
*Deceased: This plan is dedicated to the memory of our late president Vernard Eackles, whose leadership, perseverance and dedication was responsible for the creation of this plan.
Charting A New Future for Homewood-Brushton

HOMEWOOD-BRUSHTON COMMUNITY COALITION ORGANIZATION
Community Plan of the Homewood-Brushton Community Coalition Organization

Table of Contents

Introduction
Community Profile/Assessment
Planning Process
Target Areas of Community Concern
  - Housing
  - Commercial Development
  - Workforce Development
  - Youth
  - Education
  - Environment
  - Arts and Culture
  - Social Services
  - Public Safety
  - Faith-Based

HBCCO is a nonprofit 501 (c) 3 organization

Strategic Initiatives
Implementation Plan and Benchmarks
Next Steps
I. INTRODUCTION AND HISTORY OF HOMEWOOD-BRUSHTON

In 1999, a meeting was called to coordinate the coming together of several of the community’s veteran leaders. They assembled because like many people in the community they had just had enough of talk without action and empty promises from politicians, pretenders and profiteers. They had seen too many youth ripped apart by bullets and lost in a world of drugs, fast money and hopelessness. They were tired of the downward spiral of the community and knew that without action despair could grow roots deep enough to strangle the future.

With the formation of the Homewood-Brushton Community Coalition Organization (HBCCO) these residents again asserted their right to collectively control and set the course for the future of Homewood-Brushton. They committed themselves to a community driven process and agreed to put the health and development of the community and its people ahead of narrow self-interest. Thus, in this fifth year of the new millennium Homewood-Brushton emerges as a community with few illusions about quick fixes to its challenges. It is a community with experienced and wise leadership that is committed and will be committed after the fanfare is gone.

Its leaders are prepared to grapple with the fast moving global reality that shapes our lives. And these leaders are broadening the circle so that a new leadership can grow. Homewood-Brushton lives.

The current planning process of the HBCCO is the keystone in the rebirth of the community.

II. COMMUNITY PROFILE/ASSESSMENT

Like many urban African-American communities, Homewood-Brushton’s profile reflects the impact of social forces with roots deeply imbedded in the region’s industrial history and the city/nation’s continuing ambivalence toward her descendants of enslaved Africans.

While signs of recovery dot the landscape of the community, any objective reading of its demographic profile reveals a community staggering from the effects of poverty, out migration of its most skilled young people and families, declining housing conditions and varying levels of institutional malaise.

Homewood-Brushton is approximately 712 acres or a little over 2% of the City of Pittsburgh. The Community is located in the eastern corner of the City and is bordered on the west by Fifth Avenue and Washington Boulevard; on the North by Lincoln Avenue, Apple Street, Stranahan Street and the city line; on the east by Standard Street, Frankstown Avenue, Bennett Street, Oakwood Street and Pitt Street and on the south by the Martin Luther King, Jr. East Busway.

The mostly residential community is located in a relatively flat area with several steep hills to the north and east.

Homewood-Brushton experienced a 69% decline in its population from 1950 to 2000, dropping from 30,235 to 9,283. The decline mirrors population decreases in the City of Pittsburgh where the population dropped from 676,806 in 1950 to 334,563 in the year 2000.

Total households stood at 4,609 at the beginning of the 1990s but dropped to 3,810 by 2000.
The age of Homewood-Brushton’s population is edging up following regional and national trends. Only 18-20 year olds will experience a net increase in population as we approach 2006. The school age population is decreasing at the fastest rate followed by younger people aged 21-34.

Average household size was 2.38 in 1999 and is projected to decline only slightly to 2.34 by the end of 2004. The change in household size is driven in large measure by changes in household composition.

III. PLANNING PROCESS

The planning process in Homewood-Brushton was organized into three main phases. Preparation for and movement through each of the phases created a dynamic experience that has forged a foundation for rebuilding the community, the spirit of its people and a new vision for the future. The three key phases outlined below, are followed by details on the coalition building, community outreach and taskforce formation that were the substance of the planning phases.

1. Pre-Planning Phase

Steering committee values, and planning process agreement
Stakeholder inclusion assessment
Public kick-off

2. Planning Phase

Planning begins—(visioning, SWOT analysis, goals, objectives, timelines, resource needs, task assignments and implementation strategy)

3. Implementation Phase

- First draft of plan
- Community feedback
- Second draft of plan
- Community feedback
- Final version of plan
- Community celebration

COALITION BUILDING AND STEERING COMMITTEE DEVELOPMENT

In 1999 a planning process was initiated in Homewood-Brushton. The effort marked another step in a series of planning efforts that go back to 1963. The most recent initiative was sparked by the Stingers Development Corp (SDC), a group that for years had conducted a youth football league in the community but wanted to branch out into economic development to impact other areas of the children’s lives that it worked with for some six (6) months out of the year. The organization secured funding for the planning initiative through the local office of the Department of Housing and Urban Development with the support of then Congressman William Coyne and Legislator Joe Preston. Though the Community Plan was originally conceived as a Stinger’s initiative, it became clear that a structure composed of many organizations and shared leadership would produce better results than a process directed by one organization.
The recruitment of participants to the planning process by the Stingers marked the early stages of a new coalition of organizational leaders in Homewood-Brushton. These leaders took several months to hammer out and agree to principles and groundrules that would govern participation in the planning process and decision-making. The participants became the steering committee for a new group known as the Homewood-Brushton Comprehensive Community Development Plan (HBCCDP). In February of 2000 the group organized a community meeting at which the formation of the planning process and HBCCDP were presented to the community.

All agreed that HBCCDP should take a forward thinking approach and create a new vision for Homewood-Brushton’s future. This collaborative approach recognized the significant leadership of existing organizations in the neighborhood and modeled the type of collective decision-making most needed at this point in the community’s history. Gleaning lessons from the successes and failures of past Homewood-Brushton planning initiatives, HBCCDP facilitated a broad-based community driven planning process that sought what was best for the entire community.

In 2001, the steering committee of HBCCDP evolved into the Board of the Homewood-Brushton Comprehensive Community Organization now known as the Homewood-Brushton Community Coalition Organization (HBCCO) to more precisely reflect the collaborative nature of the group.

The Homewood-Brushton Community Coalition Organization (HBCCO) exists to coordinate, foster and plan the comprehensive revitalization of Homewood-Brushton through improving the housing, economic, educational and social conditions that impact the community.

The move from the HBCCDP structure to the HBCCO organization was made in recognition of the need to establish a permanent implementing body that would oversee the long-term health and vitality of Homewood-Brushton. HBCCO has continued to involve new coalition members as it grows and moves to implement its community plan. The hardwork required to build effective coalitions will be an ongoing goal of HBCCO and is already producing results. HBCCO has filled a void in the social, and economic development arena of Homewood-Brushton.

Now the community once again has a group that is available, and composed chiefly of the neighborhood’s residents. In addition, stakeholders and potential allies—developers, foundations, city officials, and service agencies—have a known and representative organization through which they can engage the community.

COMMUNITY OUTREACH AND CONSENSUS BUILDING

The steering committee that lead to the HBCCDP and eventually the HBCCO committed themselves to a plan that was community driven. Their goal was to avoid a process in which experts developed a technically sound plan but minimized the extensive qualitative, historical, and experiential knowledge base of the community’s residents. It was clearly understood that years after the planning process was completed and the experts had moved on, Homewood-Brushton’s residents would have to live with the results of the effort. This commitment to community participation and direction of the plan took many forms and produced the following results:

- Five full community meetings with
over 300 participants
• A door-to-door survey of 258 residents and a detailed analysis of the survey
• One 1,900-2,000 piece mailing before each of the five full community meetings
• Formation of ten resident-based taskforce groups well over 3,000 hours of volunteer time
• Formation of a 12-member community-based board
• Facilitation training for taskforce participants
• Creation of principles to ensure that residents participate in and benefit from economic development projects
• Presentations for community residents by local and national community and economic development experts, politicians and service providers

After a kick-off meeting in February of 1999 a process outline was presented to community residents and key stakeholders for final feedback before the process was initiated.

A series of highly interactive community planning meetings followed. At the first meetings residents participated in exercises that lead to analysis of current issues and conditions in the community. Goals were identified that would lead to transformation. A new vision for the community emerged from this process.

Residents organized around a series of issues that then became the basis for the formation of taskforce groups. The taskforce groups were composed of residents that participated based upon their interest in a particular taskforce. In the periods between the remaining full community meetings, taskforce groups shaped and defined goals and objectives. Attention was given to how the goals and objectives would be accomplished and what allies and stakeholders would be required to achieve the goals.

At each subsequent community meeting the taskforce members presented their refined planning results for review and critique by fellow residents. This process, of checking-in with the broader community ensured that a shared vision was developed. The questions and discussions that surrounded each of the reports from the taskforce groups strengthened the plan and demonstrated the power and importance of embracing the many voices that form the heart and soul of Homewood-Brushton.

The taskforce groups covered the issues listed below:

- Housing
- Commercial Development
- Workforce Development
- Youth
- Social Services
- Faith-based
- Education
- Public Safety
- Environment
- Arts and Culture

TARGET AREAS OF COMMUNITY CONCERN

The goals and objectives gathered from the community feedback and engagement process of the Homewood-Brushton Community Coalition Organization are presented in the following sections. They represent a strategic guide for achieving the hopes and vision of Homewood-
Brushton’s residents. It is understood that the goals and objectives will be modified based upon the gathering of additional data and changing circumstances. With the plan, the community has a powerful living tool that brings cohesion to its vision.

**HOUSING**

Housing development is central to the HBCCO community plan. Through the construction of new housing and the rehabilitation of other housing, a dramatic impact can be made on the look and feel of Homewood-Brushton. Housing, properly executed, retains current residents and attracts new residents. With its comprehensive approach HBCCO also sees housing as a generator of jobs, as residents are trained and employed on projects that lead to a transformation of their community. The potential is great. The need is real. The time is now.

**GOAL 1**
Develop a balanced housing market to reflect the diverse needs of residents in Homewood-Brushton

**GOAL 2**
Increase the understanding of resident and landlord responsibility in improving housing conditions

**GOAL 3**
Enhance the Aesthetics of Homewood-Brushton through beautification and community improvement

**GOAL 4**
Improve the attractiveness of Homewood-Brushton as a residential community for new buyers and renters
## Charting A New Future for Homewood-Brushton

<table>
<thead>
<tr>
<th>GOAL 1 of 4</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL 1 of 4</strong></td>
<td><strong>Develop a balanced housing market to reflect the diverse needs of residents in Homewood-Brushton</strong></td>
<td><strong>Objective 1</strong> Promote new construction of affordable housing with below market-rate mortgages</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Objective 2</strong> Develop subsidized rehabilitation housing</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Objective 3</strong> Promote “discounts” for young, first-time homebuyers</td>
</tr>
<tr>
<td><strong>GOAL 2 of 4</strong></td>
<td><strong>Increase the understanding of resident and landlord responsibility in improving housing conditions</strong></td>
<td><strong>Objective 1</strong> Conduct workshops on code enforcement and existing housing regulations</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Objective 2</strong> Hold community education seminars on housing maintenance</td>
</tr>
<tr>
<td></td>
<td></td>
<td><strong>Objective 3</strong> Activate a tenant/homeowner/landlord forum to promote better understanding of mutual responsibilities to the community where housing issues are concerned</td>
</tr>
<tr>
<td>GOAL 3 of 4</td>
<td>Enhance the aesthetics of Homewood-Brushton through beautification and community improvement</td>
<td></td>
</tr>
<tr>
<td>------------</td>
<td>---------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Promote gardens on vacant lots</td>
<td></td>
</tr>
<tr>
<td>Work with City of Pittsburgh to fund the Western PA Conservancy to support existing garden development efforts in Homewood-Brushton. Communicate to Mayor that the Picket Fence program did not work</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Western PA Conservancy, Block Clubs, Churches, YWCA, YMCA, Salvation Army, Schools</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Promote aggressive city removal of uninhabitable vacant houses.</td>
<td></td>
</tr>
<tr>
<td>Expand vacant property program participation in Homewood-Brushton through recruitment. Address side lot issues.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bureau of Building Inspection, Block Clubs,</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Encourage adjacent vacant lot purchase by homeowners</td>
<td></td>
</tr>
<tr>
<td>Develop a mechanism to identify lots and ask residents if they would buy them. (This must be an aggressive program with negotiations)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Assets, City of Pittsburgh, Banks</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 4</strong></td>
<td>Plant trees on commercial strips, e.g. Homewood Avenue</td>
<td></td>
</tr>
<tr>
<td>Work with the Western PA Conservancy and focus on Braddock and Frankstown Avenues. Develop a Homewood-Brushton maintenance program. Get block associations to adopt a tree, corner, etc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Businesses, Urban Redevelopment Authority, Block Clubs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 5</strong></td>
<td>Focus City on removing debris and citing violations for those who dump or leave trash, etc.</td>
<td></td>
</tr>
<tr>
<td>Focus Ward and Council Representatives on clean community issue through organized voice of block clubs (Make sure block clubs put pressure on themselves and set standards)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>City of Pittsburgh, Block Clubs</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>GOAL 4 of 4</strong></td>
<td>Improve the attractiveness of Homewood-Brushton as a residential community for new buyers and renters.</td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>---</td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Develop an aggressive marketing plan highlighting the community’s resources and assets through a new brochure</td>
<td>Create a “Where to Turn,” for Homewood-Brushton that lists all sources in Homewood-Brushton: Churches, block clubs, library, social services, Alma Illery etc.</td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Conduct housing tours for prospective homebuyers and renters</td>
<td>Work with developers and realtors to see examples of prospective homes.</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Conduct a media campaign to reverse the³ negative perceptions of the community</td>
<td>Produce a brochure to highlight assets of the community along with television and radio promotion of the community. “Homewood-Brushton is on the move.”</td>
</tr>
</tbody>
</table>
COMMERCIAL DEVELOPMENT

Commercial Development is essential to stabilizing Homewood-Brushton. HBCCO obtained the services of a consultant to produce a commercial market analysis so that the goals for commercial development that resulted from the community planning process would be balanced with detailed demographic and market data. The market analysis added new insights to the group’s assessment of their community, but the residents had also precisely identified opportunities that might not be readily apparent to outside observers. For instance, Homewood-Brushton’s cultural district, with proper enhancements, holds strong potential to attract traffic that will benefit other businesses in the community.

GOAL 1
Develop a one-stop business development and communication center to support the successful growth of businesses in Homewood-Brushton

GOAL 2
Create a comprehensive commercial neighborhood revitalization program

GOAL 3
Assist in the development of a Homewood-Brushton chamber of commerce with officers elected by the business community of the neighborhood
<table>
<thead>
<tr>
<th>GOAL 1 of 1</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a one-stop business development and communication center to support the successful growth of businesses in Homewood-Brushton</td>
<td>Outline training and technical assistance required to support a range of businesses from start-ups to mature businesses and discuss possibilities with the small business Administration and other business and entrepreneur development centers.</td>
<td>Small Business Administration and local University-based entrepreneur centers</td>
</tr>
<tr>
<td>Objective 1</td>
<td>Investigate with the Small Business Administration the possibility of creating a satellite business support center in Homewood-Brushton.</td>
<td>Work with the neighborhood’s high school and local universities to provide business training to youth through the one-stop shop with graduate students from local business schools and business owners in the community.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Develop a youth business-training program that exposes youth to professional business teaching and high technology.</td>
<td>Partner with local universities and corporations for technical and business training at the center. Create a campaign to have all Homewood-Brushton businesses linked to the Internet and a central one-stop shop hub.</td>
</tr>
<tr>
<td>Objective 3</td>
<td>Identify funding to ensure that the one-stop shop is fitted with state-of-the art technology and business information/management/new practices and aids to create efficiency advantages for the community’s businesses</td>
<td>Link with local and national lending institutions that will provide capital and resources to prepare Homewood-Brushton business owners to access capital through flexible programs that address the specific challenges of businesses in the community and those that may consider moving to the community</td>
</tr>
<tr>
<td><strong>GOAL 2 of 2</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------</td>
<td>------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Create a comprehensive commercial neighborhood revitalization program</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Seek development partners to build commercial space along Frankstown Avenue and assess the feasibility of the following businesses as tenants, per the community visioning process: Strip mall development, Professional office development, small Food Store, Family Restaurant and expanded bank/credit union access.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Incorporate crime prevention through architectural design. Hold regular meetings with the police and coordinate activities with the HBCCO Public Safety Committee to outline plans for better lighting and increased Beat Cop coverage.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Develop the clean streets plan and mobilize local businesses to participate with recognition for outstanding efforts by business participants.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 4</strong></td>
<td>Develop working result-oriented communication with local &quot;Green Development,&quot; and clean environment interests to assess the best light industrial use for South Homewood.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Local Universities, Urban Redevelopment Authority, City of Pittsburgh, Lending Institutions, Franchise Operations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>City of Pittsburgh Police Department, Public Safety Committee, Local Business Owners</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Environment taskforce of HBCCO and the City of Pittsburgh and Local Businesses.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Green Development Organizations, Clean Environment Groups, Department of Energy Clean Technology Programs, Lending Institutions and Foundations</td>
<td></td>
</tr>
</tbody>
</table>
### GOAL 3 of 3

**Assist in the development of a Homewood-Brushton chamber of commerce with officers elected by the business community of the neighborhood.**

**Objective 1**

To strengthen the Homewood-Brushton business community by creating a skill sharing network where mature businesses assist less developed ones.

Conduct a brief review of past chamber of commerce efforts in Homewood-Brushton and then seek best practices and infrastructure support from the most successful community-based chambers in Pittsburgh and the City of Pittsburgh Chamber of Commerce. Also communicate with chambers of commerce in communities in other cities with demographic profiles that are similar to Homewood-Brushton’s.

**PARTNERS**

Local and national Chambers of Commerce, university-based small business centers

**Objective 2**

Provide organization development support to facilitate the formation of a new chamber of commerce.

Organize initial meetings and assist business community with achieving the core goals and objectives of the community plan and addressing those day-to-day needs appropriate to HBCCO.

Homewood-Brushton businesses, local organizational development technical assistance providers, local business center, other chambers including the city of Pittsburgh, and similar local Regional and National Organizations.

**Objective 3**

To promote the Homewood-Brushton business community to generate greater business revenues.

Coordinate business community promotional efforts with those of the community as a whole and link with regional promotional efforts through the City of Pittsburgh and Allegheny County to ensure adequate exposure for Homewood-Brushton Businesses.

City of Pittsburgh, Allegheny County, University-based business centers, marketing firms and Internet advertising providers.

---

### WORKFORCE DEVELOPMENT

A strong workforce development initiative is essential for a sustained revitalization effort to be realized in Homewood-Brushton. Workforce development encompasses training
and preparation of the community’s residents so that they can be beneficiaries of jobs on the planned housing, commercial and other development projects that are planned. In addition, the community must reach out to develop partnerships with employers throughout the region so that residents can fully participate in the employment arena. Providing living wage jobs to Homewood-Brushton residents is at the heart of workforce development and it is one of the best remedies for poverty.

**GOAL 1**
Coordinate all workforce development training organizations in Homewood-Brushton to produce a unified workforce clearinghouse

**GOAL 2**
Establish within the Workforce taskforce a committee that identifies and secures access to jobs with local and regional employers for the Homewood-Brushton community.

**GOAL 3**
Establish a bi-annual jobs and training census that identifies job and training needs of Homewood-Brushton residents and measures progress toward meeting those needs.
# Charting A New Future for Homewood-Brushton

## Workforce Development

<table>
<thead>
<tr>
<th>GOAL 1 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate workforce development training organizations in Homewood-Brushton to produce a unified workforce clearinghouse.</td>
<td>Develop and distribute a grid to be completed by workforce program providers and then used as a basis for facilitating communication, mutual support and efficiency.</td>
<td>Workforce program/initiative providers in Homewood-Brushton, University interns for data gathering assistance as well as assistance from skilled community members.</td>
</tr>
<tr>
<td>Objective 1</td>
<td>Develop a master grid of workforce activity in the community and facilitate collaboration to maximize resources and provide the best outcomes for residents.</td>
<td>Develop a brochure that lists the workforce taskforce members and the services/training, etc that they provide and distribute the information to residents.</td>
</tr>
<tr>
<td>Objective 2</td>
<td>Market the Homewood-Brushton workforce “system,” so that residents are fully aware of existing and projected opportunities.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Establish within the Workforce taskforce a committee that identifies and secures access to jobs with local and regional employers for the Homewood-Brushton community.</td>
<td>Set-up a meeting with United Way to outline a process to bring a range of business leaders and employers together for face-to-face meetings with HBCCO to outline win-win, measurable employment solutions for Homewood-Brushton.</td>
<td>United Way of Allegheny County, major and smaller employers, City of Pittsburgh and Allegheny County.</td>
</tr>
<tr>
<td>Objective 1</td>
<td>Seek formal relationship with United Way of Allegheny County to link with corporate and employment sector leaders and jobs.</td>
<td></td>
</tr>
<tr>
<td>Objective 4</td>
<td>Work with the City of Pittsburgh, and County of Allegheny to reduce barriers to jobs such as access to transportation.</td>
<td>Produce presentation with specific case studies of barriers to employment written from the perspective of community people and Homewood-Brushton’s workforce development community.</td>
</tr>
</tbody>
</table>
## GOAL 3 OF 3
Establish a bi-annual jobs and training census that identifies the job and training needs of Homewood-Brushton residents and measures progress toward meeting those needs.

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Objective 2</th>
<th>Objective 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Seek technical assistance from local universities to jointly develop a survey tool to capture pertinent employment data that will be owned by the Homewood-Brushton community.</td>
<td>Provide training for and where possible utilize community residents to gather the data, building in training to expand resident's skills in gathering data and analysis.</td>
<td>Publish the results of the survey bi-annually and use it to measure and produce both quantitative and qualitative growth in the employment of Homewood-Brushton residents.</td>
</tr>
<tr>
<td>Prepare and disseminate a Request for Proposal to local university sociology, urban studies departments for assistance in designing the survey, or utilize a more grassroots approach such as the Asset surveys gathered by McKnight and Kretchmann.</td>
<td>Design basic training for surveyors, set timeline for entire process, recruit volunteers from Homewood-Brushton social services, faith-based institutions, and the community, conduct training, gather and process results, evaluate process.</td>
<td>Gather analyze and publish the results in formal report form and in more accessible formats for the general public, report the findings at the yearly community meeting to assess the progress of the community plan.</td>
</tr>
<tr>
<td>University technical assistance providers, Homewood-Brushton workforce development leaders and social service leaders.</td>
<td>Homewood-Brushton social services, community residents, Faith-Based Institutions.</td>
<td>University technical assistance, Homewood-Brushton workforce development and social service leaders.</td>
</tr>
</tbody>
</table>
YOUTH

The youth represent the future of any community. Homewood-Brushton’s youth are keenly aware of the disparities between their day-to-day reality and life in many of Pittsburgh’s more affluent communities. The wisdom of the community’s elders must link with the energy of youth to protect their future and ensure that Homewood-Brushton offers them an environment that encourages a commitment to the community’s growth and development.

GOAL 1
Assess, improve and protect the health of Homewood-Brushton’s youth through a community-wide coordinated health service provider campaign.

GOAL 2
Empower youth in Homewood-Brushton through coordination of systematic leadership development, training and mentoring.

GOAL 3
Assist youth with the development of youth-oriented communications vehicles to address issues impacting their lives and the community.

GOAL 4
Create a visible community-wide outreach program to reconnect the community to its youth with a coordinated health service provider campaign.
## Charting A New Future for Homewood-Brushton

<table>
<thead>
<tr>
<th>GOAL 1</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assess, improve and protect the health of Homewood-Brushton's youth through a community-wide coordinated health service provider campaign.</strong></td>
<td>Coordinate education efforts with the community's existing health center and the University of Pittsburgh Minority Health Center and other appropriate institutions.</td>
<td>Youth leaders, youth volunteers, elected officials, youth advocates, health center and University of Pittsburgh.</td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Educate, rehabilitate and suppress drug use and promote holistic approaches to health care that include diet and nutrition, exercise and stress reduction</td>
<td>Document current Aids rates in the community and establish goals to reduce infection rates through education in all major community institutions including faith-based groups and through street outreach.</td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Create and or coordinate ongoing Aids awareness education.</td>
<td>Work with Homewood-Brushton’s schools, social services and families to develop a campaign that includes community and youth peer-to-peer education on identifying symptoms of mental disorder and a coordinated counseling and service delivery system to address mental health issues.</td>
</tr>
</tbody>
</table>

| Objective 3 | Facilitate a more visible and coordinated program approach to addressing mental health issues of Homewood-Brushton youth | Work with the community’s highschool and community college to conduct workshops that train youth on shaping, expressing and organizing for their issues in ways that uplift the community | Youth leaders, youth volunteers, elected officials, youth advocates |

<p>| GOAL 2 | Empower youth in Homewood-Brushton through coordination of systematic leadership development, training and mentoring | | |</p>
<table>
<thead>
<tr>
<th>GOAL 2 of 3 Continued</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 2</strong></td>
<td>Coordinate and enhance male-to-male rights of passage programs to promote positive male image and dialogue</td>
<td>Bring major rights of passage program leaders together to develop a core of practices, values and guidance that will be reinforced through the various programs and then implement them.</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Help youth find food and shelter</td>
<td>Identify programs that provide shelter and food and promote their services and train a core of youth to encourage use of services amongst their peers</td>
</tr>
<tr>
<td><strong>Objective 4</strong></td>
<td>Develop transitional programs for 18-25 year-olds that do not want to attend college</td>
<td>Identify through job market assessment and survey of the community’s youth, viable non-college careers and provide counseling on those options</td>
</tr>
<tr>
<td><strong>Objective 5</strong></td>
<td>Develop a youth mentoring program for Homewood-Brushton using role models from the community and broader society with a &quot;where to turn,&quot; searchable database of mentors.</td>
<td>Create criteria for mentors. Contact Westinghouse Highschool graduates and others for mentor’s positions. Work with local community college to develop a database for the mentors.</td>
</tr>
</tbody>
</table>

| GOAL 3 of 4 | Assist youth with the development of youth-oriented communications vehicles to address issues impacting their lives and the community. | Coordinate and plan a series of quarterly meetings between youth and the City’s major media leaders to address stereotyping of African-American youth and improve dialogue. | Outreach from the New Pittsburgh Courier, and Renaissance II, youth guided by a youth driven task force, media leaders from other major media outlets. |

| Objective 1 | Create through the community’s media a dialogue with youth and the community. | | |
### Objective 2
Plan and hold youth summits and retreats that focus on youth issues and enlist community-wide support to hold youth service providers accountable for quality service delivery.

Coordinate and work with youth leaders and social services to create an agenda and mobilize the Homewood-Brushton community for a summit that focuses on, monitors and gives feedback to programs that service youth.

Representatives from community and youth identified champions.

| GOAL 4 |
|------------------|------------------|
| **Objective 1** | Coordinate, link, enhance and promote after school and extended programs that have clear developmental outcomes for youth. |
| | Outline the range of current after school programs, identifying gaps and building a continuum of services that include program-to-program referrals and outcomes measures for improving the life quality of Homewood-Brushton’s youth. |
| **Objective 2** | Make the youth programs sustainable through developing community champions programs to add to outreach. |
| | Solicit the support of residents and leaders in Homewood-Brushton to provide direct financial support and influence on public officials, foundations and the private sector for resources. |

Key Steps | Partners
---|---
Youth after school program leaders, principals, parents, youth, faith-based institutions | Parents, community leaders, public and private sector officials, foundations.
EDUCATION

According to the PA Department of Education, all three of Homewood-Brushton’s public schools are considered “failing” because more than half of the students in each school in 2000-2001 scored below basic proficiency on both the reading and math state tests. This reality shapes the context for the community’s response to a crisis in education that will require a host of stakeholders, new thinking and strategies to address.

GOAL 1
Develop the necessary resources to inform, energize, organize and further educate the entire Homewood-Brushton community around an Education Vision of Excellence

GOAL 2
Develop community education stakeholder relations to enhance school performance.

GOAL 3
Develop an annual state of education in Homewood-Brushton report that establishes a baseline for student performance and a new level of performance-based accountability for the school board, teachers in Homewood-Brushton’s schools and parental support.
<table>
<thead>
<tr>
<th>GOAL 1 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop the necessary resources to inform, energize, organize and further educate the entire Homewood-Brushton community around an Education Vision of Excellence</strong></td>
<td>Strengthen comprehensive outreach to further the education of the community (via door-to-door surveys, e-mail, fax, pagers, phone calls) Establish parent/student resource centers within select buildings in the community, (such as: schools, libraries, churches, community and health centers and community oriented police stations) and convene Homewood-Brushton Youth Council (government)</td>
<td>Attract resources: Westinghouse High school Alumni, all educators in the community, parent and community groups</td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Convene ongoing workshops for parents, students; community re: district polices, courses, officers, grants, due process, disciplinary policies, special needs population</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Conduct fundraising-research and prepare grants develop and prioritize and agenda of objectives. Convene the new Homewood-Brushton Youth Council-Government Body</td>
<td>School Board members, parents, teachers</td>
</tr>
</tbody>
</table>

**GOAL 2 of 3**
Develop community education stakeholder relations to enhance school performance.
| **Objective 1**<br>Develop connections and embrace groups in all communities, all schools, agencies, churches, etc | Introduce viable parent and intergenerational student advocacy programs for the following purposes: Liaison between parent, teacher, administrators, peer mediators, (Stipends for students), community support staff in school, hallways, classes, board hearings, celebrations, sports events, award assemblies, etc. Develop school service programs for tardy students, etc.: options for those that violate the code of student conduct. Establish crises prevention/intervention team plans within all schools; Speakers come into school to address anger management, substance abuse, domestic violence, harassment, etc. | All Homewood-Brushton schools, community parent organizations, and social services, local foundations with educational missions. |
### GOAL 3 of 3
Develop an annual state of education in Homewood-Brushton report that establishes a baseline for student performance and a new level of performance-based accountability for the school board, teachers in Homewood-Brushton’s schools and parental support.

<table>
<thead>
<tr>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>&lt;br&gt;Hold an education committee meeting with principles from each of the public schools in Homewood-Brushton to establish with community leadership a series of success indicators that will be the basis for assessing educational progress and developing effective interventions.</td>
<td>School board, parents, teachers</td>
</tr>
<tr>
<td>Gather existing educational statistics with the help of the school board, grad students.</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong>&lt;br&gt;Use the forum of the bi-annual community meetings to review key findings from the report and to honor high performing students and marginal students that have demonstrated exceptional efforts to improve their educational performance.</td>
<td>Parents, School Board, teachers, local media</td>
</tr>
<tr>
<td>Coordinate activities with the HBCCO board and other taskforce groups to highlight the report and achievers utilizing both community and established media sources to publicize the event.</td>
<td></td>
</tr>
</tbody>
</table>
A healthy environment has a tremendously positive impact on the psyche. The converse is also true. That is why improving the physical appearance of Homewood-Brushton is an integral component of the plan. To retain current residents and attract others the community’s core of hard working volunteers will require additional resources and the participation of other residents, property owners and the City to make Homewood-Brushton a clean and beautiful place.

**GOAL 1**
Develop a comprehensive annual community clean-up campaign

**GOAL 2**
Provide an active and organized voice to ensure that basic environmental services are delivered to the Homewood-Brushton community

**GOAL 3**
Develop a community-based environmental code enforcement group to oversee compliance with existing City codes and explore the development of new ones.

**GOAL 4**
Promote the maintenance and expansion of green spaces in Homewood-Brushton to enhance the community’s appearance
<table>
<thead>
<tr>
<th><strong>GOAL 1 of 4</strong>&lt;br&gt;Develop a comprehensive annual community clean-up campaign</th>
<th><strong>Key Steps</strong></th>
<th><strong>Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>&lt;br&gt;Hold a spring 2003 environment conference to kick-off the clean-up campaign</td>
<td>Coordinate a committee specifically for the formation of the clean-up campaign that will plan, gather resources and implement the campaign.</td>
<td>Homewood-Brushton’s schools, social services, block clubs and churches and the City of Pittsburgh.</td>
</tr>
<tr>
<td><strong>Objective 2</strong>&lt;br&gt;Recruit a core group of volunteers, individuals and institutions for ongoing clean-up efforts</td>
<td>Outline the specific tasks and obligations of the clean-up teams and provide opportunities for recognition of participants.</td>
<td>Community volunteers and social services.</td>
</tr>
<tr>
<td><strong>Objective 3</strong>&lt;br&gt;Educate the Homewood-Brushton community on existing city environmental codes and issues</td>
<td>Provide a schedule of several community information sessions where residents can get copies of existing City of Pittsburgh environmental codes and coordinate educational efforts with block clubs and door-to-door education.</td>
<td>City of Pittsburgh Code Enforcement officers and green community groups.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>GOAL 2 of 4</strong>&lt;br&gt;Provide an active and organized voice to ensure that basic environmental services are delivered to the Homewood-Brushton community</th>
<th><strong>Key Steps</strong></th>
<th><strong>Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Objective 1</strong>&lt;br&gt;Develop a Homewood-Brushton-based phone banking system in conjunction with the community’s block club building efforts to mobilize and advocate for the community with elected officials</td>
<td>Utilize mailing lists from the Community Planning participants and Cole’s database to recruit participants</td>
<td>HBCCO members, social services, block clubs</td>
</tr>
</tbody>
</table>
### Objective 2
Coordinate community clean-up efforts with Homewood-Brushton’s business district clean streets activities.

Meet with representatives from Homewood-Brushton’s business community to coordinate business and residential clean-up efforts.

Community businesses, resident clean-community representatives.

---

### GOAL 3 of 4
**Develop a community-based environmental code enforcement group to oversee compliance with existing City codes and explore the development of new ones.**

<table>
<thead>
<tr>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus attention on follow-through for the following areas: cleaning of vacant lots, street repairs, street sweeping, removal of abandoned trash, stop the dumping of trash in the community, control animals in the community.</td>
<td>City of Pittsburgh Environmental Code enforcement officers, block clubs and community institutions.</td>
</tr>
</tbody>
</table>

---

**Objective 1**
Identify and track problem properties and owners—City, URA, private and community—and utilize environmental codes to ensure responsible maintenance.

---

**GOAL 4 of 4**
**Promote the maintenance and expansion of green spaces in Homewood-Brushton to enhance the community’s appearance**

---

**Objective 1**
Coordinate results-focused collaboration between HBCCO, “Green groups” and the City of Pittsburgh to promote and make effective use of the community’s green spaces.

Communicate to the Mayor that the Picket Fence program did not work and work with existing Homewood-Brushton beautification efforts and “Green,” groups to attract additional and cutting edge information and resources to create safe attractive uses for the community’s green spaces.

Mayor’s Office City of Pittsburgh, Green and environmental groups and foundations with a commitment to environmentalism, for instance, the Heinz Foundation.
ARTS AND CULTURE

The African people enslaved on the shores of America have forever changed and enriched this nation through the infusion of their culture. From dance and poetry, to music the visual arts and literature, African-Americans have defined themselves, and altered the culture and politics of this nation. Homewood-Brushton has and continues to contribute to local and world culture with a rich legacy that includes internationally renowned jazz artists, writers, visual artists etc. The cultural heritage of Homewood-Brushton’s African-American population is a cornerstone of efforts to revitalize the soul of the community and attract people to its artistic and commercial corridors.

**GOAL 1**
Develop an African-American cultural corridor or map that will establish Homewood-Brushton as a central destination for Black art and culture in Pittsburgh, the region and nationally

**GOAL 2**
Design and implement a marketing and education plan that expands the understanding of and investment in African-American art and culture by Homewood-Brushton residents and the broader community

**GOAL 3**
Establish a Homewood-Brushton African-American arts and culture network to expand coordination, communication and development opportunities for participants
<table>
<thead>
<tr>
<th>GOAL 1 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop an African-American cultural corridor or map that will establish Homewood-Brushton as a central destination for Black art and culture in Pittsburgh, the region and nation</strong></td>
<td>Coordinate an effort that links the community’s cultural groups with community residents and university researchers that provide training in conducting a census for community residents, who then conduct the census.</td>
<td>Homewood-Brushton’s arts and culture groups, university researchers and graduate students.</td>
</tr>
<tr>
<td><strong>Objective 1</strong></td>
<td>Conduct a census of existing arts/cultural groups in Homewood-Brushton to identify assistance needs</td>
<td></td>
</tr>
<tr>
<td><strong>Objective 2</strong></td>
<td>Evaluate the nation’s ten most vibrant (culturally and commercially) African-American cultural destinations for best practices that can be transferred to Homewood-Brushton.</td>
<td>Gather information through internet research, phone calls and national rankings of African-American cultural destinations to identify those practices that lead to success and are most transferable to the conditions of the cultural community in Homewood-Brushton.</td>
</tr>
<tr>
<td><strong>Objective 3</strong></td>
<td>Craft a core group of Homewood-Brushton-based signature culture offerings/locations that can serve as anchors for the cultural corridor/map.</td>
<td>Investigate reviving Harambee or expanding it to an African and Caribbean festival -Develop an annual parade -Investigate creating festivals around dance, music, writers and the visual arts² -Work with activists to move forward efforts on the Homewood-Brushton community museum</td>
</tr>
</tbody>
</table>
## GOAL 2 of 3
Design and implement a marketing and education plan that expands the understanding of and investment in African-American art and culture by Homewood-Brushton residents and the broader community

<table>
<thead>
<tr>
<th>Objective 1</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organize an African-American arts/cultural appreciation campaign in schools, churches and media that includes pre and post campaign measurements of understanding and patronage of community artistic and cultural offerings</td>
<td>Coordinate existing research and produce basic educational and marketing materials that highlight the importance and beauty of African-American arts and the many ways that the arts can be supported.</td>
<td>Homewood-Brushton community residents, City of Pittsburgh, legal advisers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 2</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Investigate the feasibility of changing the name of Homewood-Brushton and street names to names of African-American and African sheroes and heroes.</td>
<td>Develop a community education and information gathering campaign to assess grassroots support for the initiative and then seek an attorney and work with the City of Pittsburgh to seek the name changes if community support exists for the effort.</td>
<td>Homewood-Brushton community residents, City of Pittsburgh, legal advisers.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Shape a new culturally based psycho-social framework for wholeness and self-definition in Homewood-Brushton.</td>
<td>Conduct a series of workshops on African-American psychological and social development that addresses movements, theories and practices that raise awareness of the imperative for self-definition.</td>
<td>African-American cultural workers and national and international academics, activists and community residents from Homewood-Brushton who are committed to the self-definition of African-Americans.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objective 4</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Link Homewood-Brushton to the cultural revitalization of downtown and the region through the Internet, signage, and participation in major citywide and regional arts and culture marketing efforts.</td>
<td>Partner with downtown cultural development efforts on the basis of mutual benefits.</td>
<td>Downtown cultural district revitalization representatives, County of Allegheny</td>
</tr>
<tr>
<td>GOAL 3 of 3</td>
<td>Key Steps</td>
<td>Partners</td>
</tr>
<tr>
<td>-------------</td>
<td>-----------</td>
<td>----------</td>
</tr>
<tr>
<td>Establish a Homewood-Brushton African-American arts and culture network to expand coordination, communication and development opportunities for participants</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Objective 1**
Organize a group with clearly defined roles for participants that provides shared information, advertises events and sales and provides access to arts funding and presentations by artists.

Set an agenda and mobilize artists in the community to a results-focused meeting that addresses the basic needs of artists and cultural workers in Homewood-Brushton and may include a speaker or guests from a more advanced African-American arts community in the nation.

Homewood-Brushton artists, and partners from other cities.
PUBLIC SAFETY

Forging a strong campaign to improve public safety in Homewood-Brushton is a major priority for HBCCO. Both the reality of crime and the sometimes exaggerated perceptions about the community need to be aggressively targeted so that the community can remove barriers to investment and position itself for growth. From a reconstitution of the community’s once active block clubs to crime watch programs and expansion of efforts to improve community/police and community legal system relations, there is much to do. Through HBCCO, the community is charting a course that will set new standards for shared community values, while mobilizing to offer more options for residents that face a gnawing poverty that works against those shared values.

GOAL 1
Develop programs that build the self-esteem to deter involvement in drug culture or activity that results in incarceration

GOAL 2
Work with the City’s Public Safety Administration to share programs and identify ways to reinforce quality of life issues

GOAL 3
Increase community participation/education around public safety issues

GOAL 4
To reduce crime in Homewood-Brushton by identifying and publicizing key crime types and areas and coordinating systematic elimination strategies

GOAL 5
Revitalize and expand block club networks to reconnect residents and increase the capacity of the community to collectively identify, monitor and eliminate public safety hazards
<table>
<thead>
<tr>
<th>GOAL 1 of 5</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Develop programs that build the self-esteem to deter involvement in drug culture or activity that results in incarceration</strong></td>
<td>Produce a short document that outlines the ways that low-self-esteem can be a factor in drug use and or other behavior that may lead to incarceration. Provide higher visibility for programs that address self-esteem issues and promote them in Homewood-Brushton.</td>
<td>Social services, self-esteem building programs particularly those that are sensitive to and grow out of the African-American experience</td>
</tr>
</tbody>
</table>

**Objective 1**
Meet with community service and program providers to identify their programs that develop self-esteem and develop mutual support around the issue.

**GOAL 2 of 5**
Work with the City’s Public Safety Administration to share programs and identify ways to reinforce quality of life issues.

**Objective 1**
Monitor crime and drug activity in Homewood-Brushton to hold public safety officials accountable and maintain pressure on problem areas.

Seek grants such as Weed & Seed to support some of the program and attend Zone 5 public safety meetings. Also attend Weed & Seed meetings to monitor and evaluate drug and crime activity statistics.

Weed and Seed officials, Zone 5 officials, Homewood-Brushton social services.

**GOAL 3 of 5**
Increase community participation/education around public safety issues.

**Objective 1**
Create an annual theme based campaign to eliminate crime through educating residents on collective and individual corrective actions in coordination with public safety officials.

Develop educational/outreach campaigns:
- Domestic violence/child abuse
- Prostitution
- Aids
- Playground safety
- Greater elected leader participation
- De-glamorize drug-dealing/crime and show its destructive impact on community

Local police and public safety officials, social service organizations, Homewood-Brushton schools and churches.
## Charting A New Future for Homewood-Brushton

<table>
<thead>
<tr>
<th>GOAL 4 of 5</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>To reduce crime in Homewood-Brushton by identifying and publicizing key crime types and areas and coordinating systematic elimination strategies.</td>
<td>Add to existing list of crime areas: Cora Way 7300 Block of Kelly, Sterrett, Collier, Brushton Ave (Frankstown Busway) Nuisance Bars and other areas that present public safety problems to the Homewood-Brushton community.</td>
<td>Local police, Homewood-Brushton block clubs</td>
</tr>
<tr>
<td>Objective 1</td>
<td>Develop and maintain a listing of crime areas and types through coordination with public safety officials and residents in a way that protects resident participants.</td>
<td></td>
</tr>
<tr>
<td>Objective 2</td>
<td>Utilize surveillance cameras and lighting of open drug and prostitution areas to deter activity and assist efforts to identify participants.</td>
<td>Coordinate with City Police department and Homewood-Brushton block clubs and businesses to identify appropriate systems that deter crime while respecting the privacy rights of citizens.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 5 of 5</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revitalize and expand block club networks to reconnect residents and increase the capacity of the community to collectively identify, monitor and eliminate public safety hazards.</td>
<td>Organize a block club building campaign that includes training for block club members recruiters and block captains and their teams in phone tree usage, distribution of materials block watches and other community safety measures.</td>
<td>Homewood-Brushton residents, and City of Pittsburgh Public Safety officials-police, fire, ambulance, bio-hazards, etc.</td>
</tr>
</tbody>
</table>
**Faith-Based**

The faith-based institutions in Homewood-Brushton have a tremendous opportunity to reach beyond their walls to touch the very spirit of the community that surrounds their houses of worship. By working together and leveraging their financial and human resources for the uplift of the community and in support of the community plan, they can also model the tolerance and selflessness that is the best of the community and a powerful expression of faith.

**GOAL 1**
Provide an organized results-oriented forum to coordinate faith-based economic development and social service initiatives with those of the secular community.

**GOAL 2**
Identify and negotiate opportunities to leverage the resources of Homewood-Brushton’s Churches with those of existing neighborhood organizations to increase community control of housing and new business ventures.

**GOAL 3**
Facilitate communication between Homewood-Brushton’s social service providers and faith-based institutions to reduce service duplication and identify niches that maximize the unique spiritual contributions of faith-based organizations.
<table>
<thead>
<tr>
<th><strong>GOAL 1 of 3</strong></th>
<th><strong>Key Steps</strong></th>
<th><strong>Partners</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide an organized results-oriented forum to coordinate faith-based economic development and social service initiatives with those of the secular community.</td>
<td>Develop a small short-term committee that is composed of a representative from the HBCCO faith-based and social-service committee that will plan and then invite all faith-based and social service entities in Homewood-Brushton to a facilitated meeting to work through the coordination of services and economic development initiatives with an emphasis on collaboration and leveraging resources for the good of the community.</td>
<td>Homewood-Brushton’s faith-based entities and social services</td>
</tr>
</tbody>
</table>

**Objective 1**
Create a regular schedule of action sessions at which faith-based entities and social service organizations present their current and planned social service and economic development initiatives and develop a prioritized, action-focused consensus around initiatives that will most improve the quality of life for Homewood-Brushton residents.

**GOAL 2 of 3**
Identify and negotiate opportunities to leverage the resources of Homewood-Brushton’s Churches with those of existing neighborhood organizations to increase community control of housing and new business ventures.

**Objective 1**
Select the top priorities of the HBCCO Housing and Commercial market analysis studies and develop a shared ownership/investment approach to key housing and commercial ventures in Homewood-Brushton that expands control of wealth building assets by Homewood-Brushton residents and institutions.

Form investment/ownership partnerships first amongst Homewood-Brushton faith-based institutions and social services and residents and identify developers that bring technical skills to projects and also support the community wealth building and asset ownership agenda of the HBCCO.

Homewood-Brushton faith-based organizations, social services, businesses and lending institutions, and national developers and social service organizations that have demonstrated experience in advancing projects that expand the wealth and control of assets by faith-based entities in conjunction with community improvement objectives.
**GOAL 3 of 3**  
Facilitate communication between Homewood-Brushton’s social service providers and faith-based institutions to reduce service duplication and identify niches that maximize the unique spiritual contributions of faith-based organizations.

<table>
<thead>
<tr>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
</table>
| Objective 1  
Identify through a faith-based forum the social service areas that faith-based organizations are uniquely positioned to impact | Plan the forum and invite Homewood-Brushton’s faith-based organizations and social services within and that serve the community to select the areas of need best met by faith-based organizations. | Homewood-Brushton’s faith-based entities and social services. |
| Objective 2  
Develop a systematic referral network between Homewood-Brushton’s social services and faith-based organizations that directs individuals and families to services best delivered by faith-based or faith-linked organizations. | Establish a clear and user/client friendly referral system that will assess and then guide community users to appropriate faith-based services | Homewood-Brushton faith-based organizations and social service organizations within and that serve the community. |

**Social Services**  
Heart disease, cancer and homicide have been identified as the major causes of death for males under 65 in
Homewood-Brushton and heart disease and cancer for women less than 65 years of age. These statistics coupled with National data on dramatic increases in Aids rates amongst African-Americans make these priority issues for the social service community in Homewood-Brushton. Aids and homicide are also clear public safety issues. Coordinating the work of the social services and other stakeholders and allies is both a strategic and moral imperative for the social service community in Homewood-Brushton.

**GOAL 1**
Provide consistent and measurable communication about available social services to the residents of Homewood-Brushton with major preventative education campaigns on cancer, heart disease, sexually transmitted diseases and family building measures.

**GOAL 2**
Expand community input into the evaluation and identification of social service offerings to enhance service provider responsiveness, quality and accountability.

**GOAL 3**
Identify models to address Homewood-Brushton’s social conditions that embrace the cultural knowledge base of the African-American community.
### Charting A New Future for Homewood-Brushton

<table>
<thead>
<tr>
<th>GOAL 1 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL 1 of 3</strong>&lt;br&gt;Provide consistent and measurable communication about available social services to the residents of Homewood-Brushton with major preventative education campaigns on cancer, heart disease, sexually transmitted diseases and family building measures.</td>
<td>Work through the HBCCO social service committee to gather information on the social service offerings in the community.</td>
<td>Social services, faith-based entities.</td>
</tr>
<tr>
<td>Objective 1&lt;br&gt;Develop a regularized production schedule for the distribution of materials to Homewood-Brushton residents that outline the type, cost and access process for social services in the community.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 2 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL 2 of 3</strong>&lt;br&gt;Expand community input into the evaluation and identification of social service offerings to enhance service provider responsiveness, quality and accountability.</td>
<td>Develop, circulate and gather information on the impact of social services from the viewpoint of service recipients.</td>
<td>Homewood-Brushton social services, faith-based entities.</td>
</tr>
<tr>
<td>Objective 1&lt;br&gt;Hold an annual community meeting at which a report card on the effectiveness and responsiveness of Homewood-Brushton’s social services is produced and used as an interactive accountability system</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>GOAL 3 of 3</th>
<th>Key Steps</th>
<th>Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>GOAL 3 of 3</strong>&lt;br&gt;Identify models to address Homewood-Brushton’s social conditions that embrace the cultural knowledge base of the African-American community.</td>
<td>Work with African-American academics to identify models of social service delivery that most effectively tap into and affirm the strengths of African-American communities to produce measurable results.</td>
<td>African-American academics and social service providers, long-time residents, faith-based institutions.</td>
</tr>
<tr>
<td>Create a culturally competent approach to meeting the service needs of the predominantly African-American population of Homewood-Brushton</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### IV. STRATEGIC PLAN AND INITIATIVES

**Economic Positioning Strategy**

The HBCCO community plan has been structured to provide...
Charting A New Future for Homewood-Brushton

a holistic view of community and economic development. Jobs, housing, social, environmental, and educational and other factors that make-up a health community system have been considered. The following section is not a departure from this approach. It is however a more detailed picture of the business/commercial, housing and environmental components of the plan. Business and housing will be key to attracting investments to Homewood-Brushton, creating jobs, building community ownership of assets and growing the wealth of its residents.

HBCCO obtained the services of consultants to produce both housing and commercial market analysis documents so that the goals for the community planning process would be balanced with demographic and market data. The market analysis supported much of what the residents had collectively discerned. In other instances it altered or refined some of the group’s assumptions. The residents had also precisely identified opportunities that might not be readily apparent to outside observers. For instance, Homewood-Bruhston’s cultural district holds strong potential to attract traffic that will benefit other businesses in the community. Also, housing recently developed by one of the members organizations of HBCCO Southeast Homewood-Brushton produced strong sales and even waiting lists for housing, indicating the importance of development that is driven by groups that have a long history in the community, a clear understanding of what the market requires and how to communicate the opportunities.

Recommendations from the commercial market analysis are presented next followed by the four strategic initiatives that emerged from the housing market analysis. The information is presented to provide greater detail to the commercial, housing and community space/environmental goals and objectives that emerged from community meetings and resident focus groups. The section concludes with a concept plan that presents a short overview of the information that has been referenced. For even greater detail the full housing and commercial market analysis reports can be obtained from HBCCO.

COMMERCIAL MARKET ANALYSIS RECOMMENDATIONS

Stabilize the Community—A key indicator from a commercial investment standpoint is housing occupancy. A high vacancy rate translates into high investment risk. Currently, Homewood Brushton has a very high vacancy rate despite the fact that much of the neighborhood is attractive and well maintained. It is imperative that the blighted areas of Homewood-Brushton be stabilized. The City must be proactive in code enforcement and demolition.

Maximize the Value of Frankstown as a Commercial Corridor—Frankstown bisects most of the Homewood-Brushton neighborhood. Frankstown is an important east-west route connecting the City to the eastern suburbs. If East Liberty and Easthills Shopping Center develop as envisioned, Frankstown will be an important through street connecting the two regional retail hubs.

Frankstown is well positioned to attract small businesses looking for a convenient location, readily developable and inexpensive land. A business can invest on Frankstown and be removed from the social ills that plague some parts of the neighborhood.

It is unlikely that a business will re-locate to Homewood-Brushton and build-to-suit. The existing commercial space in Homewood-Brushton is not new. It is also located in marginal areas of the neighborhood. It is important that new commercial space be developed and made available on
Allow for Flexibility of Use on Frankstown—to maximize the opportunities for business investment in the neighborhood, flex space should be encouraged. Flex space is essentially one story with retail/lobby space in the front and high-ceiling production space in the back. Flex space is relatively inexpensive to develop. An artist could use the space to display art in the front retail area and build or create art in the production area. A light manufacturing firm can use this type of building as office and production space. As demand warrants, retail can occupy flex space.

Institutional Expansion to Anchor Commercial Core—The existing commercial core is anchored by the Community College of Allegheny County. Expansion of the Community College in the commercial core should be encouraged. Other institutional uses (such as United Way) should also be encouraged to locate in the commercial core. Anchors generate activity and enhance opportunities for storefront occupancy. An Institutional use may need to occupy the old Rite Aid store.

Consider the Corners of North Homewood and Frankstown and Braddock Road and Frankstown for Retail Investment—These two intersections are well positioned for retail development. There is an existing retail use at North Homewood and Frankstown. Braddock Road is an attractive location for convenience retail because it is centrally located and accessible to the Parkway.

African American Community Niche—There is an opportunity to further capitalize on the African American market. The Coliseum, Art Museum, and Images market African American culture to a broad regional market. Because of Homewood-Brushton’s rich history and the absence of any other neighborhood occupying this niche there is an opportunity to leverage this unique asset. Homewood-Brushton has a unique opportunity to develop an economy around African American history, culture, and art. To the extent possible, the commercial core should evolve into the cultural center of the neighborhood.

HOUSING MARKET ANALYSIS FOUR PRIMARY INITIATIVES

WESTERN PORTAL

The western portal should be redeveloped for commercial uses that would benefit from a location that is central to multiple East End neighborhoods and from the traffic and visibility potentials afforded by Washington Boulevard.

MID-FRANKSTOWN CORRIDOR INITIATIVE

Frankstown Avenue is the major street into, out of and through Homewood. It has a highly varied character with a disjointed mix of uses and a high incidence of vacant properties and deteriorated property conditions. Its image is generally symbolic of the distressed conditions in the larger community.

Strengthen the residential context to the east and the west of the mid-section of the corridor by developing new in-fill housing, both mixed-income rental and for-sale, on vacant lots and to replace severely deteriorated buildings in these areas.

Within the mid-section of the corridor, on the north side of the street, re-use existing buildings for professional and general business offices and in-fill vacant lots with new small scale street oriented office buildings. On the south side of the
street, develop the large vacant lots as small-scale street oriented office buildings with parking at the rear of Felicia Way, or as a major community public space and cultural center that would embrace and encourage enhanced use of the existing Coliseum Building.

**SOUTH CENTRAL INITIATIVE**

South Central is a very large area of almost uniformly poor housing. The housing stock is old and worker housing is dominant. Deteriorated housing conditions are prevalent and vacant lots are common. A new elementary school is planned for a large site tucked away at an interior location that will have a significant interplay with the immediate neighborhood but without any physical connection to the larger community.

While residential redevelopment of the South Central area is a distinct possibility, its potential is regarded as being compromised and less that a highest and best kind of use.

A more desirable revitalization solution would be to redevelop the entire area for non-residential uses in a way that recognizes the impact of the surrounding corridors, connects it to and enhances the potential of adjacent areas, accommodates the new school in a mutually supportive way, and integrates the school more fully into the physical fabric of the neighborhood.

**INDUSTRIAL PARK INITIATIVE**

Susquehanna Street, between Braddock and Rosedale, consists of a mix of poor housing and industrial use, some of which have a dominant presence in the area.

Both HBCCO on behalf of Homewood-Brushton and the Urban Redevelopment Authority on behalf of the City have stated an interest in preserving existing viable industry and in encouraging new industrial development in the community as a part of the community’s revitalization plan.

This area is the logical place to do that and it is suggested that the area to the south of Cassina Way be assembled as a light industrial and distribution park. There is already a considerable industrial presence in this area. The housing there is already generally severely compromised. It is a logical adjunct to the large industrial area just across the Conrail tracks. And it provides relatively direct access to the Parkway East via Braddock Avenue.

**RESIDENTIAL DEVELOPMENT INITIATIVES**

The pattern of development in Homewood creates three major planning areas that are generally defined by the Frankstown Avenue and North Homewood Avenue corridors. Most of each district is residential in character but each district is different in terms of its housing pattern and conditions so that different approaches to housing revitalization are appropriate in each use.

- **North Homewood initiative**

Do new housing development to remediate areas of concentrated blight in highly distressed parts of the neighborhood; do comprehensive scattered site in-fill development in the relatively strong areas to stabilize and reinforce the value of those areas; allow the values created to permeate areas of moderate distress while also enhancing those areas through follow-up selective in-fill development.
- **Southwest Homewood Initiative**

Do new housing development to remediate areas of concentrated blight in highly distressed parts of the neighborhood; do selective scattered site in-fill development elsewhere to borrow from the value of the new housing as a means of stabilizing and reinforcing existing values in those areas.

- **Southeast Homewood**

Do new housing development to remediate areas of concentrated blight in highly distressed parts of the neighborhood; do selective scattered site in-fill development elsewhere to borrow from the value of the new housing as a means of stabilizing and reinforcing existing values in the areas. Reorganize the street pattern strategically to provide a structure that supports a stronger housing pattern.

## KEY HOUSING DEVELOPMENT PROJECTS

<table>
<thead>
<tr>
<th>Project 1: North Lang Avenue Corridor</th>
<th>Location: North Homewood</th>
<th>Unit Count:</th>
<th>22 for-sale units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientations:</td>
<td>Low-and mid-range affordable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction Timetable:</td>
<td>March-2003-July 2004</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Project Cost:</td>
<td>$3,750,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility:</td>
<td>HBCCO and Developer partner</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project 2 Hamilton Avenue Corridor</th>
<th>Location: Southwest Homewood Avenue</th>
<th>Unit Count:</th>
<th>55 for-sale units; 4 rental units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientations:</td>
<td>Low-and mid-range affordable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction Timetable:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Project Cost:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project 3 Sterrett-Collier</th>
<th>Location: North Homewood</th>
<th>Unit Count:</th>
<th>19 for-sale units; 4 rental units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientations:</td>
<td>Low-and mid, high-end affordable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction Timetable:</td>
<td>September 2003-March 2006</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Project Cost:</td>
<td>$13,800,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility:</td>
<td>HBCCO and Developer partners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project 4 Brushton Corridor</th>
<th>Location: Southeast Homewood</th>
<th>Unit Count:</th>
<th>34 for-sale units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientations:</td>
<td>Low-and mid-range affordable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Project Cost:</td>
<td>$5,750,000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility:</td>
<td>HBCCO and Developer partners</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Project 5 Cora Street</th>
<th>Location: Southeast Homewood</th>
<th>Unit Count:</th>
<th>27 for-sale units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market Orientations:</td>
<td>Low, mid, high-range affordable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Construction Timetable:</td>
<td>September, 2006-March, 2009</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated Project Cost:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Responsibility:</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

43
**COMMUNITY SPACE INITIATIVES**

The quality of the public environment in a good neighborhood reflects the importance of the shared life of the community. Public spaces, whether streets, sidewalks, parks, or playgrounds, are the connective tissue of the community — space that supports social interaction, creates amenity, and adds to the overall quality of a sense of place.

- Create a major public park between Hamilton and Tioga.

- Plant street trees in the business district, along the mid-section of Frankstown, and along major streets. Work with residents to establish a street tree planting program on local residential streets.

- Create small planted islands in the middle of the larger intersections in the Southeast area.

- Create small “sitting” parks in residential and commercial areas. Do a walking and biking loop around the perimeter of the neighborhood using the busway and Conrail rights-of-way and vacant land around the top of Silver Lake Hollow.

- Private Improvement

- Create private open space as a community amenity for public consumption — large or irregular sites often create opportunities for open spaces.

- Plan trees to make the development’s streetscape complimentary to the development.

**Concept Plan**

**Plan Components – Non-Residential**

- Western Portal Commercial Development
  - multi-tenant retail and office showroom facilities between west of the Conrail overpass

- Business District Improvements
  - public parking between Kelly and Bennett, east and west of Homewood Avenue
  - in-fill commercial development
  - rental housing and/or offices south of Hamilton
  - selective building rehabilitations

- Mid-Frankstown Corridor Revitalization
  - community cultural center
  - Homewood marketplace
  - selective building rehabilitations and adaptive re-use for office purposes

- SouthCentral Office Park / Wellness Center
  - public elementary school on Tioga
  - public park at Hamilton
  - professional office development
  - multi-purpose wellness center

- Homewood Industrial Park
  - office/showroom, distribution, and light manufacturing facilities in southeast Homewood at Braddock

**Plan Components – Public Improvements**
Charting A New Future for Homewood-Brushton

- Public Park – on Hamilton in SouthCentral District
- Parklet Renovations – Frankstown and Bennett
- Parklet Development – Hamilton at Oakwood
- Open Space and Walkway Development – Busway
- Homewood Loop Walkway – circumferential route
- Greenstreets – street tree planting at primary streets

Plan Components – Residential

- 591 new housing units:
  - 313 for-sale detached units
  - 278 rental units in 65 apartment houses

- North Homewood Housing Initiative
  [85 for-sale units]
  - concentrated new housing development in areas of significant distress
  - scattered site in-fill housing development in areas of light and moderate distress
  - selective “showcase” housing rehabilitations throughout

- Southwest Homewood Housing Initiative
  [81 for-sale units; 26 rental units, 12 buildings]
  - concentrated new housing development in areas of significant distress
  - scattered site in-fill housing development in areas of light and moderate distress
  - selective “showcase” housing rehabilitations throughout

- Southeast Homewood Housing Initiative
  [147 for-sale units; 144 rental units, 32 buildings]
  - concentrated new housing development in areas of significant distress
  - scattered site in-fill housing development in areas of light and moderate distress
  - selective “showcase” housing rehabilitations throughout

V. IMPLEMENTATION PLAN AND BENCHMARKS

HBCCO must transition from its planning phase to implementation of the plan. The critical factor in the transition will be the use of its human capital, drive, and vision and on going commitment. The plan lays out a direction that will need to be altered. It is not meant to cover everything. It points a strategic direction. It underscores the need to secure the organization building of HBCCO, so that it has the infrastructure, capacity and management to secure investment, build stakeholder relations, engage community people and implement the plan in an incremental way.

The leadership of HBCCO grew out of the community. Its contribution cannot be overstated. HBCCO’s leadership must replicate new leaders many times over by continuously involving residents in their work.

This new paradigm is one of the great contributions of HBCCO. Achieving the realization of the paradigm will
mobilization and capacity building in the following areas:

- Leadership
- Community Participation
- Technical
- Financial

Leadership

The leadership provided by the HBCCO has positioned Homewood-Brushton for a future beyond its challenging circumstances and sometimes paralyzing demographics. The Leaders of HBCCO have with the residents forged a vision of the future and overcome significant barriers to complete the planning process. That commitment and vision must be maintained and avenues created to ensure the long-term development of the current HBCCO leaders and those that must eventually fill their shoes.

The leaders must continue to enhance their understanding of the development process and the most innovative ways to institutionalize the integration of services that strengthen the community’s human capital with the bricks and mortar initiatives that will improve the physical environment.

Community Participation

HBCCO purposely pursued a “community driven,” approach to the Homewood-Brushton Comprehensive plan. The community residents are the ultimate sounding board for assessing what is needed, what is working and what is not working. This strength of the HBCCO must not be lost in the shift to implement the plan. In fact, the implementation phase will really only be effective if residents and their representatives are continually involved in assessing the progress of various initiatives be they housing, commercial, social service, cultural etc. through meetings, committees, and various forms of communication—newsletters, Internet, and block clubs.

The initiative will require a mobilized community to leverage support and clearly articulate and advance the community’s interests. This will only occur if residents understand the issues and continue to own the vision and the work that will be required to make the vision a reality.

Technical Capacity

HBCCO will require significant technical capacity to implement the multi-faceted plan. That capacity will have to include detailing each of the core initiatives in the plan from housing and commercial development to human development initiatives that will require social service program assessment, development and partnership building. Fortunately, the HBCCO board represents a range of organizations that collectively possess many of the skills listed above. However, the group will need to expand that capacity through either hiring and or partnering with housing and commercial developers and large social service entities and or staff and consultants to efficiently execute the plan.

Financial Capacity

HBCCO, like all non-profit and community economic development organizations, is faced with an increasingly competitive fund environment. As a result the organization will have to focus its fund development efforts on its top priorities first in an incremental approach to generating financial support. HBCCO’s task is made somewhat more challenging because it is a “new” organization. Therefore, it must leverage the experience and expertise of its board and
member organizations when seeking funds. Many of its members have contacts with a wide range of financial institutions, foundations. The comprehensive and collaborative structure of HBCCO should maximize member support to access funds for HBCCO as the umbrella and coordinating economic development entity for Homewood-Brushton. In addition income from participation in development projects in Homewood-Brushton represent an important source of income for HBCCO in what should be a diversified funding approach.

VI. NEXT STEPS

Organizational Development

The HBCCO planning process initiated three years ago has created a foundation for a new period of growth and revitalization in Homewood-Brushton. Relationships have been forged that have helped to move the community toward much needed healing. However, there is still much to do in order to firmly position HBCCO to implement the ambitious goals of the plan.

- Organizational development
- Resource development
- Development of detailed project plans
- Community Outreach and education
- Marketing Promotions

Organizational development

Provide training for the new HBCCO board and acquire technical assistance to build the organization’s administrative infrastructure.

Hiring an executive director with demonstrated success in managing and fundraising for housing and economic development initiatives and coordinating supportive social services is essential to the comprehensive development approach of HBCCO.

Work with leadership development organizations and consultants to provide board training for HBCCO to ensure that the structure is as transparent and efficient as possible for sound governance.

Provide ongoing leadership and skills training for the HBCCO Taskforce groups as well as logistical support to coordinate meetings and communications functions.

Resource Development

Craft a diversified public and private funds development plan to attract investors to specific projects identified in the plan.

Identify initial funds to staff HBCCO until a diverse funding base can be established. This approach would include partnering with institutions to create a pre-development fund for bricks and mortar and income from HBCCO development projects.

Immediate follow-up should occur with the key institutions and leaders that HBCCO met with and in some instances received public verbal commitments from for financial support for the plan upon its completion. Some groups that HBCCO contacted during the planning process are asterisked below:

- Mayor City of Pittsburgh
- Urban Redevelopment Authority
Development of Detailed Project Plans

Develop detailed project plans and refine them over time to address the dynamic nature of the community economic development arena.

Community Outreach and Education

Hold the first of what may be bi-annual community meetings to initially review the core components of the plan for buy-in and to recruit community members to key initiatives such as the following:

- Block Clubs
- Community clean-up day
- Youth Corps

Outline key responsibilities and recruit additional members to the board (open slots-terms) and committees of the HBCCO.

Marketing Communications

Local residential community
- Neighborhood residents, neighborhood by neighborhood within Homewood-Brushton

Local business and institutional community
- Neighborhood business owners
- Major churches
- Local schools
- The library
- The community college
- The YMCA, YWCA, etc.

Key public sector agencies
- The Mayor’s Office
- The Department of City Planning
- The Urban Redevelopment Authority
- The State Department of Community Resources
- The Department of Housing and Urban Development

Financial intermediaries and institutions
- The Pittsburgh Partnership for Neighborhood Development
- The Local Initiatives Support Corporation
- The Federal Home Loan Bank
- The Federal National Mortgage Association
- Fannie Mae
- Enterprise Foundation
- Urban Institute
- Private foundations
- The East End Neighbors Forum
- GLS Capital Assets
Acknowledgements

The Homewood Brushton Community Coalition Organization (HBCCO) wishes to express our appreciation to the following individuals, organizations and governmental institutions for their support and contributions toward the completion of the HBCCO Strategic Plan:

Honorable Tom Murphy
Mayor, City of Pittsburgh

Former Congressman William Coyne
14th Congressional District

Honorable Joseph Preston, Jr.
24th Legislative District
Juanita D. Gale
Administrative Aide to Joseph Preston, Jr.

Councilwoman Twanda Carlisle
9th Council District

Jack Johnson, Jaxon Development Company

Perkins Eastman Architects, P.C.

Fred Kenderson, Kenderson Photography Studio

New Greater Pittsburgh Coliseum

Urban Redevelopment Authority

Jeffrey L. Richardson, J. Richardson Consultants
HBCCO Plan Coordinator

Bynums Marketing and Communications Inc.
Graphic consulting, design and logo

All the residents of the community who spent countless hours making this plan possible.

Ahmad Sandidge, Sandidge Photograph Group

Margie Howard

Marva Harris, PNC Bank