

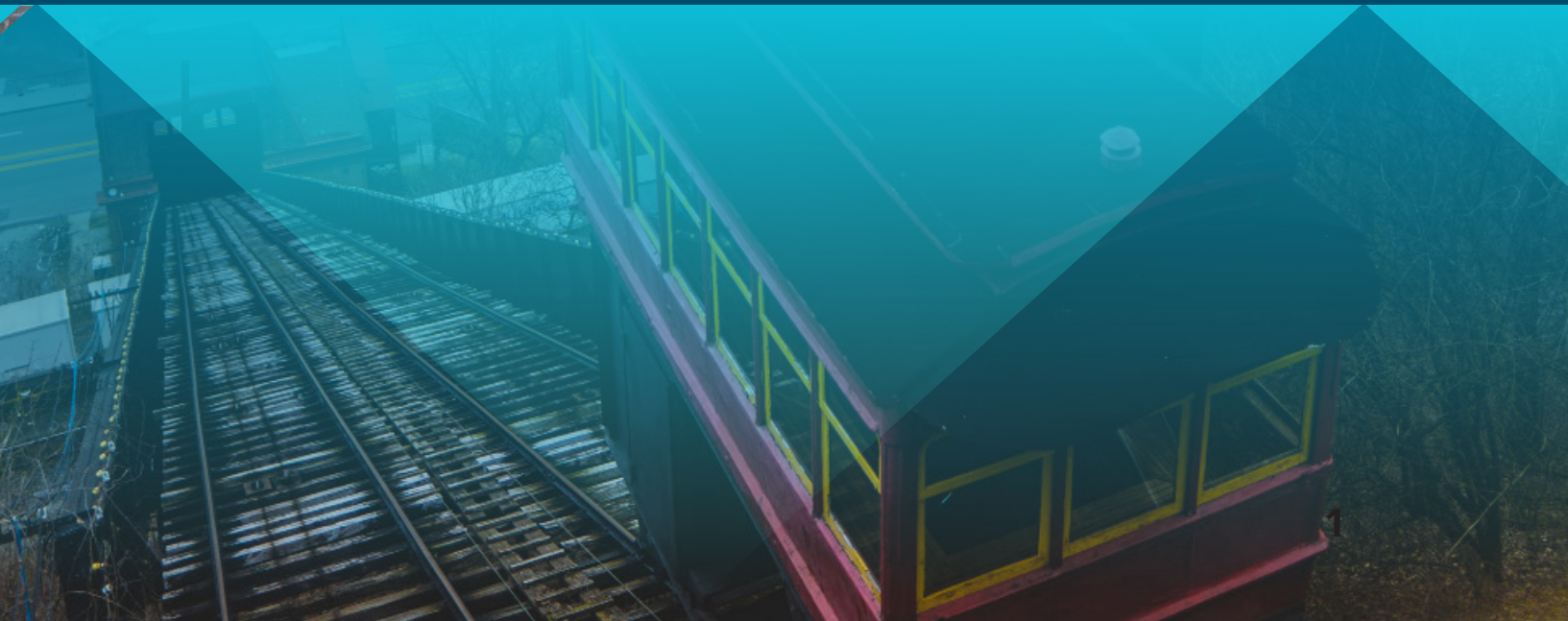


MOUNT WASHINGTON  
COMMUNITY DEVELOPMENT CORPORATION



# STRATEGIC PLAN

## 2023-2027



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### **The Strategic Plan Task Force**

Gordon A. Davidson, Executive Director  
Christina Grossman  
Sheen Sehgal

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**THIS PLAN WAS FUNDED BY THE**

**MOUNT WASHINGTON COMMUNITY DEVELOPMENT CORPORATION**

# A MESSAGE

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## FROM THE PRESIDENT

Dear Members of the Mount Washington and Duquesne Heights Community, Partners and Stakeholders,

I am privileged to present the Mount Washington Community Development Corporation (MWCDC) Strategic Plan 2023-2027. I also am privileged to have been elected to the MWCDC Board of Directors in 2018, just after the prior strategic plan came into effect.

Over the past five years, MWCDC achieved or is actively working on twenty-nine of the thirty-six goals and projects (80%) identified in the Strategic Plan 2018-2022. The seven goals that we did not achieve or work on significantly are still relevant, and are included in the new plan.

Most of the goals in the Strategic Plan 2018-2022 were broad, and some of those goals were actually tasks that should never end. The new plan has 88 well-defined, achievable goals, and 28 “ongoing activities” that MWCDC will work on throughout the next five years and beyond.

The COVID-19 pandemic caused numerous problems for MWCDC, including interruptions in funding streams and staffing. Because of this, MWCDC decided to develop the new strategic plan in-house. We were fortunate to attract a management consultant, who provided services pro bono, through the Taproot Foundation. We also were fortunate to have dedicated Board members and staff on the Strategic Plan Task Force who volunteered many hours to plan development.

Before the planning process began in January 2022, and for the next eleven months, MWCDC committed to an outreach plan that maximized the opportunity for community members to participate in the planning process. This included nine (9) strategic plan Community Forums with open discussion, on-line access to proposed goals and ongoing activities, and the opportunity to comment on the planning process via email. We believe that almost every suggestion received from the community is in the new plan.

I look forward to the next five years as MWCDC follows our new vision and mission, and continues to engage the community as we work on all of the important (and even fun) goals and ongoing activities in MWCDC’s Strategic Plan 2023-2027.

Your Neighbor,

Perry R. Ninness  
President, Board of Directors, MWCDC

Mount Washington Community Development Corporation  
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The Mount Washington Community Development Corporation (MWCDC) is a 501(c)(3), nonprofit organization. MWCDC does not provide goods or services as a whole or partial consideration for contributions made. Contributions are tax-deductible to the extent permitted by law. The official registration and financial information of MWCDC may be obtained from the Pennsylvania Department of State by calling 800.732.0999. Registration does not imply endorsement.

MWCDC does not discriminate on the basis of actual or perceived race, creed, color, religion, alienage or national origin, ancestry, citizenship status, age, disability or handicap, sex, marital status, veteran status, sexual orientation, genetic information, arrest record, or any other characteristic protected by applicable federal, state or local laws.



# THE STRATEGIC PLANNING PROCESS

“THE MOUNT WASHINGTON COMMUNITY DEVELOPMENT CORPORATION (MWCDC) IS A PRIVATE, COMMUNITY-BASED 501(c)(3) NONPROFIT ORGANIZATION FOUNDED IN 1990 THAT PROVIDES HOUSING, BUSINESS, INFRASTRUCTURE AND COMMUNITY DEVELOPMENT PROGRAMS AND SERVICES IN THE NEIGHBORHOODS OF MOUNT WASHINGTON AND DUQUESNE HEIGHTS IN THE CITY OF PITTSBURGH.”<sup>1</sup>

**A New Strategy.** MWCDC’s new strategy for creating this strategic plan was based upon the organization’s message; in-depth research into past MWCDC goals and the goals of many different types of community organizations; iterative and recursive plan element development; and an aggressive community engagement campaign. Based upon this strategy, MWCDC was able to develop a list of potential goals that would be revised, refined or rejected based on community input during practically the entire duration of the planning process. As the potential goals were being identified, a set of activities that weren’t quite goals also were identified. These quasi-goals actually are tasks or activities that will help achieve the goals that were selected to be in this plan. These types of activities should be performed on an ongoing basis, and are identified by MWCDC as “ongoing activities” in this plan.

**Strong Shared Understanding Model and the Map of Operations.**<sup>2</sup> MWCDC engaged a consultant to provide process modeling and evaluation, project guidance and general management consulting during development of the MWCDC Strategic Plan 2023-2027. The process modeling and project guidance led to the development of a “Strong, Shared Understanding” (SSU) model for MWCDC. This model helped inform everyone involved in the plan development process about the many interactions that MWCDC has with the community, businesses, developers, institutions, authorities, governments, and other resources and stakeholders as MWCDC develops and performs its functions, programs, projects and

services. The SSU model required mapping organizational functions and interactions, which became MWCDC’s “Map of Operations” (included in this plan). As the Map of Operations was being developed, MWCDC and the consultant identified specific actions to improve interactions, which became an MWCDC “Action Plan.” Many of the goals and ongoing activities in this plan resulted from the Action Plan development process.

**Community Engagement.** Before the planning process began in January 2022, and for the next eleven months, MWCDC committed to an outreach plan that maximized the



opportunity for community members to participate in the planning process. This included nine (9) strategic plan Community Forums with open discussion, on-line access to proposed goals and ongoing activities, and the opportunity to comment on the planning process via email. Almost every suggestion received from the community is incorporated into the new plan.

### **P**lanning Process Summary.

The very deliberate planning process and plan development timeline provided a strong foundation for the synthesis of ideas, thoughts and opinions from the community; extensive research; and abundant creativity that resulted in the MWCDC Strategic Plan 2023-2027. MWCDC performed internal organizational analyses as part of the planning process (e.g., SWOT) which are not included in this plan. MWCDC also carefully evaluated potential implementation priorities and timelines and opted not to include any, as noted elsewhere in this plan.





**THE MISSION** OF THE MOUNT WASHINGTON COMMUNITY DEVELOPMENT CORPORATION IS TO ENGAGE OUR COMMUNITY, PROMOTE RESPONSIBLE DEVELOPMENT AND PROVIDE OPPORTUNITY TO CREATE AN INCLUSIVE NEIGHBORHOOD FOR RESIDENTS, BUSINESSES, AND VISITORS IN MOUNT WASHINGTON AND DUQUESNE HEIGHTS.



**THE VISION** OF THE MOUNT WASHINGTON COMMUNITY DEVELOPMENT CORPORATION IS TO BECOME THE SELF-SUSTAINABLE COMMUNITY DEVELOPMENT ORGANIZATION IN A SECURE, ATTRACTIVE, THRIVING AND HARMONIOUS COMMUNITY OF MOUNT WASHINGTON AND DUQUESNE HEIGHTS.





# STRATEGIC PRIORITIES

MWCDC'S SIX STRATEGIC PRIORITIES FOR 2023-2027 ARE BASED UPON MWCDC'S ARTICLES OF INCORPORATION, STRATEGIC PLANNING SUGGESTIONS PROVIDED BY THE COMMUNITY FROM APRIL THROUGH NOVEMBER OF 2022, AND THE RESULTS OF THE STRATEGIC PLAN 2023-2027 GOALS EXPLORATION PROCESS.

**1 Housing Development:** This strategic priority involves all forms and stages of housing development, improvement, and maintenance within the community. Some priority elements include promoting and developing affordable housing, promoting home ownership, helping to improve housing conditions throughout the community, providing housing development guidance, and helping residents better understand building codes and the permitting process.

**2 Business Development:** This strategic priority primarily involves assisting existing businesses and helping new businesses through the planning and zoning process. Some priority elements include informing local businesses about assistance programs, such as programs offered by the Urban Redevelopment Authority of the City of Pittsburgh (URA); promoting businesses; helping to mitigate the effects of transportation system closures; and providing guidance about sources of permits, licenses and building code information.

**3 Infrastructure Development:** Since most infrastructure is owned by utilities and City, County and state governments, this strategic priority emphasizes identifying potential improvements and maintenance of public property and utilities such as roads, sidewalks, street signage, streetlights, utility poles and service, and storm drains.

**4 Community Development:** Community development is a broad collection of activities involving neighborhood beautification,

community-building events, parks and green space development and promotion, blight remediation, neighborhood planning, workforce development, tourism enhancement and public safety.

**5 Outreach and Marketing:** MWCDC defines "outreach" as the processes involved in engaging the community and ensuring that the community is aware of MWCDC programs and services. MWCDC defines "marketing" as the activities involved in promoting awareness of MWCDC as a community development organization. MWCDC performs outreach and marketing for all strategic priorities. MWCDC uses a combination of in-person Community Forums, virtual Special Community Forums, eblasts, email, our Facebook page, our website, printed media, press releases, media placements; pop-up events, social media and other methods to perform outreach and marketing.

**6 Organizational Sustainability and Management:** Organizational sustainability involves all of the activities that are intended to enable long-term success of the organization, with a strong emphasis on sustainable revenues. Organizational management includes all of the activities, policies, and guidelines that MWCDC performs or follows in order to operate effectively, efficiently, and within the law. Organizational sustainability and management concerns guide all of MWCDC's strategic priorities.



## Comments on Strategic Priorities

- Human and social services are not a strategic priority since MWCDC does not have the capacity to develop or provide these services.
- MWCDC is a Registered Community Organization (RCO) with the City of Pittsburgh, which impacts all of MWCDC's strategic priorities.
- MWCDC staff has the primary responsibility for achieving most strategic plan goals and performing ongoing activities.

MWCDC HAS AN ACTIVE BOARD OF DIRECTORS THAT MANAGES SPECIFIC PROJECTS IN ADDITION TO PROVIDING PROGRAM, SERVICE AND ORGANIZATIONAL OVERSIGHT. MOST OF THIS PROJECT MANAGEMENT AND OVERSIGHT IS PROVIDED THROUGH FOUR PROGRAM COMMITTEES AND TWO STANDING COMMITTEES.

**D**evelopment Committee (Program): This committee's goal is to work with willing partners to improve the housing and business environment of our community.

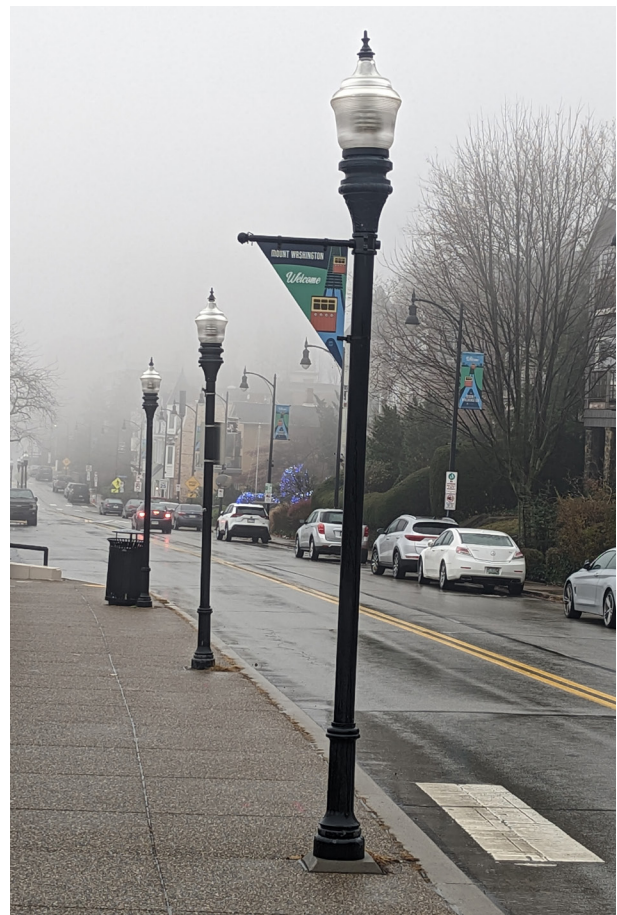
**A**dvocacy Committee (Program): This committee's purpose is to advance community concerns with local decision makers who can influence change on significant projects, policies or law impacting the community.

**E**merald View Park and Sustainability Committee (Program): This committee's goal is to increase the livability of the community by providing welcoming parks, more walkable streets, a cleaner environment, and attractive outdoor places for the benefit of visitors, businesses and residents.

**O**rganizational Advancement Committee (Program): This committee's purpose is to ensure MWCDC's long-term sustainability.

**G**overnance Committee (Standing): This committee's purpose is to ensure that the organization follows all laws, policies and procedures while developing and implementing organizational planning and policies.

**F**inance Committee (Standing): This committee's goal is to ensure that financial records and procedures are created, organized and retained to promote organizational long-term sustainability and effective financial management.



# GOALS AND ONGOING ACTIVITIES

**Goals:** Projects, developments, initiatives and plans with clear objectives that can be accomplished from 2023 to 2027.

**Ongoing activities:** Projects or tasks that are performed “all the time” and never end. Ongoing activities are marked with an “OA,” are italicized, and are listed below the goals in each strategic priority.

**Strategic Priority Overlap:** Goals and ongoing activities are listed in their primary strategic priority but there is some overlap between the strategic priorities, especially in regard to Outreach and Marketing and Organizational Sustainability and Management.

**Level of Effort:** Goals, but not ongoing activities, are rated and grouped within each strategic priority by “Level of Effort.”

**H** = A significant level of effort in terms of resources (funding) and time invested by staff and Board committees are required to achieve the goal. In many cases, a goal rated “H,” like all goals, can be accomplished reasonably quickly if enough resources are devoted to achieve it.

**M** = A medium or modest level of effort is required to reach the goal.

**L** = A low level of effort is required to reach the goal. A goal with a low level of effort does not necessarily mean it can be accomplished quickly.

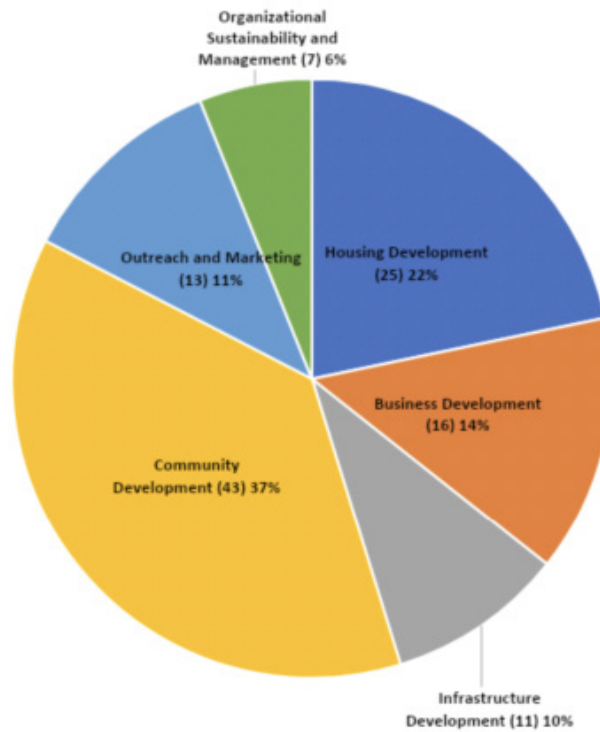
**Timeline:** Goals are not rated by “importance” since MWCDC believes such ratings can be arbitrary and difficult to determine by consensus. Because of this, there is no strategic plan timeline. Goals completion often is dependent upon resources that become available through successful applications for grants

and contracts, and MWCDC does not control when these grants and funding opportunities become available and whether MWCDC proposals will be selected for funding. MWCDC intends to work on each goal as resources become available.

**Volunteers:** Some goals and ongoing activities are marked with a “V.” This means that the goal or ongoing activity would directly benefit from participation by members of the community (i.e., volunteers).



## Goals and Ongoing Activities



Goals and Ongoing Activities by number/count within Strategic Priority and by percentage of total.

# HOUSING DEVELOPMENT

1. Host a Housing Summit event bi-annually for the community and adjacent neighborhoods. [H]
2. Create methods to encourage development of vacant lots in coordination with the City, County and Commonwealth. [H]
3. Design an abandoned and blighted property conservatorship program, and implement the program as resources allow. [H]
4. Create housing for volunteers. [H]
5. Perform research on tax credits and rebates for energy efficient appliances, HVAC installations and other energy efficiency implementation performed by residents and businesses. [H, V]
6. Research how to create housing designed for senior citizens. [H]
7. Implement MWCDC's "Joint Project" Program that enables low-and-moderate income (LMI) individuals or businesses to become landlords of affordable housing. [H]
8. Dispose of MWCDC-owned vacant properties per organizational policies. [M]
9. As resources allow, add one property per year to MWCDC's Fair Affordable Housing programs. [M]
10. Research methods of acquiring properties other than through the City of Pittsburgh Land Bank. [M, V]
11. Implement MWCDC's Fair Affordable Housing programs. [M]



12. Design and implement a new Curb Appeal Program each year. [M, V]
13. Examine the feasibility of “small houses” as affordable housing in Mount Washington and Duquesne Heights (MW/DH). [M]
14. Research steep slope and retaining wall guidelines for property owners. [M]
15. Assist residents and businesses to understand and prevent the many possible negative impacts of wet weather and how these relate to local building codes. [M]
16. Complete a list of local and county residential and commercial contractors and trades-persons. [M, V]
17. Create a home improvement technical and design service for LMI owner-occupants. [M]
18. Create an education program about how to rehabilitate a house. [M]
19. Complete built environment surveys for at least six micro-neighborhoods. [M, V]
20. Submit funding requests on an on-going basis to support MWCDC’s Fair Affordable Housing programs. (OA)
21. Participate in the Hilltop Alliance Board of Directors meetings. (OA)
22. Coordinate with the Pittsburgh Community Reinvestment Group (PCRG) to promote affordable housing, access to banking services, fairness in housing lending and other programming that benefits LMI residents and persons of color. (OA)
23. Support use of wind, solar, geothermal and other non-carbon energy systems. (OA)
24. Support environmentally-friendly construction and remodeling practices. (OA)
25. Continue to develop MWCDC’s “Combined Purchasing Services” Program. (OA)



# BUSINESS DEVELOPMENT

1. Complete a database of commercial properties in the MWCDC service area. [H, V]
2. Research and develop partnerships to support a marketing campaign that promotes both the Monongahela Incline and the Duquesne Incline. [H]
3. Use email and other appropriate methods to provide local businesses with information about existing assistance programs and new business opportunities as they arise. [H]
4. Create wayfinding, informational and interpretive signage for all business districts. [H]
5. Design and implement a series of small public events to promote local businesses, MWCDC, and tourism on Mount Washington. [H, V]
6. Complete the Minority and Woman-owned Business Enterprise (MWBE) post-incubator program. This program provides up to two MWBEs (at a time) with affordable commercial space, to establish a market presence over a maximum of two years. [H]
7. Complete a database of businesses in the MWCDC service area, including an on-going search for new businesses and home-based businesses. [H, V]
8. As resources allow, create a library of business assistance services (e.g., such as programs available through the Urban Redevelopment Authority of Pittsburgh). [H]
9. Develop a business district plan for two additional business districts in Mount Washington and Duquesne Heights (currently there are plans for Shiloh Street and Virginia Avenue). [H]
10. Research and develop “frequent customer” programs for community residents at local businesses. [H]
11. Design and implement MWCDC’s “Hire Local” Program. [H]
12. Create a local business promotion plan. [M]
13. Design at least one general business promotion brochure. [M]
14. Examine the feasibility of a sustainable funding source for business districts beautification projects. [M]
15. Hold at least two Business Advisory Council meetings each year. [L]
16. Continue to develop MWCDC’s “Buy Local” Program. (OA)



# INFRASTRUCTURE DEVELOPMENT

1. Examine parking resources, options and opportunities throughout MW/DH. [H, V]
2. Prepare a plan to underground utility services along west Grandview Avenue. [H, V]
3. Develop a street signage review program to correct or address problems or concerns (e.g., damaged or missing signage). [M, V]

1



4. Create a Shiloh Street improvements request plan for when the City intends to repave the street. [M]
5. Examine the feasibility of signage design “standards” for the local business districts. [M]
6. Perform an analysis of potential infrastructure improvements. [M]
7. Coordinate with Pittsburgh Regional Transit (PRT) and the Hilltop Alliance regarding transit-oriented development (TOD) and South Hills Junction. (OA)
8. Coordinate with PRT to improve public transportation in MW/DH. (OA)

9. Advocate for redevelopment, repair and improvement of P. J. McArdle Roadway sidewalks, fencing and retaining walls. (OA, V)
10. Coordinate with the Department of Mobility & Infrastructure (DOMI) and PRT regarding traffic calming, Complete Streets, transportation modes, semi-mass transportation and related activities and projects. (OA)
11. Promote installation of improved streetlights. (OA)



# COMMUNITY DEVELOPMENT

1. Hold one focus group meeting (FGM) per year to identify community interests and needs. [H/L]
2. Hold the Party on the Mount (POTM) community-building and fund-raising event each year. [H, V]
3. In addition to POTM, hold another community-building and fundraising event each year. [H, V]
4. Explore local issues of importance to residents with disabilities. [H, V]
5. Create an art and public art promotion program, including sales events, shows, and demonstrations. [H, V]
6. Design and implement a “Clean and Safe Neighborhoods” program for severely distressed areas. [H]
7. Examine the feasibility of preparing a new Neighborhood Plan and create one as resources allow. [H]
8. As resources allow, create an MWCDC “Welcome Package” for new residents and businesses. [H, V]
9. Examine the feasibility of creating playgrounds in underserved micro-neighborhoods. [H]
10. Examine the feasibility of a “Freedom Trail” (see Boston, MA) and create one as resources allow. [H]

2



11. Design and implement a masonry and heavy landscaping workforce development program. [H]
12. Design and implement a program to highlight historic buildings and features. [H, V]
13. Work with area social services providers to promote senior citizens assistance programs, and support aging-in-place opportunities. [H]
14. As resources allow, design and implement an infrastructure beautification program for Grandview Avenue, Shiloh Street, Sycamore Street, Virginia Avenue and other neighborhoods streets. [H]
15. Design and implement a program to (1) notify owners of properties that are out of compliance with local building codes and (2) notify property owners that assistance to perform code violations, cosmetic and safety repairs may be available to them. [H]
16. Create a list of best practices regarding neighborhood crime prevention. [H]



17. Complete pre-planning for one or more visitors centers along or near Grandview Avenue. [H, V]
18. Complete pre-planning for one or more public restrooms along or near Grandview Avenue. [H, V]
19. Create a Tourist Experience Enhancement Program relevant to the community and neighborhood business districts. [H]
20. Create an events calendar. [M, V]
21. Promote volunteer projects or programs to maintain Anchor Green Garden, pollinator parklets, the Shiloh Street Parking Plaza Parklet and (with NOTM) Fireman's Park and Grandview/Shiloh Parklet. [M, V]
22. Create a "Beautify Mount Washington and Duquense Heights" day, which could include a neighborhood clean-up. [M, V]
23. Support the City's clean and beautiful campaigns. [M, V]
24. Create a "Name that Street" project for un-named streets in the neighborhoods. [M, V]
25. Hold a design competition for MW/DH entry gardens. [M]
26. Support Neighbors on the Mount and the Zone 3 Public Safety Committee (Z3PSC) regarding creation of block watches and similar programs. [M]
27. Examine the feasibility of one or more decorative landscape water features. [M]
28. Create self-guided walking and driving tours of MW/DH (e.g., of architecturally significant or historic properties). [M, V]
29. Create an in-house resource of social services providers. [L, V]
30. Examine the feasibility of a Memorandum of Understanding with Neighbors on the Mount. [L]
31. Hold at least one public safety Community Forum and one related focus group meeting each year. [L]
32. Once per year, issue a survey requesting input about potential spring/summer community projects. [L]
33. Request monthly crime statistics from the Bureau of Police for distribution to the community. [L]
34. Provide information to the community about services and programs for LMI residents. (OA)
35. Examine new programs, processes, and opportunities through MWCDC's Live Local Program. (OA)
36. Promote Emerald View Park as a neighborhood asset. (OA)



37. Partner with the Pittsburgh Parks Conservancy (PPC) on projects to improve Emerald View Park and the park trail system. (OA)
38. Continue to advocate and seek funding for habitat and viewshed restoration in Emerald View Park (OA).
39. Participate in Zone 3 Public Safety Committee meetings and share relevant information with the community. (OA)
40. Participate in PPC Board of Directors meetings. (OA)
41. Continue MWCDC's education and advocacy campaign on United Nations 17 Sustainable Development Goals relevant to the community. (OA)
42. Provide opportunities for residents and businesses to participate in the Western Pennsylvania Conservancy TreeVitalize/Street Tree program and provide additional program guidelines information to potential participants. (OA)
43. As resources allow, and using community input, host community-building block parties and other social events throughout the community. (OA, V)
44. In partnership with Neighbors on the Mount, select a "Neighbor of the Year" each year. (OA)





# OUTREACH AND MARKETING

1. As resources allow, prepare a comprehensive Outreach and Marketing Plan. [H]
2. Improve MWCDC's eblast capability. [H]
3. Develop partnerships to communicate and promote MWCDC programs, projects and services. [H]
4. Examine the feasibility of "Mount Washington/Duquesne Heights" lighted signs on local communications towers. [H]
5. Develop and improve relations with local government departments, offices and authorities. [H]
6. Promote MW/DH at the Greater Pittsburgh International Airport. [M]
7. Examine the feasibility of an electronic newsletter. [M, V]
8. Create an MWCDC Community-building and Fundraising Events Planning Guide. [M]
9. Publish press releases on all newsworthy accomplishments and activities. [M]
10. Research locations for community bulletin boards. [L, V]
11. Improve and maintain the MWCDC website. (OA, V)
12. Develop and improve relations with other neighborhood groups, Community Development Corporations, Registered Community Organizations and similar organizations. (OA)
13. Continue to provide information to the community about how Community Development Corporations, Economic Development Organizations and Registered Community Organizations operate. (OA)





# ORGANIZATIONAL SUSTAINABILITY AND MANAGEMENT

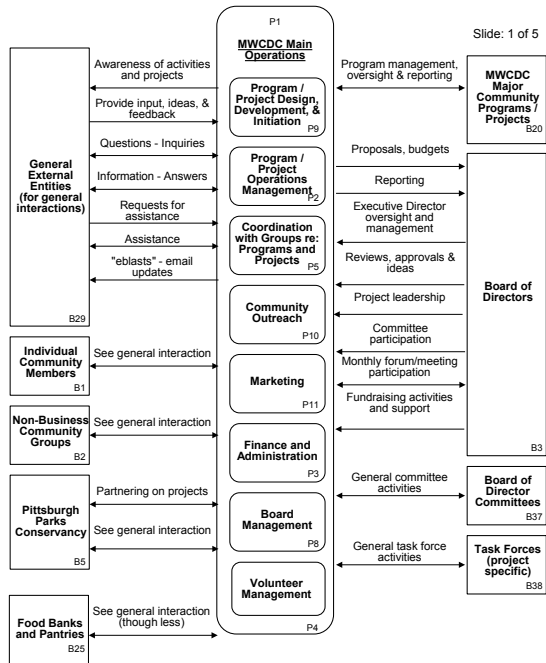
1. Prepare an Organizational Sustainability Plan. [H]
2. As resources allow, scan and archive printed documents/photographs/presentations and organize legacy electronic media. [H, V]
3. Explore options for a permanent MWCDC-owned office space and/or non-profit center. [H]
4. Update Bylaws to reflect changes within the community and the organization, and according to Bylaws best practices. [M]
5. Hold Committee (Program and Standing) meetings as identified in annual Committee Reports. [L]
6. Develop organizational resources through participation in programs like Love Your Block (through the City of Pittsburgh) and Sidewalk Sales Programs (through the URA). (OA)
7. Collect and analyze demographic data of MW/DH. (OA, V)

## MAP OF OPERATIONS

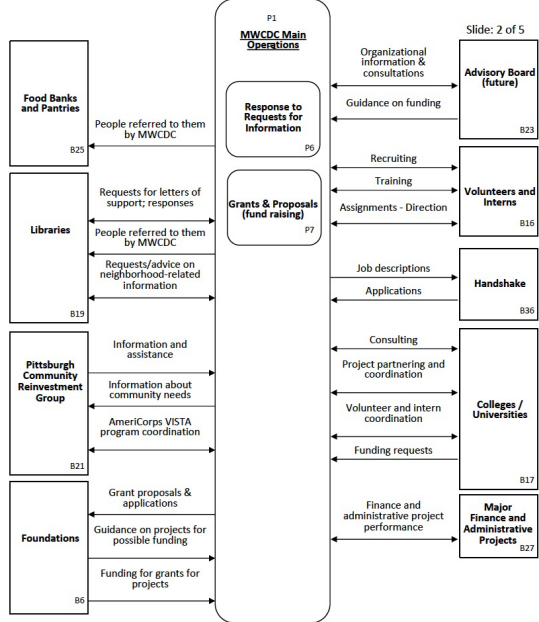
As noted above, the map of operations shows the many interactions MWCDC has with the community, businesses, developers, institutions, authorities, governments, and other resources and stakeholders. These interactions occur on an ongoing basis, and often lead to partnerships and cooperative efforts.



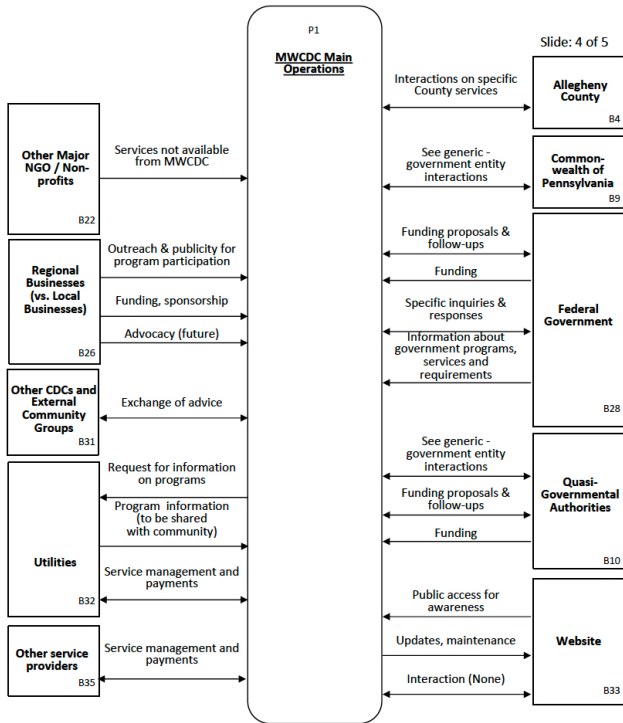
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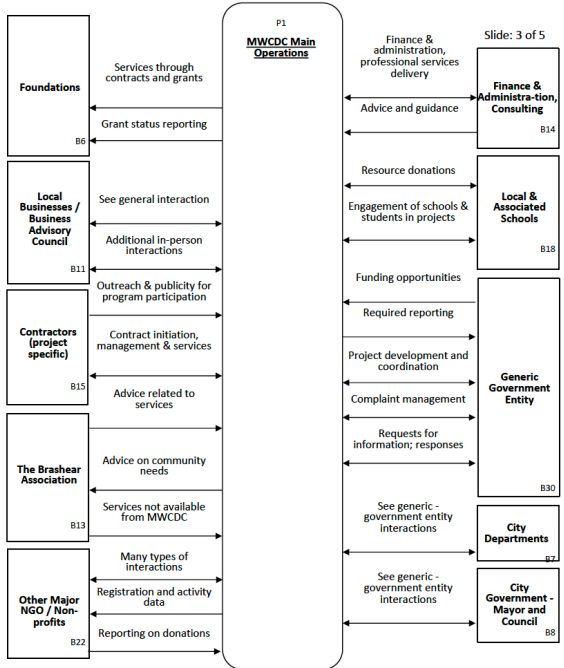
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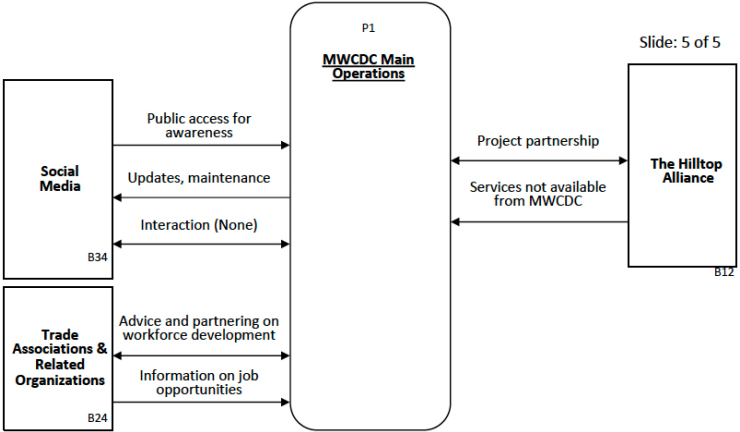


Mount Washington Community Development Corporation





Mount Washington Community Development Corporation



# MAJOR PARTNERS

The Mount Washington Community Development Corporation (MWCDC) relies on, and benefits from, interactions with other organizations including a wide variety of non-profits; businesses; elected government officials; and government offices, bureaus and departments at the City, state and federal level. MWCDC often provides assistance, in many different forms, to the same organizations that MWCDC relies upon. The following list of major partners includes short histories and some of the interactions between MWCDC and our partners. MWCDC intends to expand this list of partners as we work on the goals and ongoing activities identified in this Strategic Plan 2023-2027.

**Pittsburgh Parks Conservancy** – The mission of the Pittsburgh Parks Conservancy (PPC) is to “improve quality of life for the people of Pittsburgh by restoring the park system to excellence in partnership with government and the community.” In 2016, MWCDC formally transitioned our work on Emerald View Park (EVP), including trail development and maintenance, to the Pittsburgh Parks Conservancy. Since that transition, MWCDC has strongly supported PPC and its efforts to manage and improve EVP. This support has included park promotion, project development and coordination, direct support through grant opportunities, and helping to develop the Emerald View Park Regional Park Master Plan (2021).

**Neighbors on the Mount** – In 2015, MWCDC helped create Neighbors on the Mount (NOTM), which has the mission “to help improve quality of life, public safety and community connections in Mount Washington and Duquesne Heights.” These activities strongly complement MWCDC’s economic development programs and services. MWCDC and NOTM will continue to work together on neighborhood beautification, safety and community development projects.

**Hilltop Alliance** – The mission of the Hilltop Alliance (HA) is “to preserve and create assets in the Hilltop community through collaboration and coordination of resources.” In 2012, MWCDC joined this coalition of fifteen adjoining neighborhoods east of and including Mount Washington. MWCDC formally supports HA’s efforts to redevelop and create affordable housing in the Allentown and Mount Washington neighborhoods, and we work together to help transform South Hills Junction into a local economic development asset.

**Urban Redevelopment Authority of Pittsburgh** – MWCDC and the Urban Redevelopment Authority of Pittsburgh (URA) have a long history of working together to improve local business districts through business district planning, façade restoration, infrastructure improvement, and direct business assistance programs and services. The Pittsburgh Land Bank, which has replaced the City of Pittsburgh Property Reserve, is an affiliate of the URA – MWCDC looks forward to working with the Land Bank to strategically rehabilitate and place into productive use vacant and tax-delinquent properties in the neighborhood. MWCDC also has worked with the Pittsburgh Housing Development Corporation (PHDC), another URA affiliate, to develop long-term affordable housing in Mount Washington.

**VisitPittsburgh** – VisitPittsburgh (the Greater Pittsburgh Convention & Visitors Bureau, Inc.) is the official Destination Marketing Organization (DMO) of Greater Pittsburgh, the official tourism promotion agency for Allegheny County and an independent, nonprofit organization that serves its business membership. MWCDC and VisitPittsburgh work together to promote Grandview Avenue as the primary “first-day” attraction for tourists in southwest Pennsylvania, which includes exploring methods to improve the visitor experience in the neighborhoods. VisitPittsburgh’s mission is to “create economic growth by promoting Pittsburgh as a leading travel destination”

**Pittsburgh Regional Transit** – In 2022, the Port Authority of Allegheny County rebranded as Pittsburgh Regional Transit (PRT). MWCDC interacts with PRT on a regular basis because of South Hills Junction (in east Mount Washington), proximity to Station Square Station, the Duquesne Incline (owned and operated by the Society for the Preservation of the Duquesne Heights Incline), the Monongahela Incline (owned and operated by PRT), and the two neighborhood bus routes (40 and 43). While the bus routes,

incline and South Hills Junction are critical transportation resources for residents, the inclines serve an important additional purpose by transporting tourists and visitors to local business districts.

**UPMC Health Plan** – UPMC Health Plan, headquartered in Pittsburgh, is part of an integrated health care delivery system committed to providing its members better health, more financial security, and the peace of mind they deserve. UPMC is MWCD's business partner on our Neighborhood Partnership Program (NPP) 2019-2026 that is designed to create affordable housing, housing improvement assistance and stabilization, home and community safety, and job training programs and services for low-and-moderate income residents of three Community Development Block Grant eligible census tracts in Mount Washington (1807, 1914 and 1915).

**Pittsburgh Community Reinvestment Group** – The Pittsburgh Community Reinvestment Group (PCRG) is a consortium of community leaders working for economic justice, equitable investment practices, and sufficient financial resources to revitalize communities throughout Allegheny County. In order to participate in the City of Pittsburgh Property Reserve (and now the Pittsburgh Land Bank), MWCD is required to be a member of PCRG. In addition to providing access to the Land Bank, PCRG provides valuable opportunities to interface with local lending institutions; help develop policy issues on housing, lending and equity; and access the AmeriCorps VISTA (Volunteer in Service to America) program.

**The Brashear Association** – The Brashear Association provides South Pittsburgh residents and community groups with access to quality programs and services that address social, education, health, and economic issues. MWCD has provided program planning assistance to The Brashear Association, especially during preparation of the 2020 Hilltop Community Survey, and MWCD refers social services inquiries to The Brashear Association.

**The Builder's Guild of Western Pennsylvania** – The Builders Guild of Western Pennsylvania (BG) is a unique labor/management initiative of the building and construction trade unions of Western Pennsylvania and local professional contractor associations. MWCD supports BG programs and initiatives while BG provides guidance to MWCD's workforce development programming.

**Government Officials** – MWCD works and coordinates with local, state, and federal elected officials and their offices on a broad spectrum of projects and programs. MWCD especially relies on our strong relationships with elected officials from the three City Council districts (2, 3 and 4) in the neighborhoods.

**City of Pittsburgh Offices, Bureaus and Departments** – MWCD works with the many and different offices, bureaus and departments in the city related to our housing, business, infrastructure and community development efforts. On a weekly basis, MWCD usually is in contact with the Department of Mobility & Infrastructure, Department of Public Works, Department of Parks & Recreation, Bureau of Police, Bureau of Fire, Office of the Mayor, Office of Special Events, and/or Office of Community Health and Safety.





# CREDITS

1 MWCDC thanks Jim Johnson, president of ActionMap, Inc., for the donation of his time and software application that enabled the creation of MWCDC's Strong Shared Understanding Model and Map of Operations.

2 MWCDC thanks Mikaela Ferrill, Mid-Atlantic Relationship Manager at JPMorgan Chase & Co., for supporting MWCDC as we developed communication strategies and messaging with the assistance of the Spitfire Strategies consulting team.

All photographs by MWCDC staff or from MWCDC archives except:

Picture 1: Daisy Mae, by Janine DePasquale

Picture 2: Masala, by Raina Sharma

Picture 3: Key Bank Neighbors Make a Difference Day Volunteers, by Christina Grossman

MWCDC thanks Asa R. Nelson, Freelance Graphic Designer, for designing MWCDC's Strategic Plan 2023-2027.

Asa selected Times New Roman, a serif font, for the body text because of its dense appearance on the page and because the short descenders allow for tight line-spacing. Asa chose Gothic Bold, a sans serif font, for headers and titles because of the modern and elegant appearance. The color design is based on MWCDC's branding palette of Pantone Matching System (PMS) 3025, 2985 and 7461.

