



M I N N E S O T A

7



IMPLEMENTATION

IN THIS SECTION

IMPLEMENTATION MATRIX

The Manchester-Chateau Neighborhood Plan incorporates an extensive set of goals and strategies, intended to address current needs and future goals, as expressed by residents and stakeholders during the creation of the plan. Implementation actions include public art projects, efforts to provide affordable housing, infrastructure improvements, among others. A list of action strategies is found on the following implementation matrix. That matrix identifies the timeframe, responsible party, and potential partnerships for each strategy.

ACRONYMS

| | |
|----------------|---|
| AHN | Allegheny Health Network |
| CCAC | Community College of Allegheny County |
| CCG | Community Coalition Group |
| CLP | Carnegie Libraries of Pittsburgh |
| CoP | City of Pittsburgh |
| HACP | Housing Authority of the City of Pittsburgh |
| HRC | Historic Review Commission |
| MCC | Manchester Citizens Corporation |
| MHS | Manchester Historic Society |
| NSLC | Northside Leadership Conference |
| PAAC | Port Authority of Allegheny County |
| PennDOT | Pennsylvania Department of Transportation |
| PWSA | Pittsburgh Water and Sewer Authority |
| SPC | Southwest Pennsylvania Commission |
| URA | Urban Redevelopment Authority |

IMPLEMENTATION RESOURCES

Depending on the implementation strategy, there are a number of different resources to pursue. Projects ranging from the environment and transportation to urban design will require some level of funding. Funding resources are identified in the Appendix, and include:

1. How to Start a Housing Trust, and
2. Housing Funding Programs, and
3. Grant Funding Programs, and
4. Additional Development Tools.

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|--|------------------|-----------|-----------|-----------|-------------|----------------------------|
| GOAL 1: ENCOURAGE THE PROVISION OF SAFE, QUALITY, AFFORDABLE HOUSING FOR CURRENT RESIDENTS. | | | | | | |
| Promote development of rental and for sale housing at all income levels. | Policy | X | X | X | X | MCC |
| Explore Inclusionary Zoning as a tool to ensure new developments include affordable housing. | Project | | X | | | CoP, MCC |
| Support single-parent and senior households through connections to appropriate supportive services and resources. | Program | | X | X | X | CCG |
| Assist residents with residential preservation and maintenance projects through the creation of a Preservation Grant Fund. | Project, Program | | | X | | CCG, MCC, MHS |
| Promote and facilitate home maintenance through rehab education programs and report maintenance issues on abandoned properties to ensure public health and safety. | Program | X | X | X | X | CCG, URA |
| GOAL 2: ENCOURAGE A VARIETY OF HOUSING TYPES TO MEET THE NEEDS OF ALL SEGMENTS OF THE POPULATION. | | | | | | |
| Maintain and develop quality senior housing that is affordable with options for rental or ownership. | Project | X | X | X | X | Developers, HACP, MCC |
| Promote the development of housing options for single-person households. | Policy | X | X | X | X | CCG, MCC |
| Pursue zoning amendments to allow Accessory Dwelling Units or Carriage Houses. | Project | | X | | | CoP, MCC |
| Pursue zoning amendments that accommodate residential density while preserving the existing context of the street and neighborhood. | Project | | X | | | CoP, MCC |
| Expand housing options which meet ADA standards. | Policy | X | X | X | X | CoP, Developers, HACP, MCC |
| Partner with Family Links to promote transitional housing units in the neighborhood. | Partnership | X | X | X | X | Family Links, MCC |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|----------|--------------|-----------|-----------|-----------|-------------|-------------------|
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GOAL 3: INCREASE ACCESS TO HEALTHY FOOD AND COMMUNITY SUPPORT SERVICES.

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|--|---------------------|--|---|---|---|--|
| Conduct a market feasibility assessment for a healthy corner store or grocery store in the neighborhood. | Project | | | X | | CCG, MCC |
| Create an educational program to encourage home gardening and use of the Vacant Lot Toolkit. | Program | | X | X | X | CCG, CoP, Grow Pittsburgh |
| Create a yard-share program. | Program | | | X | X | CCG |
| Create a program for mobile screenings and check-ups, including dental and eye care, through partnerships. | Program Partnership | | | X | X | CCG, Potential Partners include AHN, CCAC, and education, social, and foundation non-profits |
| Host a Health Wellness Day annual event. | Project | | X | X | X | CCG |

GOAL 4: ENHANCE COMMUNICATION AND ACCESSIBILITY WITHIN THE COMMUNITY.

| | | | | | | |
|---|---------------------|---|---|--|--|---|
| Partner with institutions to develop a Northside communities web portal and publish a directory that acts as a clearinghouse of information on programs, grants, loans, community process, and more for: <ul style="list-style-type: none"> » Residents » Businesses » Organizations » Visitors » Investors/Developers | Project Partnership | X | | | | CCG; NSLC; Buhl Foundation |
| Pursue longterm service opportunities, such as Americorps or fellowships, to serve as a Program Manager to assist residents, and to develop and implement programs. | Project | X | | | | CCG; Potential Partners include NSLC and foundation non-profits |
| Create a Resource Center with flexible spaces and an onsite resource employee. | Project | | X | | | CCG |
| Generate a quarterly newsletter. | Project | | X | | | CCG |
| Research communication opportunities. | Project | X | | | | CCG |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|---------------------|-----------|-----------|-----------|-------------|--|
| GOAL 5: STRENGTHEN PARTNERSHIPS WITH NORTHSIDE ORGANIZATIONS. | | | | | | |
| Create a partnership organization for both Manchester and Chateau to ensure residents and businesses mutually benefit from future redevelopment (referred to as Community Coalition Group (CCG)). | Project Partnership | X | | | | MCC, MHS, Chateau Stakeholders |
| Pursue Registered Community Organization (RCO) status via partnerships/coalition. | Project | | X | | | CCG |
| Partner with Northside institutions and other organizations for investments and workforce development opportunities. | Partnership | | X | X | X | CCG |
| Collaborate with North Shore entities (Science Center, Aviary, etc) on creating a program to ensure all Manchester families and children have free access periodically. | Program | | X | X | X | CCG, Potential Partners: Museums, Stadiums |
| Advocate for expanding programs and opportunities for local teens. | Policy Partnership | | X | X | X | CCG |
| GOAL 6: DOCUMENT RESOURCES. | | | | | | |
| Inventory existing oral histories and ownership, and develop an Oral Histories Project which includes resident and organization recordings. | Project | | X | | | MHS, CLP |
| Inventory house histories and expand this research. | Project | | X | | | MHS |
| Update historic structures from the National Register Inventory of Manchester. | Project | | | X | | MHS |
| Develop an Asset Map of Manchester and Chateau, including public and private art. | Project | | | X | | CoP, MHS |
| Partner with the City to update the existing inventory of public art and memorials. | Project Partnership | | | X | | CoP, MHS |

| STRATEGY | TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|-----------------|-----------|-----------|-----------|-------------|---|
| GOAL 7: COMMIT TO PRESERVING RESOURCES. | | | | | | |
| Create a walking/listening tour (perhaps a geographic based app) of the neighborhoods that incorporates the Oral Histories Project, house history, and asset map. | Project | | X | | | CoP, MHS |
| Create a fundraising program for residents to purchase elements as part of public art projects, such as commemorative bricks. | Project | | X | | | CoP, MHS |
| Research and apply for grants to preserve the resources, particularly the Anderson Manor. | Project | | X | | | MHS |
| Find long-term partners for: » Oral Histories Project » The Asset Map » House Histories Research » Maintenance of Community Gardens | Partnership | | X | | | MHS, Potential Partners: CLP, Heinz History Center, Historic Pittsburgh, Religious Institutions |
| Extend the history and brand of Manchester-Chateau through the following: » Incorporate Manchester architecture detail in a branding logo for the neighborhood » Gateway signage should incorporate public art and celebrate cultural heritage » Integrate signage/stories/wayfinding into signage | Project Program | | | | X | CCG, CoP |
| GOAL 8: INCREASE PUBLIC ART ASSETS THROUGHOUT THE NEIGHBORHOOD | | | | | | |
| Incorporate Manchester's cultural heritage through local art & design along riverfront and throughout neighborhoods. | Project | X | X | X | X | CCG, CoP, MCC |
| Transform Route 65 wall (if it will remain for 10+ years) with public art and lighting and streetscape improvements. | Plan Project | | | | X | CCG, CoP, MCC, PennDOT |
| Incorporate cultural heritage and inspiring architecture into public infrastructure (gateway signs, bike racks, banners, any metalwork). | Project | X | X | X | X | CCG, CoP, MCC |
| Create a community gathering space with rotating art and/or an outdoor gallery. | Project | | | | X | CCG, MCC |

| STRATEGY | TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|----------------|-----------|-----------|-----------|-------------|-------------------|
| GOAL 9: INTEGRATE A NEIGHBORHOOD BRANDING STRATEGY INTO THE URBAN FABRIC OF MANCHESTER-CHATEAU. | | | | | | |
| Develop a visual identity, such as a logo, that becomes a consistent visual emblem for the neighborhood and that is consistent with the findings of the neighborhood branding strategy conducted during this planning process. | Project | X | | | | CCG |
| GOAL 10: PROMOTE WESTERN AVENUE AS A VIBRANT, MIXED-USE COMMERCIAL DISTRICT. | | | | | | |
| Re-evaluate applicable zoning along Western Avenue in order to promote desired uses. | Project | | X | X | | CCG, CoP, MCC |
| Investigate zoning performance standards to achieve the following desired characteristics for the district: » Ground floor commercial (office or retail) » Residential units above (4-6 stories) » Building materials and design that are historically appropriate for the neighborhood. » Incorporate gateway signage outlined in the Community section on the corner of Western Ave. And Allegheny Ave. » Active street frontages that prioritize pedestrian access » No new surface parking or driveways | Project | | | X | | CCG, CoP, MCC |
| GOAL 11: STRENGTHEN AND DIVERSIFY EXISTING LAND USE IN CHATEAU. | | | | | | |
| Align future development with the future land use plan outlined in the Development Chapter. | Policy | X | X | X | X | CCG, CoP |
| Leverage the riverfront and planned green corridors for future development. | Policy Project | X | X | X | X | CCG, CoP |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|--|--------------|-----------|-----------|-----------|-------------|-------------------|
| GOAL 12: ENSURE AFFORDABILITY FOR FUTURE GENERATIONS. | | | | | | |
| Develop a housing trust » Identify stakeholders, including a principle acting agency. » Define organizational structure and scale. » Determine income qualifications and housing trust model. | Project | X | | | | MCC |
| GOAL 13: ENCOURAGE STRATEGIC DEVELOPMENT OF VACANT PARCELS/LOTS. | | | | | | |
| Prioritize rehabilitating existing vacant structures before infilling vacant land | Policy | X | X | X | X | MCC |
| Develop a stabilization program to untangle titles and get control of vacant properties | Program | | | X | | MCC |
| Explore temporary uses for vacant lots, including community gardens. | Project | | X | X | X | CCG, MCC |
| Create a policy with community input on addressing affordable housing on publicly-owned vacant lots. | Project | X | | | | MCC |
| GOAL 14: IMPLEMENT REVENUE CAPTURE STRATEGIES TO ADVANCE PUBLIC AND PRIVATE PROJECTS. | | | | | | |
| Establish a TRID. Include the following: » A Planning Study » A TRID Implementation Plan » Resolution, Public Meeting, and City Ordinance | Project | X | | | | CoP, PAAC, URA |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|--------------|-----------|-----------|-----------|-------------|--|
| GOAL 15: ENHANCE SAFETY THROUGH ROADWAY DESIGN IMPROVEMENTS. | | | | | | |
| Evaluate local streets for opportunities to improve safety at key crossings for pedestrians and cyclists. | Plan Project | X | X | | | CoP |
| Explore traffic calming techniques to decrease vehicle speeds, appropriate for local neighborhood streets. | Plan Project | X | X | X | X | CoP |
| Evaluate appropriateness of existing one-way streets and explore options for conversion to two-way traffic. | Project | | X | | | CoP |
| GOAL 16: IMPROVE QUALITY AND ACCESS TO PUBLIC TRANSIT SERVICES. | | | | | | |
| Enhance design of bus stops to showcase local artists and community heritage. | Project | | X | | | CoP |
| Conduct a Allegheny T-Stop Multimodal Access Plan to identify multimodal improvements to the connect to T station. | Plan Project | | X | | | CoP, PAAC |
| GOAL 17: IMPROVE PEDESTRIAN AND BICYCLIST INFRASTRUCTURE. | | | | | | |
| Address gaps in the sidewalk network and bring sidewalks and ADA ramps to an acceptable condition. | Project | | X | X | | CoP |
| Implement bicycle and pedestrian infrastructure per Mode Emphasis Map. | Project | | | X | | CoP |
| Improve connections to regional/city trail networks. | Project | | | X | | CoP |
| Create partnership to encourage the use of bicycling as an affordable, convenient mode of transportation. Include bike programming in community events. | Partnership | | X | X | | CoP, MCC, Potential Partners: Healthy Ride Ambassador Program, BikePGH, and others |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|--|----------------|-----------|-----------|-----------|-------------|------------------------|
| GOAL 18: RECONNECT MANCHESTER AND CHATEAU THROUGH A NEW VISION FOR THE STATE ROUTE 65 NETWORK. | | | | | | |
| Implement near-term safety improvements on Chateau St. & Beaver St. to create pedestrian-safe transition zones. | Project | | X | | | CoP, PennDOT |
| Implement Juniata underpass improvements. | Project | | X | | | CoP, PennDOT |
| Strengthen connections between Manchester and Chateau by making investments that promote connectivity and safety and are multi-modal in nature. | Policy | X | X | X | X | CoP |
| Conduct long-term transportation analysis exploring the feasibility and cost/benefit of long-term changes to SR-65 and options to create additional access points through SR-65. | Plan Project | | X | | | CoP, PennDOT, SPC |
| Construct green corridors and trail improvements to connect Manchester-Chateau to the river. | Project | | | X | | CoP, PennDOT |
| Open space under the bridge to create recreational space and safe connections between the riverfront and the neighborhood. | Project | | | | X | CoP, PennDOT |
| GOAL 19: INCORPORATE GREEN INFRASTRUCTURE IN CAPITAL IMPROVEMENT PROJECTS. | | | | | | |
| Develop environmental guidelines and a template for the community to use when reviewing proposed development. | Project | | X | | | CCG, MCC, CoP |
| Incorporate green infrastructure where appropriate in development review and in Community Benefits Agreements. | Policy | X | X | X | X | CCG, CoP, MCC |
| Incorporate green infrastructure, including stormwater, in public infrastructure investments. | Policy Project | X | X | X | X | CoP, PWSA |
| Develop a program to educate and assist residents to build rain barrels for their property. | Program | | X | X | X | Action Team/Task Force |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|---------------------|-----------|-----------|-----------|-------------|----------------------------------|
| GOAL 20: IMPROVE NEIGHBORHOOD AIR AND WATER QUALITY. | | | | | | |
| Increase lead testing of drinking water | Project | X | | | | Action Team/Task Force, PWSA |
| Increase air quality monitoring throughout neighborhood to improve data/obtain new baseline data, including VOC's. » Sign up to be a cohort with ROCIS and recruit residents to participate (requires residents logging activities and measuring pollutants). » Educate others and advocate through GASP, ACCAN, AIRNOW. GOV. | Project Partnership | | X | X | | CCG |
| Continue to grow the tree canopy in the neighborhood through the implementation of the ReLeaf Manchester and Chateau Plan. | Project | X | X | X | X | Action Team/Task Force, CCG |
| GOAL 21: PURSUE RESPONSIBLE WASTE PRACTICES THROUGHOUT THE NEIGHBORHOOD. | | | | | | |
| Enforce recycling mandate. Recycling is required in the City of Pittsburgh and regular discussion at community meetings and local enforcement can help. | Project | X | X | X | | Action Team/Task Force, CCG, CoP |
| Provide public trash and recycling receptacles where needed. | Project | | X | | | CCG, CoP |
| Establish a district composting program with an educational component. | Program | | X | | | Action Team/Task Force |
| Establish a glass recycling program. | Program | | X | | | Action Team/Task Force |
| Coordinate neighborhood clean-up with an awareness of hard to recycle items. | Project | | X | | | Action Team/Task Force |
| Strive to become a zero-waste community: » Raise awareness about waste by planning for all future community events to be zero waste events where all waste is recycled or composted. » Create a roadmap to zero-waste by working with local advocates. » Coordinate with the City to acquire data regarding the amount of trash and recycling collected in Manchester and Chateau. | Project Partnership | | X | X | | Action Team/Task Force, CoP |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|--------------|-----------|-----------|-----------|-------------|-----------------------------|
| GOAL 22: IMPROVE ENERGY EFFICIENCY THROUGHOUT THE NEIGHBORHOOD. | | | | | | |
| Develop incentives to incorporate renewable energy in new construction. | Project | | X | | | CoP |
| Develop incentives to encourage electric car charging stations. | Project | | X | | | CoP |
| Educate residents on the following existing programs: » Ongoing educate residents about PA Power Switch » DL's Watt Choice Program (energy audit, system of rebates, and weatherization). | Program | | X | X | X | Action Team/Task Force |
| Pursue obtaining a blanket permission from the HRC for solar panels on historic designated structures. | Project | X | | | | Action Team/Task Force, CCG |
| Research and develop a neighborhood fund for renewable energy infrastructure installations. | Project | | | X | | Action Team/Task Force |
| Recruit residents to form a co-op to seek group rates from solar companies. | Project | | X | | | Action Team/Task Force |
| Conduct a study of the neighborhood for existing and future sites for renewable energy opportunities such as wind, solar, and geothermal sites. | Project | | X | | | Action Team/Task Force |
| Maintain contact with existing EcoDistricts to learn best practices. | Partnership | X | X | X | X | Action Team/Task Force |
| Partner with the following existing programs: » Grassroots Green Homes to get Manchester to become 2nd pilot neighborhood (weatherization) » Conservation Consultants Inc. to audit homes and address energy issues. » URA's Pittsburgh Home Rehabilitation Program (PHRP) Energy Efficiency Grant and Loan Program. | Partnership | X | X | X | X | Action Team/Task Force |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|--|--------------|-----------|-----------|-----------|-------------|-----------------------------|
| GOAL 23: PROTECT THE LOCAL ECOSYSTEM. | | | | | | |
| Develop a local Urban Ecostewards Program by partnering with Pittsburgh Parks Conservancy. | Partnership | X | | | | Action Team/Task Force |
| Create a green library. | Project | X | X | | | Action Team/Task Force |
| Develop an educational program on gardening. | Program | | X | X | X | Action Team/Task Force |
| Investigate ways to reduce costs of urban agriculture projects on private property. | Project | | X | | | Action Team/Task Force |
| Advocate for habitat and protection of species necessary to provide a healthy ecosystem. | Program | X | X | X | X | Action Team/Task Force |
| Continue to grow the tree canopy in the Manchester-Chateau neighborhood through the implementation of the ReLeaf Manchester and Chateau Plan. | Project | X | X | X | X | Action Team/Task Force, CCG |
| GOAL 24: STRENGTHEN THE QUALITY OF EXISTING NEIGHBORHOOD PARKS. | | | | | | |
| Manchester Park: » Emphasize role as a community gathering space with updated event and activity spaces. | Project | | | X | | CoP |
| Manchester Field Park: » Emphasize role as community athletic center and festival grounds with updated fields and activity spaces. » Increase recreational leagues and opportunities using Manchester Fields (football, cheerleading, rugby, baseball) | Project | | | X | | CoP |
| McKnight Park: » Emphasize role as community playground with updated equipment, activities, and signage. | Project | | | X | | CoP |

| STRATEGY | PROJECT TYPE | (0-1 yrs) | (1-2 yrs) | (2-5 yrs) | (5-10+ yrs) | RESPONSIBLE PARTY |
|---|--------------|-----------|-----------|-----------|-------------|-------------------|
| GOAL 25: IMPROVE ACCESS TO OPEN AND GREEN SPACE IN CHATEAU AND ALONG THE RIVERFRONT. | | | | | | |
| Identify opportunities for public art and amenities along riverfront trail. | Project | | X | | | CCG, CoP |
| Construct green corridors to connect Manchester-Chateau to the river. (See Goal 18). | Project | | X | X | | CCG, CoP, PWSA |

ADDITIONAL MOBILITY IMPLEMENTATION

| PLANS | DESCRIPTION | (1-2 yrs) | (2-3 yrs) | (3-5 yrs) | RESPONSIBLE PARTY |
|---|---|-----------|-----------|-----------|---|
| Allegheny T-Stop Multimodal Access Plan | Identify multimodal and roadway improvements on Allegheny Avenue, Reedsdale Street and Ridge Avenue to the better connect the T station to northside neighborhoods and Downtown, and improve the experience of taking transit. | X | | | DOMI Planning, DCP, PAAC |
| State Route 65, Beaver and Chateau | Feasibility of short term and long term recommendations in the plan based on structural and traffic impacts. | | | X | DOMI Planning and Engineering, PennDOT, SPC |
| Urban Design Guidelines | Streetscape requirements for development on Western Ave and in Chateau. Seek to establish a neighborhood scale street grid as land use in Chateau changes. | X | | | MCC, DCP, DOMI |
| Sidewalk Gap and Condition | Inventory of sidewalk gaps and/or inadequate sidewalk facilities to begin to address gaps in the sidewalk network and bring sidewalks and ADA ramps to an acceptable condition. | | X | | MCC, DCP, DOMI |
| PROJECTS | DESCRIPTION | (1-2 yrs) | (2-3 yrs) | (3-5 yrs) | RESPONSIBLE PARTY |
| Green Corridors Implementation | Construct green corridors to connect Manchester-Chateau to the river. | | | X | Capital project, grant funding and/or developer contributions |
| Intersection Improvements - Juniata | Upgrade pedestrian crosswalks on Juniata & Chateau and Juniata & Beaver as an extension of the Green Corridors Implementation and Chateau Road Diet. Consider signal upgrades or rapid pedestrian flashing beacon at Juniata & Beaver. Identify Juniata underpass improvements. | | X | | DOMI Traffic Calming Program/ Capital project |
| Intersection Improvements - Allegheny | Upgrade pedestrian crosswalks and signals on Allegheny Ave from Pennsylvania, W North Ave, Western Ave and Ridge Ave. | | | X | Capital project |
| Traffic Calming | Explore traffic calming techniques to decrease vehicle speeds, appropriate for local neighborhood streets. Assess neighborhood one-way streets and implement traffic calming on Fulton or Western. | | | X | DOMI Traffic Calming Program |

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APPENDIX

HOW TO START A HOUSING TRUST

OVERVIEW

1) SET A GOAL AND A MISSION THROUGH A NEED

The first goal is to determine a market gap and market need in the community. This includes making sure that the residents can afford current rental rates, and have adequate access to job opportunities that provide income levels that allow less than 30% to be set aside for housing costs. Understanding this affordability includes deepening community knowledge on income levels of residents and available housing stock. Once the market need is determined, the mission of the Trust can be tailored around it.

- » **The housing analysis and recommendations included in this Plan should serve as the starting point and catalyst for creating the Trust's Mission.**

2) INCORPORATE AFFORDABILITY TARGETS INTO REGULATORY STRUCTURE

It is important to evaluate the need for an ordinance that adequately creates a flexible operating environment for affordability initiatives. This can come in a number of forms, such as the passing of a neighborhood-specific Affordable Housing Ordinance or an Inclusionary Zoning Ordinance. Such an ordinance can provide exceptions to incentivize production of more affordable units in the marketplace. This could mean defraying development costs over a greater number of units or development pattern flexibility for denser developments. Ultimately, this makes the operating environment cheaper, more flexible, and inclusionary. Existing City of Pittsburgh policies, including work from the Affordable Housing Task Force along with the new Riverfront Zoning District, outline specific affordable housing goals.

3) GATHER SPONSORS

- Grassroots Strategy:** This includes the lead of an institution or individual with market insight and legitimacy with lenders.
- Nonprofit:** Community development corporations, social service organizations, or housing non-profits should be considered in partnerships. Advantages can include foundational capacity from the existing nonprofit, including credibility and compatibility within the nonprofit housing network.
- Government:** This can be key in accessing community development funds, grants and operational support (staffing, regulatory assistance, etc.).
- Local Businesses:** Look for businesses that have a genuine interest in the lack of affordable housing stock their employees can afford. These would typically be businesses paying wages at or below a wage rate that allows them to set aside 30% of their income for area rentals or mortgages.

4) CREATE A NONPROFIT ENTITY (501(C)(3))

- Form a Board of Directors:** Identify founding board members. Boards are legally responsible parties to the nonprofit.
- Appoint Elected Officers:** Officer positions need to be established at the time of filing if board members are already appointed
- Finalize and Submit a Mission Statement:** From Step 1.
- Select a Name**
- Adopt Articles of Incorporation:** These will establish the name and purpose of the nonprofit organization as well as any limitations on activities.
- Obtain an FEIN Number:** Complete IRS Form SS-4.
- Obtain 501(c)(3) Status:** File the business with the Secretary of State's Office, then complete IRS form 1023.

A HOUSING TRUST FUNDING PROFILE

5) CREATE A HOUSING ADVISORY BOARD

Representation on advisory boards include interagency coordinating bodies with staff from different agencies, housing professionals with a community interest, service providers, bankers, realtors, low-income individuals, apartment owners, developers and others. Most advisory bodies look for members who have experience with low-income housing.

6) CONSIDER UNDERTAKING HUD TRAINING AND HIRE A GRANT WRITER

This can be critical in the organization's ability to take advantage of funding opportunities and administer federal programs requiring federal compliance.

1. Start-up funding: Fundraise with donors to seed the fund and staff the trust.

2. Dedicated, operational funding sources.

- » Tax Increase – While cities have created dedicated funding sources in a variety of ways, a typical mechanism originates from a percentage increase to a local tax (e.g., insurance, car, hotel, etc.). In Pennsylvania, one example could be to undertake something similar to what the City of Pittsburgh did in 2017 by increasing a City's Realty Transfer Tax. In this case, the 0.5% increase (1% in 2020) raised a \$10 million affordable housing trust fund. Other sources include:
- » CDBG & HOME
- » Private Institutions
- » Private Donors
- » Grassroots Fundraising
- » Development Fees, Rental Income, & Lease Fees
- » Programming fees such as loan servicing fees, application fees and amendment fees.

3. Programming – to pay for lending, land acquisition, construction and other subsidies.

- i. Federal Options
 - » CDBG and HOME Funds- may require special designation as a Community Housing Development Organization by Local Participating Jurisdiction. HUD Funds for organizational planning and development are also available.
 - » Low Income Housing Tax Credits and Historic Preservation Tax Credits
 - » Federal Home Loan Bank
- ii. State & Local Options
 - » Private Lending Institutions
 - » State Housing Finance Agencies
 - » Tax Increment Financing
 - » Municipal Real Estate
 - » Private Developer Exactions
 - » Private Foundations
 - » Private Land Donations
 - » Development Fees
 - » Lease Fees

HOUSING FUNDING PROGRAMS

The following are an overview of all of the different affordable housing programs that can be used to reach the target household incomes.

NEIGHBORHOOD HOUSING PROGRAM & HOUSING RECOVERY PROGRAM-DEVELOPER

| | |
|---|---|
|  <p>Program Overview</p> | <p>Newly constructed homes in targeted neighborhoods receive financial assistance to attract home owners meeting specific AMI requirements. This includes deferred second mortgages of up to \$55,000 in some cases (amount depending on construction financing terms and income limits). In addition, a \$3,000 grant is provided for closing costs/down payment assistance.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/neighborhood-housing-program-housing-recovery-program-developer</p> |
|  <p>Target Income Level</p> | <p>Less than 80% of Area Median Income</p> |

LOW INCOME HOUSING TAX CREDITS (LIHTC)

| | |
|---|--|
|  <p>Program Overview</p> | <p>The LIHTC is an indirect federal subsidy used to finance the construction and rehabilitation of low-income affordable rental housing. Claimed over a period of 10 years, the tax credit is designed to subsidize either 30% or 70% of the low-income unit costs associated with a project. The 30% subsidy, which is known as the “automatic 4% tax credit”, covers new construction that uses additional subsidies or the acquisition cost of existing buildings. The 70% subsidy, or “9% tax credit”, supports new construction without any additional federal subsidies.</p> <p>Developers may be limited or may not have the taxable income to fully utilize the credits themselves, as such, most developers choose to find tax credit investors, who provide cash that is channeled into the development. The developer can either work with an investor who invests directly into a partnership (or LLC) and receives tax credits or work with a syndicator who acts as a broker between the developer and investor.</p> |
|  <p>Contact</p> | <p>Pennsylvania Housing Finance Agency Link: https://www.phfa.org/mhp/developers/lihtc.aspx</p> |
|  <p>Target Income Level</p> | <p>Less than 60% of Area Median Income</p> |

APPENDIX: HOUSING FUNDING PROGRAMS

PITTSBURGH HOME REHABILITATION PROGRAM

| | |
|---|--|
|  Program Overview | <p>Homeowners may borrow up to \$25,000 (single unit) or \$35,000 (two-unit). Loans can be up to 20-year terms. An additional \$10,000 and additional 5-year loan term may be added for certain energy efficiency upgrades.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/pittsburgh-home-rehabilitation-program-phrp</p> |
|  Target Income Level | <p>Less than 80% of Area Median Income</p> |

PITTSBURGH DEVELOPMENT FUND (PDF)

| | |
|---|--|
|  Program Overview | <p>Provides financing to non-profit and for-profit developers for the new construction of market rate rental and for-sale housing. The Fund is also available for the acquisition and rehabilitation of market rate rental and for-sale housing. Loan amounts range between \$450,000 and \$5,000,000 (or 30% of project costs, whichever is less), with a 10% equity requirement.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/for-sale-housing-programs</p> |
|  Target Income Level | <p>Varies, Market rate</p> |

PITTSBURGH HOUSING CONSTRUCTION FUND (PHCF)

| | |
|---|--|
|  Program Overview | <p>Provides low interest rate construction financing and grants to non-profit and for-profit developers for the substantial rehabilitation or new construction of for-sale housing for the purpose of increasing supply of affordable housing for homeownership and to eliminate substandard housing by ensuring compliance with applicable codes and standards.</p> <p>Loan amounts can be up to 80% for for-profit developers (4% interest) and 100% (0% interest) for non-profit developers. Grants are capped at \$30,000 per unit, with \$40,000 per units sold to households with less-than or equal to 80% AMI.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/for-sale-housing-programs</p> |
|  Target Income Level | <p>Less than 80% of Area Median Income (bonus)</p> |

RENTAL HOUSING DEVELOPMENT AND IMPROVEMENT PROGRAM (RHDIP)

| | |
|---|--|
|  <p>Program Overview</p> | <p>Provides financing to non-profit and for-profit developers for the acquisition, new construction and rehabilitation of non-owner occupied residential rental housing primarily for low- and moderate-income households. Loan amount is the lesser of \$30,000 per unit or 50% of total development cost; lesser of \$40,000 per unit or 60% of total development cost for non-profit developers or projects with a minimum of 51% of the units rented to very low income households. Includes Grants of \$5,000 per unit for enhanced accessibility improvements.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/for-sale-housing-programs</p> |
|  <p>Target Income Level</p> | <p>Less than 80% of Area Median Income</p> |

COMMUNITY ACQUISITION & REHABILITATION PROGRAM (CARL)

| | |
|---|---|
|  <p>Program Overview</p> | <p>Allows borrowers to obtain mortgage financing and home rehabilitation financing in one loan by reducing the cost, time, and complexity of obtaining multiple loans. Only certain census tracts qualify, including the Manchester neighborhood tract.</p> |
|  <p>Contact</p> | <p>Pittsburgh Community Reinvestment Group Link: http://www.pcr.org/programs/community-acquisition-and-rehabilitation-loan/carl-documents/</p> |
|  <p>Target Income Level</p> | <p>Varies, Based on census tracts</p> |

RESIDENTIAL FACADE IMPROVEMENT PROGRAM

| | |
|---|---|
|  <p>Program Overview</p> | <p>Provides property owners a matching grant of up-to \$5,000 for façade improvements to residential properties in one of six neighborhoods in Pittsburgh, including Manchester.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/residential-facade-improvement-program</p> |
|  <p>Target Income Level</p> | <p>Varies</p> |

APPENDIX: HOUSING FUNDING PROGRAMS

PITTSBURGH HOUSING CONSTRUCTION FUND (PHCF)

| | |
|---|--|
| Program Overview | <p>Provides low interest rate construction financing and grants to non-profit and for-profit developers for the substantial rehabilitation or new construction of for-sale housing for the purpose of increasing supply of affordable housing for homeownership and to eliminate substandard housing by ensuring compliance with applicable codes and standards.</p> <p>Loan amounts can be up to 80% for for-profit developers (4% interest) and 100% (0% interest) for non-profit developers. Grants are capped at \$30,000 per unit, with \$40,000 per units sold to households with less-than or equal to 80% AMI.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/for-sale-housing-programs</p> |
|  Target Income Level | <p>Less than 80% of Area Median Income (bonus)</p> |

COMMUNITY DEVELOPMENT INVESTMENT FUND (CDIF)

| | |
|---|---|
|  Program Overview | <p>The CDIF is designed to assist non-profit, community-based organizations to participate in real estate projects that benefit low- and moderate-income persons. The fund aims to support development of real estate that is idle or underutilized or blighted, providing needed housing and employment opportunities in Pittsburgh neighborhoods. Grants are up to \$150,000 per project, however organizations are capped at \$200,000 in assistance per year. Eligible activities include land costs, acquisition, site preparation, legal, testing, site mapping and other soft costs, and building costs including building acquisition, construction, rehabilitation, engineering, architectural, legal and other costs.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/community-development-corporation-cdc-partnerships</p> |
|  Target Income Level | <p>N/A, neighborhood-based</p> |

LOCAL ECONOMIC REVITALIZATION TAX ACT DISTRICT (LERTA)

| | |
|---|---|
|  <p>Program Overview</p> | <p>LERTA was created to improve the economic and business climate of certain residential and commercial districts by lessening the tax burden on new development.</p> <p>Residential LERTA- This program offers a 10-year tax credit for the City of Pittsburgh (up to \$150,000) and City of Pittsburgh School District (up to \$250,000). This program applies to rental residential and hotel properties that occupy former commercial or industrial sites located within four neighborhoods in and around Downtown.</p> <p>Residential Enhanced LERTA- This program offers a 10-year tax credit for the City of Pittsburgh (up to \$2,700) and City of Pittsburgh School District (up to \$3,480). This program applies to for-sale residential (condominium units) that occupy former commercial or industrial sites located within four neighborhoods in and around Downtown.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/real-estate-tax-abatement-programs</p> |
|  <p>Target Income Level</p> | <p>N/A, neighborhood-based</p> |

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO)

| | |
|---|---|
|  <p>Program Overview</p> | <p>Grants are available to eligible CHDO organizations for the production of affordable for-sale or rental housing units that are occupied by tenants at target income levels. Grant amounts are \$3,000 per unit, capped at \$35,000 annually.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/community-development-corporation-cdc-partnerships</p> |
|  <p>Target Income Level</p> | <p>Less than 60% of Area Median Income for rentals</p> <p>Less than 80% of Area Median Income for sales</p> |

HOUSING OPPORTUNITY FUND (HOF)

| | |
|---|--|
|  <p>Program Overview</p> | <p>A housing trust fund that was established in 2016 to support the development and preservation of affordable and accessible housing in the City of Pittsburgh. The program includes a rental gap program, downpayment and closing cost assistance program, homeowner assistance program, housing stabilization program, and for-sale development program</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/housing-opportunity-fund-programs</p> |
|  <p>Target Income Level</p> | <p>Varies</p> |

APPENDIX: HOUSING FUNDING PROGRAMS

ACT 42 TAX ABATEMENT

| | |
|---|--|
|  Program Overview | <p>Act 42 Residential is a 100%, 3-year assessment reduction up to \$86,750 in assessed value due to new construction or up to \$36,009 of assessed value due to renovation costs for City of Pittsburgh and City of Pittsburgh School District. The program applies to for-sale or rental residential properties located throughout the city.</p> <p>Act 42 Enhanced Residential is a 100%, 10-year assessment reduction up to \$250,000 in assessed value due to new construction or renovation costs for City of Pittsburgh and the City of Pittsburgh School District. The program applies to for-sale or rental residential properties located in 28 defined neighborhoods, including Manchester.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/real-estate-tax-abatement-programs</p> |
|  Target Income Level | <p>Varies</p> |

VISITABILITY TAX ABATEMENT

| | |
|---|---|
|  Program Overview | <p>This program offers tax credits as incentives for developers of new construction or renovation housing projects to build access for disabled individuals. The total amount of the tax credit granted shall be the lesser of \$2,500 (over a period of 5 years) or the total amount of all increases in property taxes levied by Allegheny County/City of Pittsburgh as a result of the construction/renovation that is eligible for the Residential Visitability Design Tax Credit. This is a citywide (and countywide) program.</p> |
|  Contact | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/real-estate-tax-abatement-programs</p> |
|  Target Income Level | <p>Varies</p> |

PRIVATE SPECIAL ASSESSMENT DISTRICTS

Allows property owners to designate an area in which new taxes or fees are assessed on properties that are expected to receive a benefit from their geographic proximity to an improvement. The idea is that certain properties will benefit directly from a particular investment and as a result, these property owners should pay an allocable share of the investment cost. Assessment districts may be delineated based on distance from an improved facility, property frontage adjacent to an improved facility, square footage and/or property acreage. The revenue collected from the special assessment district is used to help pay for the improvement. The property owner's payment is above and beyond the real property taxes.

JOINT DEVELOPMENT AGREEMENTS

In joint development, public and private partners can share project costs, revenues, or financial risk depending on the structure of the agreement. Joint development arrangements are often well-received by the public because they are location-specific, and the affected parties are relatively few. Two potential limitations can be that the amount of revenue generated is relatively small or they tend to entail a higher degree of administrative complexity. The permanency of stations along fixed-guideway systems such as a streetcars; however make station areas on these systems more attractive for joint development than station areas along bus lines or other non-fixed-guideway systems.

DEVELOPMENT IMPACT FEES

These are one-time charges collected by local governments from developers. Such fees help to defray the cost of new or expanded infrastructure and services associated with new development, including capacity-increasing transportation investments. Impact fees are not a primary source of revenue for transportation in most jurisdictions, but they can help finance the share of transportation budgets attributable to new development. Generally, development impact fees are considered politically and administratively feasible. They may not be appropriate for some transit projects, however, because they may discourage investment in the geographic area in which the fee is imposed.

LIMITED PARTNERSHIP ARRANGEMENTS

The sponsoring agency is granted an ownership percentage of each affected property along the line. The arrangement is structured so that any cash flow (recapitalization, sale, or annual cash flow) would only come from the increased value achieved by each property that exceeds current cash flows and appraised value. The individual property would enter into a joint value with the sponsoring agency at the current appraised value as of the date of approval of the concept by the property owners. The risk of the property value actually increasing is borne by the public sector, even though it is paid by the private sector, since bonds have to be serviced every month.

GRANT FUNDING PROGRAMS

OVERVIEW

Grant funding agencies within the Commonwealth and federal government each have specific and identifiable amenities that must be met prior to funding eligibility. As an overarching theme the funding agencies will want identification of the following items demonstrated before gainful grant funding is applicable:

Substantial community input has been petitioned and a singular community vision/goals has been demonstrated

- » Conceptual design, preferably up to 40% construction documentation, has been completed and projects are shovel ready
- » Matching funds are secured and unencumbered
- » Legislation is passed to allow for swift utilization of funding

It should also be noted that the below funding programs offer minimal notice for funding application creation, so it is strongly advised to work through becoming prepared for such work at the earliest opportunity. This should include a creation for a sub-committee that is tasked with undertaking this work.

SPECIFIC FUNDING PROGRAMS:

Outlined on the following pages are elements of specific programs that can be utilized to offset the costs of enhancements within the Manchester-Chateau neighborhood. A brief description of each funding program is provided and will outline the following:

- » Brief synopsis of funding program.
- » Timing for funding program announcements and application window.
- » Applicable costs or reimbursable expenses for each agency.
- » Award ceiling for each grant.
- » Recent grant awards (average of past 3 years).
- » Anticipated likelihood of funding.

Following the funding program descriptions is a funding strategy matrix for several projects identified in this plan.

PA DCED KCP – PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT – KEYSTONE COMMUNITY PROGRAM –

SYNOPSIS –

The PA DCED KCP program is a long-standing state level funding program within the Commonwealth that offers assistance for communities, counties, non-profits and redevelopment authorities to assist with economic development initiatives. Work funded by this program must correlate with increased jobs/employment offered, ultimately providing additional tax income to the commonwealth. All projects funded by this program are also judged based upon the applicant's ability to manage the program and ensure sustainability of project enhancements upon completion of the project.

GRANT TIMING –

This grant program typically offers a semi-annual funding request starting in February and August, though it is dependent on funding availability and budget approvals. The funding period typically stays open for 45-60 days. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified three to four months after funding period closing.

ELIGIBLE FUNDS EXPENDITURES –

PA DCED KCP program will generally pay for expenditures related to economic development initiatives within a municipality. These items can include, but are not limited to:

- » Streetscapes
- » Building purchase and renovation
- » Façade renovation programs
- » Business incubator start-ups
- » Infrastructure “right sizing”

AWARD DETAILS –

Program guidelines note an award ceiling of \$1,000,000 for projects of exceptional community importance, while an average award ceiling is \$500,000

Recent awards (3-year average) – An average award for construction-based work from the PA DCED KCP program is \$325,000

Anticipated percentage of funding award – As an average roughly 50%-65% of well written, community based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. This funding mechanism is currently experiencing a diminished funding allocation at the state level.

PA DCED MTF - PENNSYLVANIA DEPARTMENT OF COMMUNITY AND ECONOMIC DEVELOPMENT/ COMMONWEALTH FINANCE AUTHORITY, MULTIMODAL TRANSPORTATION FUND -

SYNOPSIS -

The PA DCED MTF is a multi-jurisdictional program that will pay for transportation alternative and pedestrian safety enhancements along roadway corridors. Eligible applicants include communities, counties, non-profits and redevelopment authorities looking to improve pedestrian and alternative transportation elements within their communities. All projects funded by this program are also judged based upon the applicant's ability to manage the program and ensure sustainability of project enhancements upon completion of the project.

GRANT TIMING -

This grant program typically offers a single application window each year, historically in August. The funding period typically stays open for 30 days. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified three to four months after funding period closing.

ELIGIBLE FUNDS EXPENDITURES -

PA DCED MTF program will generally pay for expenditures related to economic development initiatives within a municipality. These items can include, but are not limited to:

- » Streetscapes
- » Sidewalks
- » Site Lighting
- » Curb/Gutter
- » Storm Sewer
- » Infrastructure "right sizing"

AWARD DETAILS -

Program guidelines note an award ceiling of \$2,000,000.

Recent awards (3-year average) – An average award for construction-based work from the PA DCED MTF program is \$700,000.

As an average roughly 30%-50% of well-written, community-based and acceptable proposals are awarded, at minimum, a portion of their proposed funding. This funding mechanism is currently experiencing a diminished funding allocation at the state level.

PENNDOT MTF – PENNSYLVANIA DEPARTMENT OF TRANSPORTATION - MULTIMODAL TRANSPORTATION FUND –

SYNOPSIS –

The PennDOT MTF is a multi-jurisdictional program that will pay for transportation alternative and pedestrian safety enhancements along roadway corridors. Eligible applicants include communities, counties, non-profits and redevelopment authorities looking to improve pedestrian and alternative transportation elements within their communities. Eligible project areas must include a state route or US route. This program is a competitive program and scoring will require communities to demonstrate applicable/required match and necessary construction documentation. Eligible match includes cash or completion of necessary construction documentation.

GRANT TIMING –

This grant program typically offers a single application window each year, historically in July. The funding period typically stays open for 30 days. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified three to four months after funding period closing.

ELIGIBLE FUNDS EXPENDITURES –

PennDOT MTF program will generally pay for expenditures related to pedestrian safety and alternative transportation integration. These items can include, but are not limited to:

- » Streetscapes
- » Sidewalks
- » Site lighting
- » Curb / Gutter
- » Storm sewer
- » Infrastructure “right sizing”

AWARD DETAILS –

Program guidelines note an award ceiling of \$2,000,000.

Recent awards (3-year average) – An average for construction-based work from the PennDOT MTF program is \$1,000,000.

Anticipated percentage of funding award – As an average roughly 30%-35% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. This funding mechanism is currently experiencing a diminished funding allocation at the state level. To increase percentages of funding award, it is advisable to discuss the project with the local PennDOT contacts and invite them to the site for a review prior to application.

PENNDOT TAP – PENNDOT TRANSPORTATION ALTERNATIVE PROGRAM -

SYNOPSIS -

The PennDOT TAP is a DOT-funded program that will pay for infrastructure projects along state route corridors. Eligible applicants include communities, counties, non-profits and redevelopment authorities looking to improve pedestrian and alternative transportation elements within their communities. Infrastructure priorities are for pedestrian safety and streetscape enhancements. All projects funded by this program are also judged based upon the applicant's ability to manage the program and ensure sustainability of project enhancements upon completion of the project.

GRANT TIMING -

This grant program typically offers a single application window each year, historically in July. The funding period typically stays open for 60 days. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified three to four months after funding period closing.

ELIGIBLE FUNDS EXPENDITURES -

PennDOT TAP program will generally pay for expenditures related to pedestrian safety and alternative transportation integration. These items can include, but are not limited to:

- » Curb/Gutter
- » Sidewalks
- » Electrical / Utility Burial
- » Site Lighting
- » Storm Sewer

AWARD DETAILS -

Program guidelines note an award ceiling of \$750,000.

Recent awards (3-year average) – An average award for construction-based work from the PennDOT TAP program is \$400,000.

As an average roughly 60%-70% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. To increase percentages of funding award, it is advisable to discuss the project with the local PennDOT contacts and invite them to the site for a review prior to application.

PENNDOT STIP – PENNDOT STATE TRANSPORTATION IMPROVEMENT PROGRAM - LEGISLATIVE AWARD –

SYNOPSIS –

The PennDOT STIP is a DOT program that provides large transportation-based projects a priority order and funding schedule. This program does not secure funding but allows for the legislature to discuss and potentially appropriate proper funding within upcoming year budgets. This program is solely based upon discussions with PennDOT executives and local legislature.

GRANT TIMING –

This program has an annual funding request window that rotates throughout the year. Local legislature will be able to provide each municipality better funding window notices once discussions are started.

ELIGIBLE FUNDS EXPENDITURES –

PennDOT STIP program will generally pay for large transportation-based expenditures, such as overpass creation or burial. There are not specific eligible program elements but are specified within the request.

AWARD DETAILS –

This program does not have an award ceiling.

Recent awards (3-year average) – N/A

Anticipated percentage of funding award – N/A

PA RACP – PENNSYLVANIA REDEVELOPMENT ASSISTANCE CAPITAL PROGRAM - \$500,000 - \$3,000,000 –

SYNOPSIS –

The PA RACP is a commonwealth funded program that provides assistance to economic development projects. Eligible applicants include communities, counties, industrial development authorities and redevelopment authorities. This program requires a specific line item, called an “act authorization”, to become eligible for funding. Act authorizations are requested by local elected officials during commonwealth budget negotiations. Each request has specific line item elements that are eligible for reimbursement.

GRANT TIMING –

This grant program typically offers a single application window each year, historically in February. The funding period typically stays open for 30 days. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified six to ten months after funding window close.

ELIGIBLE FUNDS EXPENDITURES –

PA RACP will pay for expenditures from the act authorization date forward. Typical items include any and all elements that support economic development, including:

- » Building/structure purchase and construction

- » Streetscapes
- » Business retainage services
- » Infrastructure “right sizing”
- » Other economic development-based project elements

In addition to the work elements available for reimbursements outlined above, there are several strictly ineligible elements, including:

- » Construction documentation
- » Construction administration
- » Legal fees

AWARD DETAILS –

This program does not have an award ceiling based upon the act authorization line item.

Recent awards (3-year average) – An average award for construction-based work from the PA RACP program is \$800,000 for communities and neighborhoods under 30,000 in population.

As an average roughly 25%-40% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. To increase percentages of funding award, it is advisable to discuss the project with the local Governor’s office regional advisor, discussing in detail the project and walking them through a site-visit. It is suggested to initiate this scope of work no fewer than six months before the anticipated funding window.

DCNR C2P2 – PENNSYLVANIA DEPARTMENT OF COMMUNITY AND NATURAL RESOURCES, COMMUNITY DEVELOPMENT PROGRAM –

SYNOPSIS –

The PA DCNR C2P2 program is a commonwealth funded project that provides assistance to recreational projects, specifically ones that will increase the opportunities for residents to interact with nature. Eligible applicants include communities, counties, and non-profits. This program requires a detailed set of construction documentation, specifically a site development plan, and a detailed budget. It is also suggested that coordination with the DCNR regional advisor be started no fewer than six months before the project application.

GRANT TIMING –

This grant program typically offers a single application window each year, historically in April. The funding period typically stays open for 30 days. A grant application preparation workshop is held in February of each year. Historically the SW PA region workshop is held at the community center in Wexford, PA. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified six months after funding window close.

ELIGIBLE FUNDS EXPENDITURES –

Pa DCNR C2P2 will reimburse costs for recreational based enhancements on municipal owned property. Expenditures that are eligible include:

- » Walkways
- » Boat docks
- » Signage
- » Park elements
- » Water features
- » Other recreational based elements

AWARD DETAILS –

Program guidelines note an award ceiling of \$1,000,000.

Recent awards (3-year average) – An average award for construction-based work from the PA DCNR C2P2 program is \$300,000 for communities and neighborhoods under 30,000 in population.

As an average roughly 40%-70% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. To increase percentages of funding award, it is advisable to discuss the project with the regional advisor, discussing in detail the project and walking them through a site-visit. It is suggested to initiate this scope of work no fewer than six months before the anticipated funding window.

DCNR LWCF - PENNSYLVANIA DEPARTMENT OF COMMUNITY AND NATURAL RESOURCES, LAND AND WATER CONSERVATION FUND (NPS PASSTHROUGH) -

SYNOPSIS -

The PA DCNR LWCF program is a commonwealth program utilizing National Park Service funding to provide assistance for significant recreational projects, specifically ones that will increase the opportunities for residents to interact with nature. Eligible applicants include communities, counties, and non-profits. This program requires a two-part application process, part one is the C2P2 program, and if selected, a NPS application will be necessary for funding allocation. It is also suggested that coordination with the DCNR regional advisor be started no fewer than six months before the project application.

GRANT TIMING -

This grant program typically offers a single application window each year, historically in April. The funding period typically stays open for 30 days. A grant application preparation workshop is held in February of each year. Final announcements vary depending on Commonwealth budget and funding availability, yet awarded projects are typically notified six months after funding window close. The initial application is prepared in the same application window as the C2P2 program.

ELIGIBLE FUNDS EXPENDITURES -

PA DCNR LWCF will reimburse costs for recreational based enhancements on municipal owned property. Expenditures that are eligible include:

- » Walkways
- » Boat docks
- » Signage
- » Park elements
- » Water features
- » Swimming pools
- » Other recreational based elements

AWARD DETAILS -

Program guidelines note an award ceiling of \$1,500,000.

Recent awards (3-year average) – An average award for construction-based work from the PA DCNR LWCF program is \$800,000 for communities and neighborhoods under 30,000 in population

As an average roughly 40%-50% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding. To increase percentages of funding award, it is advisable to discuss the project with the regional advisor, discussing in detail the project and walking them through a site-visit. It is suggested to initiate this scope of work no fewer than six months before the anticipated funding window.

NEA - NATIONAL ENDOWMENT OF THE ARTS -

SYNOPSIS -

The NEA program is a funding program that provides communities funding for local artistic based projects. This funding mechanism is strategic for providing local and regional artists necessary funding for installation of neighborhood specific art displays. This funding mechanism is extremely competitive yet will allow for creation of a “cultural district” within the neighborhood.

GRANT TIMING -

This grant program does not have a specific funding window but allocates funding on a first-come, first-serve basis after first of the year. Funding is typically allocated within the first three months of the year. Due to the competitiveness of this grant, it is suggested to work with the local US level elected officials. Final announcements vary depending on budget and funding availability, yet awarded projects are typically notified six months after funding window close.

ELIGIBLE FUNDS EXPENDITURES -

NEA will reimburse costs for local/neighborhood-based arts installation, including:

- » Painting (under bridge surfaces and facades)
- » Artistic benches/receptacles
- » Historical art installations
- » Art walk creation

AWARD DETAILS -

Program guidelines note an award ceiling of \$100,000.

Recent awards (3-year average) – An average award for construction-based work from the PA RACP program is \$50,000 for communities and neighborhoods under 30,000 in population.

As an average roughly 20%-25% of well-written, community-based, and acceptable proposals are awarded, at minimum, a portion of their proposed funding.

APPENDIX: GRANT FUNDING PROGRAMS

| PROJECT | PROJECT TYPE | PA DCED KCP | PA DCED MTF | PennDOT TAP | PennDOT MTF | PennDOT STIP | PA RACP | DCNR C2P2 | DCNR LWCF | NEA |
|--|-------------------------|----------------|----------------|----------------|----------------|-----------------|---------|--------------|--------------|-----|
| SR 65 Underpass Improvements | Mobility | | | X | X | | X | | | |
| SR 65 Additional Underpass Openings | Mobility | | | | | X | | | | |
| Complete Streets | Mobility | | | X | | | | | | |
| SR 65 Ground Level and Wall Beautification | Mobility | | | X | X | | | | | X |
| Overall Traffic Study and Plan | Mobility | | | | | X | | | | |
| Streetscape Improvements | Community Development | X | X | X | X | | | | | |
| Gateways/Cultural Heritage | Community | X | X | X | X | | | | | |
| Riverfront Access | Mobility Infrastructure | | | | | | X | X | X | |
| Neighborhood Parks | Infrastructure | | | | | | | X | | |
| Neighborhood Trail Connections | Infrastructure | | | | | | X | X | X | |
| Land Stabilizations / Infill and Redevelopment | Development | | | | | | X | | | |

ADDITIONAL DEVELOPMENT TOOLS

NEW MARKETS TAX CREDIT PROGRAM

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|  <p>Program Overview</p> | <p>The New Markets Tax Credit Program attracts private capital into low-income communities by permitting individual and corporate investors to receive a tax credit against their federal income tax in exchange for making equity investments in specialized financial intermediaries called Community Development Entities (CDEs). New Markets Tax Credits create a return of approximately 20% of project costs to the developer. The program requires a federal designation of distress in order to be eligible. Manchester possesses New Markets eligibility.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Initiatives Link: https://www.ura.org/pages/pittsburgh-urban-initiatives</p> |

LOCAL ECONOMIC REVITALIZATION TAX ACT DISTRICT (LERTA)

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|  <p>Program Overview</p> | <p>LERTA was created to improve the economic and business climate of certain residential and commercial districts by lessening the tax burden on new development. The URA will work closely with developers who wish to take advantage of this incentive by explaining the application process and making LERTA as simple as possible to use.</p> <p>Commercial LERTA- This program offers up to \$50,000 in a City of Pittsburgh tax credit as a result of the new construction or renovation of commercial space. This is a citywide program.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority Link: https://www.ura.org/pages/real-estate-tax-abatement-programs</p> |

GAMING AND ECONOMIC DEVELOPMENT FUND (GEDF)

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|  <p>Program Overview</p> | <p>This program provides grant and loan funding to facilitate economic development projects in Allegheny County. Grant resources are funded through the Pennsylvania Gaming Economic Development Tourism Fund.</p> |
|  <p>Contact</p> | <p>Redevelopment Authority of Allegheny County Link: http://www.alleghenycounty.us/economic-development/authorities/gedf-fund.aspx</p> |

COMMUNITY INFRASTRUCTURE AND TOURISM FUND (CITF)

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|  <p>Program Overview</p> | <p>Community Infrastructure and Tourism Fund (CITF) grants and loans allow municipalities, authorities, councils of government (COGs), for-profit businesses (loans only), and others to carry out important infrastructure-related projects, or, to acquire and develop key sites for future use.</p> |
|  <p>Contact</p> | <p>Redevelopment Authority of Allegheny County Link: http://www.alleghenycounty.us/economic-development/authorities/citf-grant.aspx</p> |

APPENDIX: ADDITIONAL DEVELOPMENT TOOLS

TRANSPORTATION ALTERNATIVE SET-ASIDE

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|  <p>Program Overview</p> | <p>PennDOT provides construction funding for transportation alternatives such as on- and off-road pedestrian and bicycle facilities; infrastructure projects for improving non-driver access to public transportation and enhanced mobility; community improvement activities; environmental mitigation; trails that serve a transportation purpose; and safe routes to school projects.</p> |
|  <p>Contact</p> | <p>Pennsylvania Department of Transportation (PennDOT)</p> <p>Link: https://www.penndot.gov/ProjectAndPrograms/Planning/Pages/Transportation%20Alternatives%20Set-Aside%20-%20Surface%20Trans.%20Block%20Grant%20Program.aspx</p> |

CENTER FOR INNOVATION AND ENTREPRENEURSHIP

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|  <p>Program Overview</p> | <p>The Center for Innovation and Entrepreneurship (CIE) offers a variety of financing products for commercial real estate development and small- and medium-sized business development. Products include Micro-Enterprise Loan Programs, Pittsburgh Business Growth Fund (PBGF), Pittsburgh Entrepreneur Fund (PEF), Business Energy Savings Program, Pittsburgh Enterprise Zone Revolving Loan Fund, Urban Development Fund, and New Markets Tax Credit Loan Fund (NMLF).</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/access-to-capital</p> |

INDUSTRIAL SITES REUSE PROGRAM

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|  <p>Program Overview</p> | <p>This program provides grants and loans for Phase I, II and III environmental assessments and remediation of hazardous substances on former industrial sites.</p> |
|  <p>Contact</p> | <p>Pennsylvania Department of Community and Economic Development</p> <p>Link: https://dced.pa.gov/programs/industrial-sites-reuse-program-isrp/</p> |

FAÇADE IMPROVEMENT PROGRAMS

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|  <p>Program Overview</p> | <p>This program offers several different façade improvement programs designed to help commercial building owners and tenants improve or restore their storefronts.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/facade-improvement-programs</p> |

LOCAL ECONOMIC STIMULUS

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|  <p>Program Overview</p> | <p>This program offers a 10-year tax credit for the City of Pittsburgh (up to \$250,000). This program applies to residential, commercial, or industrial future uses and is citywide. Total construction costs must be greater than \$1,000,000.</p> |
|  <p>Contact</p> | <p>Pittsburgh Urban Redevelopment Authority</p> <p>Link: https://www.ura.org/pages/real-estate-tax-abatement-programs</p> |

COMMONWEALTH FINANCING AUTHORITY

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|  <p>Program Overview</p> | <p>The Commonwealth Financing Authority (CFA) administers the Commonwealth's economic stimulus package and manages several programs, including the following funding opportunities listed on this page. Funding for grants is approved through the CFA Board.</p> |
|  <p>Contact</p> | <p>Pennsylvania Department of Community & Economic Development</p> <p>Link: https://dced.pa.gov/programs-funding/commonwealth-financing-authority-cfa/</p> |

REDEVELOPMENT ASSISTANCE CAPITAL PROGRAM (RACP)

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|  <p>Program Overview</p> | <p>The Redevelopment Assistance Capital Program (RACP) is a Commonwealth grant program administered by the Office of the Budget for the acquisition and construction of regional economic, cultural, civic, recreational, and historical improvement projects.</p> <p>RACP projects are authorized in the Redevelopment Assistance section of a Capital Budget Itemization Act, have a regional or multi-jurisdictional impact, and generate substantial increases or maintain current levels of employment, tax revenues, or other measures of economic activity. RACP projects are state-funded projects that cannot obtain primary funding under other state programs.</p> |
|  <p>Contact</p> | <p>Pennsylvania Office of the Budget</p> <p>Link: https://www.budget.pa.gov/programs/racp/pages/main%20page.aspx</p> |

PENNSYLVANIA COMMERCIAL PROPERTY ASSESSED CLEAN ENERGY PROGRAM (C-PACE)

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|  <p>Program Overview</p> | <p>Commercial Property Assessed Clean Energy (C-PACE) is an innovative financial tool for property owners to obtain low-cost, long-term financing for energy efficiency, renewable energy and water conservation projects. C-PACE allows a building owner to finance clean energy and water conservation projects through their property tax bill. The program must be adopted by counties or a municipality that has a community or economic development department.</p> |
|  <p>Contact</p> | <p>Pennsylvania Department of Environmental Protection</p> <p>Link: https://www.dep.pa.gov/Business/Energy/OfficeofPollutionPrevention/FinancialOptions/Pages/C-PACE.aspx</p> |

GREENWAYS, TRAILS AND RECREATION PROGRAM

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|  <p>Program Overview</p> | <p>The Commonwealth Financing Authority (CFA) administers the Marcellus Legacy Fund for planning, acquisition, development, rehabilitation and repair of greenways, recreational trails, open space, parks and beautification projects.</p> |
|  <p>Contact</p> | <p>Pennsylvania Department of Community and Economic Development</p> <p>Link: https://dced.pa.gov/programs/greenways-trails-and-recreation-program-gtrp/</p> |



