov.org/Departments/CityManager/pages/performancemetrics.aspx	Similar to Oklahoma City "Leading for Results" program and campaign for performance management; Dallas, Austin, ICMA.	Maryland - Governor O'Malley's Delivery Unit - https://data.maryland.gov/goals Tianjin Eco-city - http://www.tianjinecocity.gov.sg/bg_kpis.htm Naperville, IL - http://www.naperville.il.us/kpi.aspx
Are there any other considerations?	Effort is part of larger IT evaluation. Some systems have multiple interfaces and coordination with other efforts is essential.	Given that this is something that has become fairly common in government and business, it should be relatively easy to put together and quickly implement a plan that generates tremendous customer feedback and is ultimately scalable and sustainable because much of the work will be able to be done by a independent third party consulting firm. That being said, the key is going to be how the City communicates and responds to the findings.	Realistic timing of a rollout is extremely important. It is important that this message doesn't get lost in all of the other things the administration will have going on during the first 100 days,	Cross departmental collaboration is essential. This may require structural changes in the organization of government.

Subcommittee Name	Sustainability & Entrepreneurship	Sustainability & Entrepreneurship	Sustainability & Entrepreneurship
Subcommittee Chairperson(s)	Grant Ervin	Grant Ervin	Grant Ervin
Title of recommendation	**The Civic and Business Information Exchange (CBIE, pronounced "see-bee")**	**Pittsburgh Green Summit**	**Public Service Communications Platform**
Describe the recommendation	Create an online platform that streamlines City processes, encourages business growth, facilitates community engagement and enables innovative resource development/sharing for Pittsburgh's business and civic communities. The goal of the Civic and Business Information Exchange or (CBIE) is to improve access to City information and services for small businesses and civic improvement organizations pursuing sustainability related business and civic objectives. The City of Pittsburgh can improve small business development by fostering information and technology exchange between government officials and innovative technology and service firms existing in Pittsburgh. The City of Pittsburgh's Civic and Business Information Exchange (CBIE) seeks to encourage tactical innovation within many functions of city government and simplify government related activities that result in service efficiencies for small businesses and communities. The information exchange platform will encourage an iterative dialogue and collaboration between civic innovators and government officials in an effort to improve government operational efficiencies, disseminate information more effectively, and enable the development of innovative, sustainable and technology led applications that enhance civic participation in city government.	The Administration should organization a Summit on Sustainable Business Practices & Resources for Entrepreneurs in an effort to help coordinate energy related to sustainable business practices and entrepreneurial activities. The City can use the summit as a way to help establish goals, priorities and understand challenges and opportunities facing the Pittsburgh entrepreneurial and sustainable business community.	The Administration should provide the City of Pittsburgh with modern, easily accessible, inexpensive, real time, results-driven medium – the City Cable Channel. The modernized channel can encourage collaborative solutions on civic challenges, including sustainability, entrepreneurship and prioritized community issues.
Is this an immediate or long-term recommendation?	This project will require short-term and long-term implementation milestones, but we believe leveraging the existing LaunchPgh platform along with a City-County partnership can establish the necessary resource needs to establish a limited version 1.0 of the website within 100 Days. The following is a list of key activities and potential development functionalities: 100 Days – Initiate Dialogue – Opportunity Identification Coordinate Mayor's Small Business and Entrepreneurs Roundtable: to kick-start a dialogue and interaction between city officials and entrepreneurs. Whiteboard Pittsburgh: Working with business representatives and city officials' project teams will work to provide assistance and process mapping that identifies improvement opportunities within city government. 1.0 Web Refinement and Launch: Reorganize small business services and existing process on City website 1- 2 Years Deployment and Refinement Information Warehouse and Distribution: Small businesses can use the information platform as a primary consumer resource for market information such as bank offerings for loans, co-working space rates and availability, access to capital, a start-up roadmap for starting a business, grant availability, green office practices, vendor rankings and information. Enhancing Small Business Services and Creating the E-Bud Concierge: The City stream-line and automate a number of business related services. The city should adopt a customer service mentality and staff a small business concierge, a group of individuals that have expertise in city government process and small business creation to better assist small business owners. Develop theGuide: to help assist busines Pittsburgh Green Business Innovation s and organizations interested in adopting triple bottom line business practices Civic Application Development: This web tool can accommodate the ongoing development of widgets that enable the government to test and incorporate new technologies into the civic domain. For example, the service can provide activities such as Crowdsourcing/Crowdfunding to allow for the mobilization of volunteers and dollars to projects already sanctioned by the City. The service can provide for the development of Data-Based Performance Applications that leverage big data to enhance maintenance, safety, surveying and operations offerings.	The Green Summit will take place in the First 100 Days, and will be followed by longer term initiatives, such as a green trade show, job fair and home show, and development of a Green Starter Kit for Businesses. Over the longer term, the Pittsburgh Green Summit can grow and become an annual event that attracts international representatives in sustainability.	First 100 Days – Determine current union/government parameters re: access/use of cable channel, research other U.S. city initiatives, identify potential audience and partners, create legal waivers First Year – Identify, prioritize and advertise city-wide issues and challenges, create programming schedule, link to other social media avenues (City's website, YouTube, Twitter, FB), view audience metrics First Term – Highlight city "success stories" to promote sustainability and progress, become a country's "best in class" re: public service platforms, build and promote an efficient template that can be used for other issues and in other cities
How will this address our challenges or reach our goals?	We have all experienced the inefficiencies of city government. Having a smart, tech-led approach to business development and civic services is a primary vehicle for which smarter cities are mobilizing resources today.	The Pittsburgh Green Summit will bring together key stakeholders committed to making Pittsburgh a more sustainable region. Foundations, businesses, nonprofits, social ventures, academics, entrepreneurs and activists will assemble for a day of insightful discussion on what we together can do to create a greener Pittsburgh. The Administration can organize the summit within the first 100 days. Additionally, it may be possible to also ask individuals to break into committees and claim responsibility for the following deliverables a strategic green plan for the COP; establishment of city-wide goals and metrics; development of an index of current green initiatives and businesses; a tool kit for businesses, and entrepreneurs who wish to "be green" or manufacture green products; a timeline of public events, including a home show, trade show and job fair. The resource guide can be extended to home owners.	1. Create a City-Wide, Service-Driven Model – Educate citizens, encourage civic engagement, promote deliberative democracy 2. Encourage Coordination, Collaboration and Creativity – Showcase partnerships that foster second generation growth and sustainability, provide direct communication, improve customer service, create equal opportunity baseline 3. New Standard and Expectation for Pittsburgh – become state and nation benchmark for modern communication and community participation
What are the obstacles to implementation?	Budget, staffing to capably lead and manage the project, a unified vision for implementation and functionality, a close review of current city process and maximizing in-house human capital.	1) Identifying and Recruiting up to 100 Stakeholders already engaged in building a greener Pittsburgh willing to commit up to 100 hours. 2) Being comprehensive in scope, without become too unwieldy in the number of participants - it will not possible to account for all programs, initiative, and funding opportunities across all sectors in the initial Summit. 3) Conflicts of Interest - The initial summit should focus on the public interest, as opposed to individual interests or agendas. The City should not appear to favor one business entity over another.	1. Ability to have open access to Cable Channel 2. Citizen participation 3. Prioritizing challenges 4. Encouraging new long-term, sustainable partnerships
Who needs to be involved?	We believe City-County leadership is necessary, and every department lead would have a stake in determining what processes can be automated and migrated. City Information Systems staff and County equivalents would be responsible for the technical development unless private support is solicited.	100 Stakeholders already engaged in building a greener Pittsburgh and stakeholders willing to commit up to 100 hours in the First 100 Days.	The recommendation is a City-wide initiative: Mayor, platform committee, communications representative(s), IT/social media partners, academic institutions, nonprofit organizations, schools, churches, start-up businesses, venture capital partners, corporations
What city resources need to be invested?	Primarily money and staffing.	An event planner; central meeting place able to accommodate up to 100 people; video conference capabilities; and employees responsible for transcribing proceedings, compiling summaries and completing deliverables.	Possible re-investment in new equipment, utilizing people as resources
What will be different if the recommendation is adopted?	In addition to new functionalities and efficiencies that such a platform will enable, we envision the creation of this platform as a necessary method for attracting capital to our city for future business development. .	The administration can engage key stakeholders so efforts are known and not duplicated. Entrepreneurs will have a clearing house of resources to jump start businesses that are either creating green-friendly products or are simply taking advantage of green "best practices". Homeowners and job seekers will know about future opportunities	The City of Pittsburgh will adopt a pro-active, citizen-driven approach to problem solving on a broad spectrum of issues and challenges through updated means of communication, as opposed to its current outdated, static state.
Describe any background materials that you consulted.	Our sub-committee utilized skills and experiences across consulting, technology development, economic development, start-up formation, as well as local and federal practices.	Reviewed online information about green summits held in other cities.	City of Minneapolis Website – http://www.minneapolismn.gov/tv/79
Have other cities implemented this recommendation?	The City of San Francisco is establishing best management practices by encouraging innovation within City Hall through their entrepreneur in residence program that brings tech entrepreneurs into government service - http://entrepreneur.sfgov.org	The following cities held one or more Green Summits: New York	New York City – Much like Pittsburgh's PCTV (open media access, but no results-driven, focused approach on service or sustainability) Minneapolis – Minneapolis 14 (programs linked to issues and information about the city and its services), Minneapolis 79 (live and recorded city government meetings), city YouTube channel
Are there any other considerations?	The need to continually adapt and be reflexive of changing technology and personnel dynamics. To encourage a spirit of collaboration and openness	As a multi-phased approach, various entities would need to be brought in at appropriate times to push each phase through to successful completion. This would mean not relying on one go-to person, but a multi-faceted team.	1. Recognizing the importance of data mining and aggregation through dash-boarding 2. Identifying City/Mayor/Committee role in prioritizing and promoting issues and needs of its citizens 3. Monitoring and reporting through various communications 4. Enforcing a civic call to action

Subcommittee Name	Sustainability & Entrepreneurship	Sustainability & Entrepreneurship	Sustainability & Entrepreneurship	Sustainability & Entrepreneurship
Subcommittee Chairperson(s)	Grant Ervin	Grant Ervin	Grant Ervin	Grant Ervin
Title of recommendation	**Community-Wide Sustainability Report Card**	**Pittsburgh EcoDistrict Initiative**	**Modernize the City's Infrastructure: Prioritize and Coordinate the Installation of Telecom and Green Infrastructure Systems**	**Be at the Table: Participate and Engage with City Sustainability Experts and Municipal Professional Associations**
Describe the recommendation	The City of Pittsburgh should establish community-wide sustainability goals and build an accompanying dynamic reporting system that measures, communicates, encourages sustainability practices across public, private and institutional-led activities. The Administration should form a team consisting of municipal, civic, and business sector leaders that 1) Uses citizen and municipal operations input; establishes vision, sustainability goals, and benchmarks for City operations and community-wide sustainability activities; and 2). Create a meaningful and relevant City of Pittsburgh Sustainability Report Card that evaluates quantitatively the administration's visionary, community-wide goals by tracking and comparing across a variety of integrative categories. The Report Card will serve as a reporting and management tool that advises, informs, and provides accountability. The reporting tool will supply quantitative, qualitative, ongoing measurement, tracking of activities and cross sector comparison across a variety of categories and activities influenced by city operations. The vision and goals will serve as a way to guide municipal operations and incorporate city-wide activities related to making the City of Pittsburgh a top tier sustainable city.	Sustainable development is community development. Economic development must be sustainable development. The Administration should encourage sustainable neighborhood development and revitalization through the establishment of the Pittsburgh EcoDistrict Initiative. The development of such neighborhood level designation can serve as and attraction and supply chain development model for sustainable businesses and opportunity to integrate sustainability policy and practices. Much work is currently being done in Pittsburgh related to EcoDistricts, now is a great opportunity for the City to support these efforts and work with communities to help build capacity and integrate community-led activities into the City's climate mitigation efforts. An EcoDistrict is a new model of public-private partnership that emphasizes innovation and deployment of district-scale best practices to create the neighborhoods of the future - resilient, vibrant, resource efficient and just. The City should establish an advisory body to investigate and provide recommendations to the Mayor that would define a path to incorporating EcoDistricts provisions into zoning, planning and development codes for the City. The advisory body will conduct analysis of city codes, overlay zones and other such efforts required to establish EcoDistricts within the City. The advisory body will document the entire EcoDistrict process; provide a model for implementation at the City and neighborhood level and establish model guidelines that outline data standardization for building performance, storm-water management, transport access, soil remediation, food production, and business participation.	The region's combined sewer challenges presents an opportunity to create strategic investments that can expand the city's installation of sustainable and green infrastructure; and to allow for the implementation of modern telecom infrastructure solutions that improve the City's data transfer capabilities and encourages economic competitiveness. First, the City must take leadership to reprioritize the ALCOSAN Wet Weather Plan to (i) maximize its value as green infrastructure, and (ii) leverage the deployment of improved broadband infrastructure. Second, as sewer replacement and underground activity begins to occur; the city must coordinate the replacement of aging and decaying information infrastructure. By adding a new broadband infrastructure element as part of an infrastructure modernization plan, whereby the deployment of conduit for fiber-optic cables is coordinated with sewer repair and/or replacement, and exist above ground green infrastructure.	The Administration will join and participate in professional trade and industry associations that can provide resources, technical expertise and educational materials that can advance the City of Pittsburgh's sustainability objectives. Organization examples include, but are not limited to International Dark Skies Association (IDSA). http://www.darksky.org/ ; C40 Cities http://www.c40cities.org World Mayor's Council http://www.worldmayorscouncil.org and others as appropriate.
Is this an immediate or long-term recommendation?	• 100 Days – ○ Organize a project working group consisting of civic, business, and government sector leaders. ○ Working group establishes baselines & benchmarks for City departments, Authorities, and community. ○ Working group reviews comparable cities / report cards and develops reporting models. ○ Civic, business, and government sector leaders establish goals and metrics to be incorporated in sustainability reporting system. • Year 1 – First official, complete report card integrating assembly and collection of existing data, new data, & true, full comparisons to other cities. • Years 2+ – Annual report card update, with revisit, reset, & report of goal progress.	• *First 100 days:* Mayor establishes the Pittsburgh Eco District Exploratory team and charges them to identify regulatory requirements, community participants, and international best management models; and apply to participate in the EcoDistricts Incubator in Portland, Oregon. • *Year 1:* Eco District Exploratory team establishes a recommendation report and conducts community outreach, education and coordinating with existing community and city-led planning efforts. Team identifies pilot neighborhoods; and efforts to begin to incorporate Eco District designation within City planning activities, zoning codes and comprehensive planning documents. • *End of First Term:* Eco District guidelines will be set and resources created to advance planning and designation and implementation of Eco districts within the City.	This is a long-term recommendation, with the following immediate, short-term and long-term actions: **First 100 days:** • Contact EPA to get an extension to the sewer plan and explain City's green infrastructure priorities. • Support a green first alternative to the ALCOSAN Plan • Announce plans to investigate including conduit for fiber deployment in the green infrastructure plan, and to estimate cost and impact. • Educate ALCOSAN Board of Directors on the benefits of a green infrastructure plan and linking green infrastructure fiber deployment. **First Year**: • Establish an advisory committee of experts on green infrastructure and/or broadband from outside government, to assist with coordination planning. • Support research and metrics to quantify storm-water management outcomes and community benefits associated with a large-scale green first investment along with right sized gray as an approach to comply with the Consent Decree. • Establish a committee to study a Storm-water Utility for Pittsburgh and green infrastructure installation. • Create a strategy by which non-governmental organizations can access conduit or fiber owned by the city on a wholesale basis, in return for meeting certain obligations. **First Term**: • Develop incentive program that encourages property owners to make storm-water improvements to their property. • Develop a plan by which commercial telecom carriers and other nongovernmental entities can pay for use of conduit or fiber on a collaborative-wholesale basis to provide improves internet service to Pittsburgh residents.	Joining these associations is an immediate recommendation. Being a part of these associations can provide opportunities for the city to obtain financial resources, access technical expertise and create a broader awareness of activities and practices being developed in other cities that provide learning opportunities.
How will this address our challenges or reach our goals?	• Creating a formal, annual City of Pittsburgh Sustainability Report Card and goal setting will create a standardized way to measure across City departments, authorities, and community entities, allowing for both standard measurement and aggregation of efforts, while simultaneously allowing comparison internally, locally, and to national peers (natural or aspirational). • Establishing *visionary* goals will leverage public and municipal input in a wide variety of traditional and nontraditional sustainability categories, creating a broad and holistic summary of Pittsburgh's detailed and aggregate progress towards becoming a true Tier 1 sustainability city. • Establishing goals and metrics will help to encourage new business growth opportunities for sustainable business practices; while spurring innovation for solving sustainability challenges	• The EcoDistrict designation will encourage the removal of existing barriers and establish new norms for the formation of sustainable neighborhood development policy and practices. • EcoDistricts activate communities. EcoDistricts are done "with communities" and not "to them" or "for them." • EcoDistricts help to build community capacity in existing communities. Civic participation, long a hallmark of Pittsburgh, is a focus of EcoDistrict development and further supports our region's human assets. • EcoDistricts support the city's Climate Action Plan. EcoDistricts are a way of actualizing Pittsburgh Climate Action Plan's goals and encourage the development of resilient neighborhoods.	• Maximizing green infrastructure investments in neighborhoods will help to build on Pittsburgh's reputation as a global city and will promote a healthy business and living environment. • Leveraging the sewer project to lay conduit for fiber-optic infrastructure will reduce the cost to a tiny fraction of what it would otherwise be. • The resulting infrastructure will promote economic growth and job creation	Being a participant in these learning exchanges will help support citizen and city led sustainability activities; while providing the ability to promote the City of Pittsburgh as a leader in sustainability.
What are the obstacles to implementation?	• Entrenched operational standards City and community-wide • Data collection and reporting standardization • Existing City data collection and usability • Adding new sustainability fields to existing data sets	Local governments are accustomed to existing codes, some of which are unnecessary or out-of-date. Inter-departmental communication among city departments could also hamper systematic progress. And funding will, of course, be necessary to get this going.	• As the EPA will make a determination on ALCOSAN's draft plan in January, there is an urgency and timing issue to achieving a green first alternative for the City's largest-ever public infrastructure investment. • Implementation of large-scale green infrastructure requires inter-jurisdictional or inter-agency collaboration, which requires planning and leadership. • Resources are needed for conduit and fiber deployment. • Coordination is needed across city and county organizations. • Some commercial companies will object because they would not like to see infrastructure used in a way that fosters greater competition among telecom carriers.	There are limited resources and time, so it is impossible to join every association. The administration will have to be selective and recognize which organizations provide the greatest return on the investment in time.
Who needs to be involved?	All City departments and authorities; joint City/County authorities should also be included. Where possible, City partner organizations should also be included to fully / best track community-wide achievement of overall goals (not just the City piece of goals).	Residents, community based organizations, other nonprofits, city and county government, universities and other educators, architects, planners, builders, and renewable energy companies.	City leadership, community organizations, green infrastructure and engineering experts, businesses, Pittsburgh residents, County government, other municipal leaders. PWSA leadership. Major beneficiaries of broadband including schools, hospitals, libraries, universities, and information-oriented businesses	Mayor, Department leaders and managers, Council
What city resources need to be invested?	Sustainability Manager, Key Department Leaders, City Sustainability Commission.	Offices of Planning, Zoning, Building Inspection, Traffic, and likely Law; startup funds.	• Mayor's political capital. Media relations • Funding will be required to support deployment of conduit for fiber. The cost should be recovered rapidly from the resulting revenue stream	Staff time and resources for membership
What will be different if the recommendation is adopted?	The City of Pittsburgh will have vision incorporated in its sustainability activities; and regular tracking mechanisms towards these goals that's both City and community specific. The City's leadership will help influence the community in making and achieving more sustainable decisions.	Pittsburgh will set a regional precedent for smart development, with new ideas tested out, one neighborhood at a time, before implementing on a city-wide basis. The EcoDistrict process will encourage collaboration among municipal staff, sustainability leaders, community organizations, businesses, and citizens. Pittsburgh would move several steps closer to sustainability.	• Pittsburgh will leverage public infrastructure investments to create community benefits. Greening and reuse of vacant lots, family sustaining jobs for unemployed residents, greening and revitalization of business districts and neglected neighborhoods, storm-water management, and improved air and water quality. • Broadband services will be better, especially in parts of the city that are underserved today, because fiber supports greater data rates. .	We will stand out as a forward thinking and participatory city.
Describe any background materials that you consulted.	• *Pittsburgh Climate Action Plans*, Versions 1 and 2 • *ACEEE 2013 Energy Efficiency Scorecard, http://aceee.org/files/pdf/summary/e13g-summary.pdf* • *Santa Monica Sustainable City Score Cards, 2005 – 2012, www.smgov.net/Departments/OSE/Categories/Sustainability/Sustainable_City_Report_Card.aspx* • *City of Bellingham, Washington, Performance Measures, www.cob.org/data/metrics/index.aspx,. Example: Vibrant Sustainable Economy Scorecard, www.cob.org/data/metrics/economy.aspx* • *Claremont Sustainability Report, 2009, www.ci.claremont.ca.us/download.cfm?ID=26765* • *Philadelphia Greenworks, http://www.phila.gov/green/greenworks/index.html*	Narratives and handbooks http://ecodistricts.org/ http://www.evolveea.com/work/ecodistrict-planning-symposium-news http://www.architectmagazine.com/urban-development/pittsburgh-becomes-third-2030-eco-district-in-us.aspx http://policy.rutgers.edu/academics/projects/studios/ecodistricts/EcodistrictHandbook.pdf http://www.pwcgov.org/government/dept/planning/zoning/Pages/Overlay-Districts.aspx http://www.pgplanning.org/Resources/Guide_to_Zoning_Categories/Overlay_Zones.htm	Clean Rivers Campaign http://cleanriverscampaign.org/resources/green-cities/ EPA Green Infrastructure Strategic Memo: http://water.epa.gov/infrastructure/greeninfrastructure/gi_support.cfm PWSA: Greening the Wet Weather Plan http://pittsburghgreeninfrastructure.com U.S. National Broadband Plan. http://www.broadband.gov	International Dark Sky Association C40 Cities World Mayor's Council
Have other cities implemented this recommendation?	See references above (Santa Monica, Claremont, etc.). Combined, Philadelphia and Santa Monica's measures provides a good example of goals, benchmark, and activities reporting – though vision could be greater.	Yes; Cities around the worlds are creating EcoDistricts of various kinds. The National Capital Planning Commission in Washington, DC's is establishing the SW Ecodistrict and can serve as a model. Models exist in Atlanta and Portland. One nearby community considering revising municipal codes based on EcoDistrict planning priorities is Millvale.	Many major cities in the United States and abroad are maximizing green infrastructure in city infrastructure investments. Washington D.C., for example, is pursuing green infrastructure as a significant part of their wet weather plans. D.C.Water: http://www.dcwater.com/education/pdfs/green_infrastructure_brochure.pdf Amsterdam Fiber Optic Example for example. http://arstechnica.com/tech-policy/2010/03/how-amsterdam-was-wired-for-open-access-fiber	Yes. Numerous cities are participating in associations working to mitigate the impacts of climate change.
Are there any other considerations?	The City taking the lead in an effort such as this helps reset and grow existing conversations. Future investigations to help shape the integrative model better include: AASHE STARS program, https://stars.aashe.org, ICLEI STAR Community Index, www.icleiusa.org/sustainability/star-community-index.			