



Inaugural Strategic Plan

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Overview:

2018 will be a pilot year for the Pittsburgh Land Bank [PLB]. The Inaugural Policies & Procedures were adopted at the end of 2017, creating the framework for the PLB – the general rules & regulations. The Strategic Plan will answer in more detail the following questions for 2018:

- What activities will the PLB engage in?
- How many of each activity?
- Where will it do these things?
- When will it do them?

This plan will outline a road map for 2018 milestones and measure-able activities, taking into account the mission and vision of the Land Bank, it's stated goals of blight reduction, affordable housing, and homeownership preservation as reflected in its inaugural Policies and Procedures (P&P), and current market conditions.

Introduction

There has been significant work completed to-date which has informed both the formation of the Land Bank and its strategy for 2018, including: the Pittsburgh Land Recycling Handbook, 2016 Market Value Analysis, City of Pittsburgh and Urban Redevelopment Authority's web-based property management platform eP+, Pittsburgh's distressed real property inventory categorization as audited bi-annually, Pittsburgh Water and Sewer Authority's storm water analysis, Center for Community Progress' Cost of Blight study, and 2016 Affordable Housing Task Force report.

Over the last two years, over a dozen public agencies and departments have been involved in reforming the City of Pittsburgh's overall land management and land recycling system. One of the main purposes of this systems reform was to better understand the need and create a lane for the land bank *before* starting operations.

Mission

The mission of the PLB is to return unproductive Real Property to beneficial reuse, through an equitable, transparent, and public process, revitalize neighborhoods to strengthen the City's tax base and support socially and economically diverse communities.

Purpose

The PLB has a specific role in the Pittsburgh Land Recycling System as stated in P&P Section 1.03:

"The PLB's specific role will be to aid in neighborhood scale development, the recycling and repurposing of land suitable for single family infill development, the stabilization of standing structures supporting neighborhood commercial districts, and vacant land suitable for community needs."

In year one, to achieve this specific system role, it will look to:

- Provide leadership and coordination in working with various partners to address vacant and abandoned properties
- Raise and leverage funds responsibly from both public and private sectors that are available to address vacant and abandoned properties.

Goals

The PLB has adopted the shared Land Recycling Vision along with a number of other City Agencies and Departments. As such, it has committed to the following goals.

- Significant strides should be made in reducing the total number of blighted properties:
- Over a period of time the tax based should directly increase as vacant properties are reclaimed and the indirect impact on surrounding property values (and corresponding tax base) should be realized and measured;
- The land bank is a proactive, functioning, fully funded organization;
- The overall quality of life will be improved for Pittsburgh residents; and
- Develop an effective proactive communication and education program that keeps key partners and the general public engaged and informed in the work of the land bank and addressing the problem of vacant and abandoned properties.

Guiding Principles

Investments by the land bank must be used to clear the path for private investment or compelling public purposes such as open space or public facilities.

The land bank must be solvent financially however it will not be able to generate a quick return on its investment in many cases, therefore, in order to truly make transformative change it will look at its portfolio in 2 ways – short term and long-term impactful projects.

Within the PLB’s adopted Inaugural Policies & Procedures, the PLB committed to two express land-use goals:

1. Supporting and increasing the supply of affordable housing and
2. Reducing the spread and levels of blight in the city.

Year 1 activities should address these foci to the greatest extent possible.

Pittsburgh’s Residential Real Estate Market

Market Value Analysis (MVA) 4.0: Nine indicators were used to analyze and categorize the City of Pittsburgh and Allegheny County’s residential markets. They are:

- Median Sales Price
- Average Sales Price
- Sales Price Variance
- Percent Owner Occupied
- Percent Residential Vacancy
- Percent Poor or Worse Condition
- Percent Subsidized Housing
- Percent Parcels with a Building Permit
- Foreclosures as a Percentage of Sales
- Density of Housing Units per Square Mile

This information has been used by various city agencies and departments to understand where to target which types of interventions (acquisition, code enforcement, public safety, consumer investment products). It will be used by the Pittsburgh Land Bank to inform the targeting of the various activities and interventions of the PLB, including its acquisition, maintenance, and disposition priorities, among others.

Needs & Opportunities

There are several significant land-related needs across the City of Pittsburgh which have been well documented over the course of the past few years. The Land Bank can assist in many of them, however in Year One, must focus

on immediate opportunities and testing various programs and administrative systems before stretching itself too thin. In future years, looking deeply at

Needs

- Affordable Housing
- Open Space
- Greenways System
- Food Security
- Commercial Corridor support

Opportunities

- Public Surplus Inventory (City and URA)
- Existing Privately-owned Distressed portfolio -
Through tax foreclosure or Sheriff's Sale

Assumptions

The following assumptions were made in determining a set of best-fit activities for the PLB to continue to learn and start activities over the next 12 months:

- 1) Urban Redevelopment Authority (URA) administers primary day-to-day functions under existing Memorandum of Agreement, adjusting scope if/as necessary
- 2) Initial portfolio will include approximately 50 properties: 25 land & 25 single family structures
- 3) Focus: Neighborhood-Scale Development
 - a. Homeownership Preservation
 - b. Affordable Housing
 - c. Blight Reduction
 - d. Catalytic Demonstration Projects
 - e. Greenspace
 - f. Public Art
- 4) Concentrate Y1 on significant corridors and demonstration projects
- 5) Transition Administration of the Pittsburgh Property Reserve
- 6) PLB will acquire initial portfolio from public surplus – the City of Pittsburgh and/or the URA
- 7) PLB will acquire additional properties from tax foreclosure sale for nominal consideration, and potentially the Sheriff's Sale using its power of Priority Bid
- 8) A significant portion of the initial portfolio should have end users/uses identified
- 9) The land bank will be strategic about the properties it acquires
- 10) 2018 is a pilot year for the PLB to test out its policies, focuses, and procedures, before moving to a more significant scale

2018 Activities

To develop various administrative and decision making standard operating procedures, the PLB will focus on five (5) main initiatives which will collectively comprise its initial start-up inventory.

Inventory

To test various inventory and transaction types, the PLB will look at its three categories of inventory: Residential, Commercial, and Vacant Land and populate its initial inventory with parcels of each type, making sure to balance the portfolio with both land and structures.

Pilot Program

It is important to test both the market viability as well as the potential impact of the operations of the PLB. In order to do this, the PLB will establish a pilot program with 2 tiers: 1) A small amount (4-7) of parcels in each of the cardinal geographies in the City, and 2) a larger pilot project with a concentration of resources and PLB-directed interventions. The geography selected for the pilot project will meet the following criteria:

- Low-Moderate Income
- Most Impacted District
- Comprehensive community plan in place or in planning process

- Existing community-based infrastructure
- Concentration of parcels (~15-20) within a small radius (~3 blocks)
- Parcels are already in public ownership
- Blight - # / % of distressed parcels
- MVA Category F or below

Advancement of Existing Land-related City Priority Initiatives

The first focus of the PLB is to advance public projects. The PLB will work to coordinate its early efforts with the various City Departments and Agencies with land-based projects underway where its acquisition and title-clearing powers may help to move a project along more quickly and/or ensure its success. Possible programs and issues for early inter-governmental collaboration are: greenway expansion, public realm projects, including but not limited to transit corridors, storm water / flooding mitigation, among others.

Priority Bid

Utilizing the statutory power of the ‘Priority Bid’ is anticipated to be a cornerstone advantage to the City of the PLB’s existence. Identifying properties that the PLB would seek to acquire through the Allegheny County Sheriff’s Sale using the Priority Bid power will provide the PLB the opportunity to test out this new law in its pilot year.

3rd Party Inquiries

While the initial PLB portfolio will be comprised of a transfer of properties in existing public portfolios – specifically the City of Pittsburgh’s Three Taxing Bodies inventory, and the URA’s surplus inventory, the PLB will additionally open up its process of acquiring new properties to the general public by providing for intake of requests to purchase tax delinquent properties eligible for the 2nd Class City Treasurer’s Sale, administering its pre-acquisition and general public intake processes.

Creative Use Competition

The fifth and final component to the PLB’s initial inventory and activities will be to administer one or a set of competitions where creative re-use and public art are temporary or permanent installations on land in the PLB portfolio. Partnering with a funding program, such as Love Your Block and Love Your Neighbor to match resources to the PLB-owned land will be an important component. Land in this program should be on high-visibility corridors.

Programmatic Interventions

Tangled Title

An additional priority of the PLB is Homeownership Preservation – keeping people in place, in their homes. As such, the PLB may be able to assist with clearing clouded titles of low-income owner-occupied homeowners. Exploring the Pennsylvania state IOLTA program and the recent resources made available through this state pool of funds as administered by the Regional Housing Legal Services organization will occur as the part of Year One activities, outside of its Land Recycling work.

Impact

The PLB will create a set of metrics, tracking system, and electronic inventory so that it can measure its impact throughout the course of its activities in 2018 and beyond. This should be one of the early activities which will evolve and develop as the Year 1 pilot learnings progress.

Resources

Staffing

The activities as reflected in this strategic plan require the PLB to increase staff capacity to the equivalent of 2.0 full-time equivalent staff with several key skillsets needed. The PLB should look to increase its capacity to support the increase in amount and types of activities early in the implementation of its pilot year.

Budget

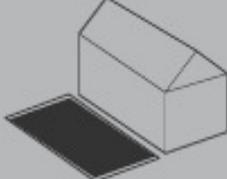
The PLB has secured the resources for its 2018 operations, with a combination of public and private, philanthropic funding. In future years, the PLB will also have to consider sustainable funding streams, as well as local and state programs, including:

- Land Bank Act enabling 5/50 provision
- IOLTA Funds
- Department of Community and Economic Development
- Housing Opportunity Fund
- Pennsylvania Housing Finance Agency

Supporting and Referenced Documents and Datasets

- Parcel Categorization Inventory (Addendum A)
- Cost of Blight (excerpts: Addendum B)
- Market Value Analysis (Addendum C)
- Citywide Shared Land Management Vision (Addendum D)
- PLB 2018 Budget (Addendum E)
- Affordable Housing Task Force Findings
- Citywide Plans
 - Greenways 2.0
 - OpenSpacePGH
- Distressed Property Inventory
- Stormwater Targets

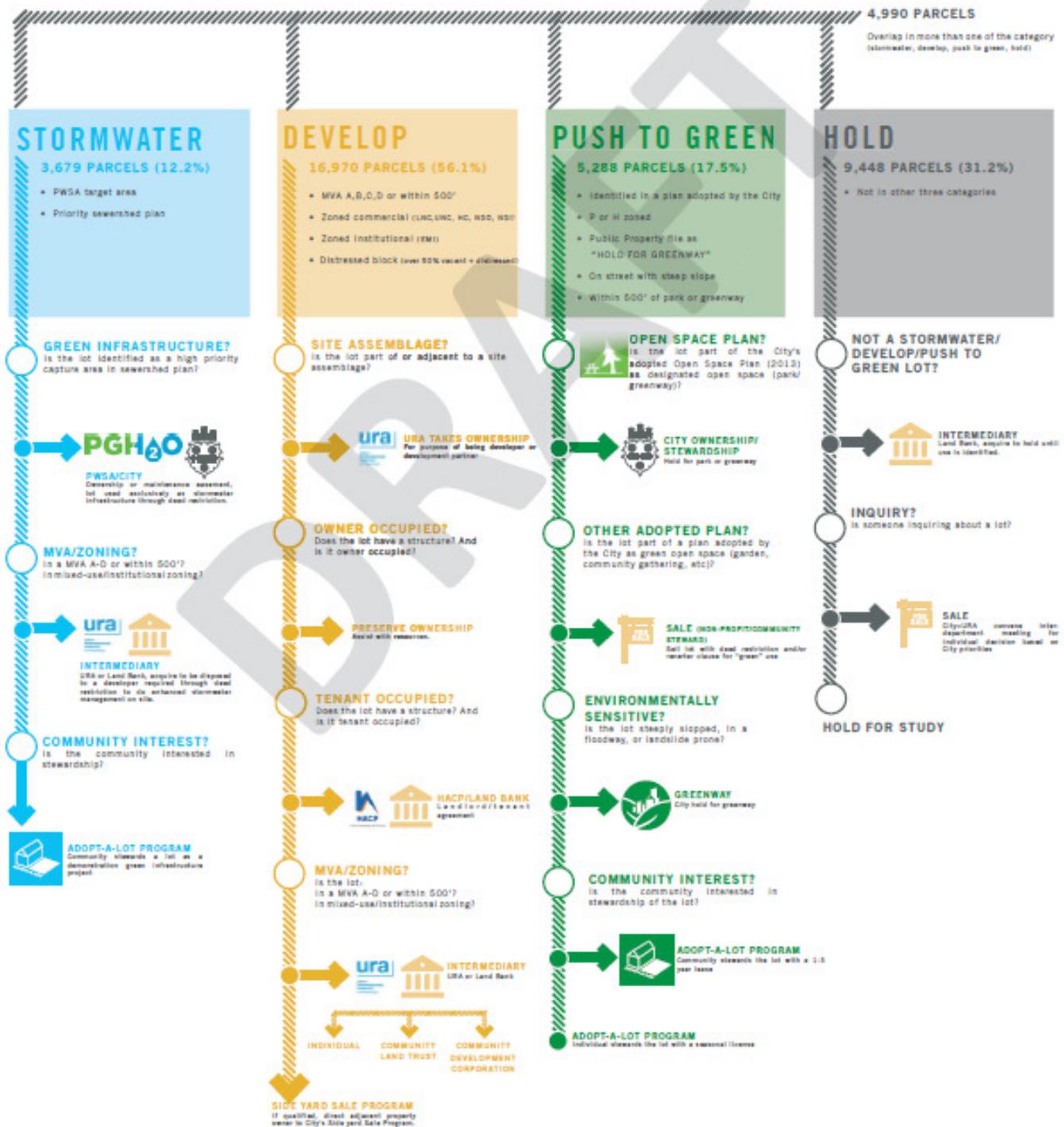
PITTSBURGH'S LAND RECYCLING PROCESS



VACANT + DISTRESSED PARCEL

30,238 PARCELS

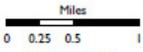
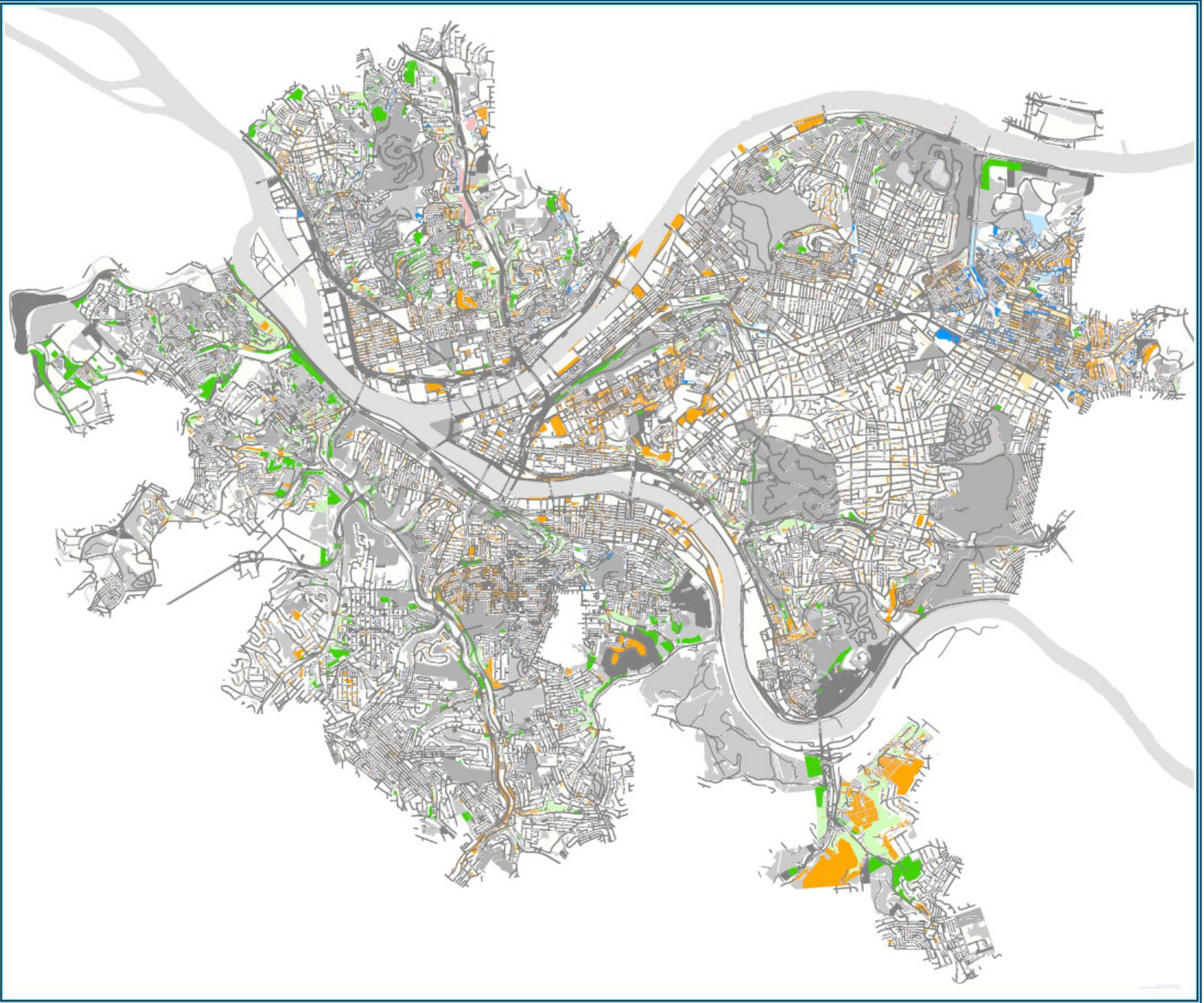
- 2+ years tax delinquent
- Vacant properties (parcels without structures)
- Condemned buildings
- Publicly-owned properties (excluding facilities, parks, and greenways)



**CITY OF PITTSBURGH
GEOGRAPHIC INFORMATION SYSTEM
Land Recycling Categories
with Streets & Open Spaces**

MAP KEY

-  Street
-  Rail Line
-  Develop
-  Push To Green (PtG)
-  Stormwater (SW)
-  Hold
-  Develop/PtG Overlap
-  Develop/SW Overlap
-  PtG/SW Overlap
-  All Overlap
-  Public Open Space
-  Private Open Space
-  Water



The Project was begun in August 2010.
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Table 2: Estimated Costs Due to Vacant Properties in Pittsburgh⁹

	Annual Costs	One-Time Losses ¹⁰
Service Costs		
Code Enforcement	\$246,290	
Police Dispatch Costs	\$1,126,566	
Fire Department Dispatch Costs	\$580,025	
Losses due to Long-term Tax-Delinquent Parcels		
Annualized Tax Loss	\$2,338,206	
Spillover Costs		
Loss in Residential Property Values		\$266,332,325
Decline in Property Tax Revenues	\$4,812,956	
Total Estimated Costs	\$ 9,104,043	\$ 266,332,325

¹ Source: *The Cost of Vacant and Blighted Properties in Pittsburgh: A Conservative Analysis of Service, Tax Delinquency, and Spillover Costs* (Center for Community Progress, March 2017).

Table 1.1 Per-parcel Annualized Costs for Vacant Parcels/Structures

	Total Annual Costs	Number of Affected Properties ²	Per-Property Average Cost, per year
Code Enforcement Costs	\$246,290	1,659	\$148
Police Costs	\$1,126,566	779	\$1,446
Fire Costs	\$580,025	653	\$888
Tax Delinquency Costs	\$2,338,206	5,893	\$397
Annual Property Tax Impact of Spillover Costs	\$4,812,956	1,370	\$3,513

Table 1.2. Vacant Properties Identified from USPS Vacancy Data

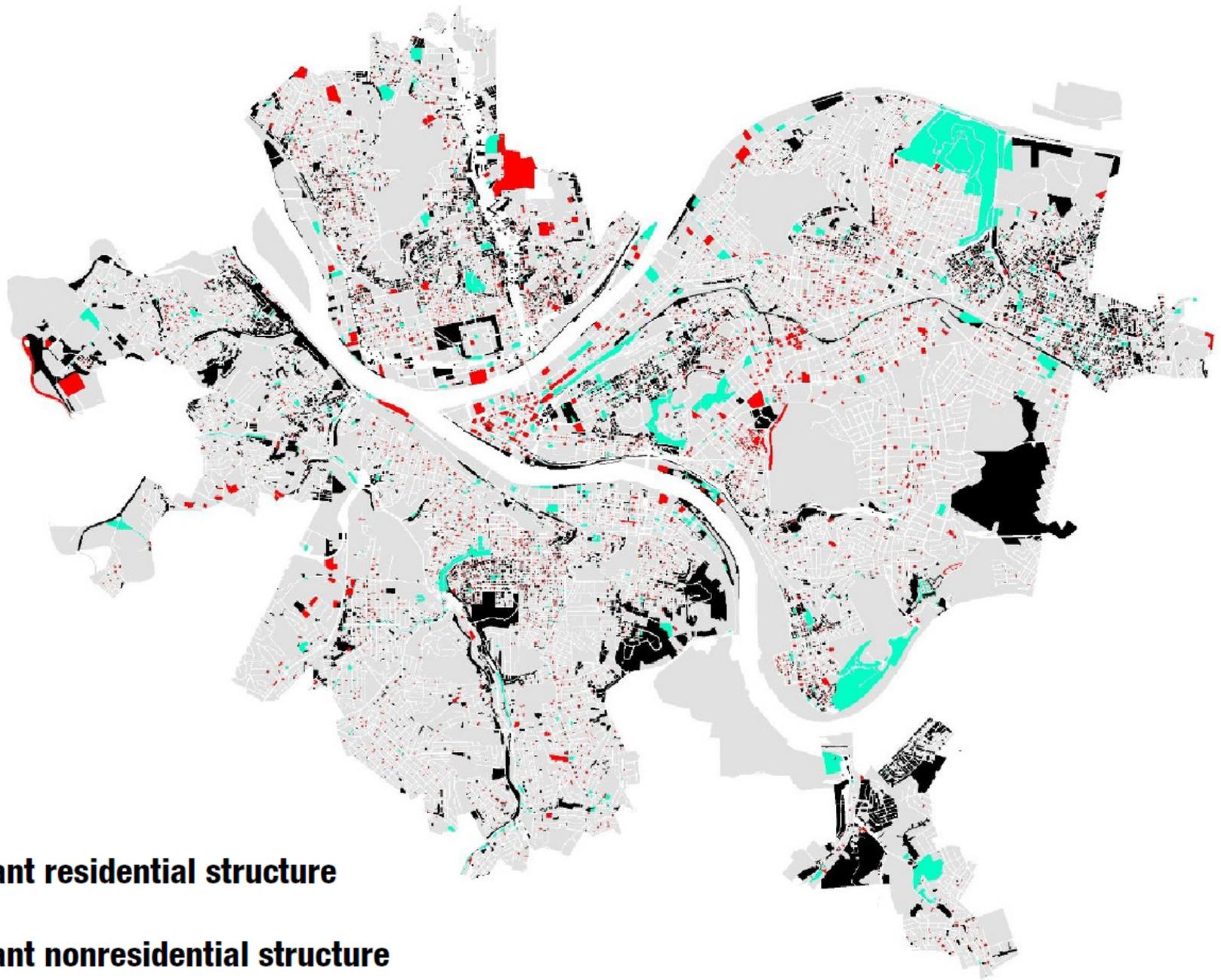
Type of Structure/Land	Street Addresses/Structures/Lots
Detached single-family	1,478
Rowhouse and townhomes	333
2-4 unit structures ⁵	1,219
Multifamily (5+ units) ⁶	8
Commercial and industrial	953
Vacant land/lots	1,666
Total	5,657

Data sources: City parcel data set; USPS vacant address file (PolicyMap, Valassis)

Table 1.3. Vacant Properties Data Set

Type of Property	Number of Properties
Public nonresidential vacant structure	660
Public residential vacant structure	1,003
Private nonresidential vacant structure	809
Private residential vacant structure	5,028
Private vacant lot	5,586
Public vacant lot	10,671
Total	23,757

Data sources: DCP Distressed Inventory file; USPS vacant address file (PolicyMap, Valassis); City parcel data set

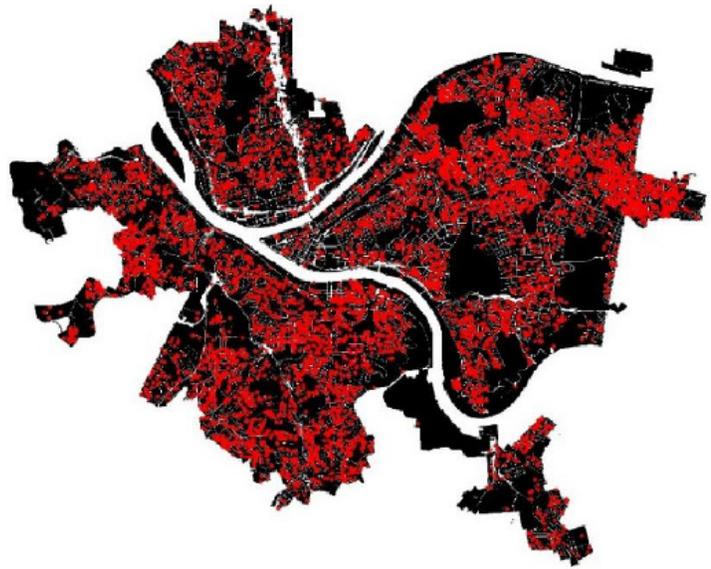


 **Vacant residential structure**

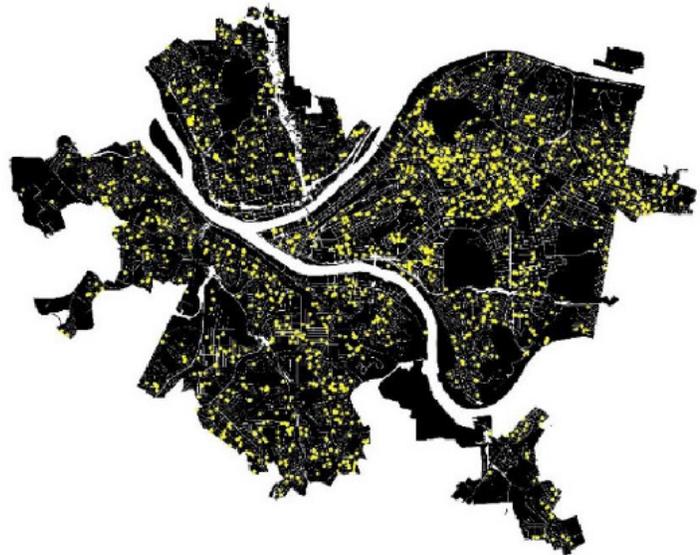
 **Vacant nonresidential structure**

 **Vacant land/lot**

Vacant Residential Structures



Vacant Nonresidential Structures



Vacant Lots

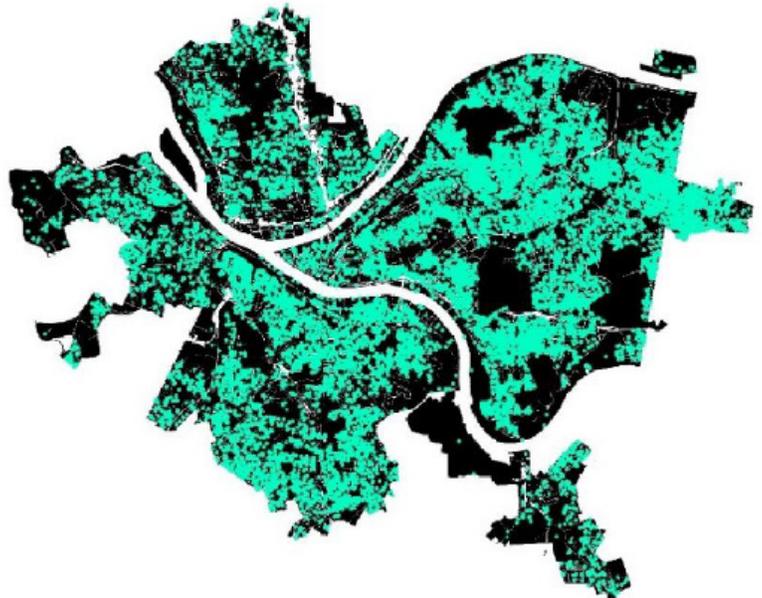


Table 4.2. Residential Properties by Number of Distressed Vacant Residential Buildings within 500 Feet, 2014-2015

Number of Distressed, Vacant Residential Properties within 500 ft	Number of Residential Properties	Percent of Residential Properties
0	50,762	52.60%
1	17,601	18.24%
2	8,779	9.10%
3	4,859	5.03%
4	3,264	3.38%
5+	11,249	11.66%
Total	96,514	100.00%

Table 4.3. Estimates of Cumulative Spillover Costs on Residential Property Values and Property Taxes Due to Distressed Vacant Residential Buildings

	Best Reasonable Estimate	Very Conservative
Effect of Distressed Vacant Structure within 500 Feet on Residential Property Value (1)	-3.15%	-1.12%
Cumulative Effect of Distressed Vacant Structures, 2012 Base Year Assessed Values (2)	- \$210,356,469	- \$74,793,411
Cumulative Effect of Distressed Vacant Structures, Assuming 26.61% Increase to 6/2016 (3)	-\$266,332,325	-\$94,695,938
Average Effect Per Distressed Vacant Structure (based on 2016 estimated cumulative loss) (4)	-\$194,403	-\$69,121
Potential Cumulative Impact on Annual Property Tax Revenue (5)	-\$4,812,956	-\$1,711,273

- (1) All estimates assume no further effect when count of properties within 500 feet exceed 5.
- (2) Assessed values are set at 2012 base year and not adjusted upward until next reassessment.
- (3) Assumes average property increased in value by 26.61% from January 2012 to mid-2016. Used change in Zillow.com bottom-tier home price index over this period for City of Pittsburgh.
- (4) This is simply the amount in the row above divided by the number of distressed, vacant structures (1,370).
- (5) Estimated as total decline in value using 2012 base values X 0.02288. Assumes 22.88 cumulative millage rate for City, schools, county and Carnegie library millages (<http://apps.allegheycounty.us/website/municipal.asp>).

Table 5.1. Estimated Costs Due to Vacant Properties in the City of Pittsburgh²¹

	Annual Costs		One-Time Losses	
	Best Reasonable	Very Conservative	Best Reasonable	Very Conservative
Service Costs				
Code Enforcement	\$246,290	\$246,290		
Police Dispatch Costs	\$1,126,566	\$1,126,566		
Fire Department Dispatch Costs	\$580,025	\$580,025		
Losses Due to Long-Term Tax delinquent Parcels				
Annualized Tax Loss	\$2,338,206	\$2,338,206		
Spillover Costs				
Loss in Residential Property Values			\$266,332,325	\$94,695,938
Annual Decline in Property Tax Revenues	\$4,812,956	\$1,711,273		
Total Estimated Costs	\$ 9,104,043	\$ 6,002,360	\$ 266,332,325	\$ 94,695,938

2010 – 2014 ACS by MVA Market Category

Market Type	# Block Groups	Households		Owner Occupied		Renter Occupied		Housing Units		Population	
		Number	Percent	Number	Percent	Number	Percent	Number	Percent	Number	Percent
A	30	12,414	9.4%	7,322	11.3%	5,091	7.5%	13,674	8.8%	30,558	10.0%
B	33	19,188	14.5%	4,651	7.2%	14,537	21.4%	22,029	14.2%	37,043	12.1%
C	42	19,094	14.4%	7,088	11.0%	12,006	17.7%	22,732	14.7%	38,440	12.6%
D	35	15,078	11.4%	11,644	18.0%	3,434	5.1%	16,520	10.7%	35,698	11.7%
E	30	11,240	8.5%	4,757	7.4%	6,482	9.6%	13,394	8.6%	23,917	7.8%
F	57	21,071	15.9%	14,310	22.2%	6,760	10.0%	23,465	15.1%	47,386	15.5%
G	40	13,312	10.1%	6,380	9.9%	6,930	10.2%	16,412	10.6%	31,609	10.3%
H	32	8,810	6.7%	4,574	7.1%	4,236	6.2%	11,120	7.2%	21,450	7.0%
I	23	5,985	4.5%	2,867	4.4%	3,117	4.6%	7,682	5.0%	13,914	4.5%
Not Classified	43	6,187	4.7%	997	1.5%	5,190	7.7%	7,910	5.1%	26,029	8.5%
Study Area	365	132,379		64,590		67,783		154,938		306,044	

Cluster Letter	Count	Median Sales Price 2013q34 – 2016q12	Average Sales Price 2013q34 – 2016q12	Variance Sales Price 2013q34 – 2016q12	Percent Owner Occupied 2010 - 2014	Percent Residential Vacancy 2015	Percent Poor or Worse Condition Parcels	Percent Subsidized Housing Units	Percent Parcels With a Permit	Foreclosures as a Percentage of Sales 2013 - 2015	Density of Housing Units Per Sq. Mile
A	30	\$404,230	\$435,559	0.52	60.2%	1.8%	0.5%	1.5%	4.3%	9.2%	7,116
B	33	\$228,045	\$248,957	0.47	23.6%	2.3%	0.5%	1.8%	1.5%	9.9%	29,964
C	41	\$134,783	\$150,994	0.55	37.1%	4.7%	2.4%	7.8%	2.2%	25.3%	15,232
D	35	\$122,335	\$127,892	0.46	78.8%	2.1%	1.4%	5.6%	1.3%	28.5%	5,830
E	29	\$75,396	\$104,576	0.83	44.7%	7.1%	4.2%	4.0%	3.4%	21.0%	13,061
F	57	\$65,096	\$67,345	0.53	69.2%	4.1%	1.5%	8.5%	0.8%	49.0%	5,612
G	39	\$37,344	\$47,546	0.82	50.0%	8.9%	5.7%	14.5%	1.1%	54.0%	9,217
H	30	\$20,416	\$28,246	0.87	52.7%	12.4%	7.0%	25.4%	0.9%	62.8%	7,539
I	20	\$9,933	\$23,179	1.13	54.3%	14.5%	9.0%	22.7%	0.8%	48.4%	7,128

City of Pittsburgh Unified Land Management System – Shared Vision

Principles:

- Many, if not most, of our plans require access to land
- As much as 1/4 of the City’s footprint is abandoned and vacant property that the government does not control.
- Vacant and abandoned property can be found all over the City but is concentrating in places where property values are the lowest and where people are the poorest.
- Millions of dollars in untold costs that have a direct impact on the City’s budget.
- We are paying millions in tax dollars annually to keep the problem of vacant and abandoned property just *as it is*
- Hemmed in by cumbersome regulatory processes and costly and out-of-date administrative systems, the City has a hard time taking control of vacant and abandoned property and putting that property to productive use.
- We need comprehensive reform of the system that currently deals with vacant, abandoned, and tax delinquent land.

Values:

There four main principles which drive our policies and priorities with regard to this property recycling reform agenda:

- 1) People should be and feel safe in their homes and neighborhoods
- 2) Every parcel of land in the City of Pittsburgh should have a known and capable steward
- 3) Building code, taxes, and other public debts on property are obligations of property ownership which should be honored and will be enforced
- 4) Preventing properties from becoming vacant or abandoned in the first place is critical; therefore working with existing owners before they abandon their property by providing tools to help meet their obligations on their properties is essential.

Key Components: People and Information

- The core components of System reform are personnel and data management.
- There will be a community impact, and therefore, transparency and community involvement are imperative.

Operational Goals

- Streamline the property recycling process
- Improve coordination between agencies that handle vacant and nuisance properties
- Greatly enhance the number of properties returned to productive and taxpaying status year over year
- Improve the experience for “end users” of vacant land

Statement of Purpose:

Across the City, day in and day out, people meet to discuss and envision the future of Pittsburgh's places and neighborhoods. Whether it's community members meeting to discuss ideas for new parks and play spaces, developers considering investments in housing or commercial deals, or City planners working with community leaders on neighborhood plans, planning for Pittsburgh's future is in many hands and includes many competing priorities.

Many, if not most, of our plans require access to land, even if construction is not the goal. Unfortunately, providing land for projects in Pittsburgh can be challenging. The City's many hillsides and three rivers create lush valleys and vistas but they also create barriers. Active coal mining in Pittsburgh over a century ago left undermined conditions in many places. But aside from these geographic challenges, there's an even bigger issue we confront when implementing plans, particularly in the poorer sections of Pittsburgh. **As much as 1/4 of the City's footprint is abandoned and vacant property that the government does not control.** These are privately owned parcels where the owner has walked away leaving an unattended property behind. These properties all too often become dumping grounds, nuisances and crime magnets that make the community unsafe. But they are not easily reclaimed by local government. Government has only the liability and costs of nuisance abatement on these properties but faces a tangle of legal processes to own the properties themselves.

Vacant and abandoned property can be found all over the City but is concentrating in places where property values are the lowest and where people are the poorest. Because the condition of abandoned property cannot be assured, property values of all surrounding property are adversely affected. Those that own houses lose equity and the opportunity for creating wealth. Those that rent often live in substandard housing because landlords don't see the benefit of investing in where property values are declining. This often leaves the tenants vulnerable to losing their housing altogether.

Vacant and abandoned land not only stands in the way of our plans and the livability of our communities, there are **millions of dollars in untold costs that have a direct impact on the City's budget.** Uncollected taxes, calls to nuisance properties from police, fire and rescue top that list, followed by the costs of clearing dumping sites, the demolition costs for unsafe structures and the overall and cumulative loss in value of the tax base. In effect, **we are paying millions in tax dollars annually to keep the problem of vacant and abandoned property just as it is -** not for progress, not for parks, or new homes or facilities, but for the terrible status quo.

Hemmed in by cumbersome regulatory processes and costly and out-of-date administrative systems, the City has a hard time taking control of vacant and abandoned property and putting that property to productive use. This situation frustrates policy makers and community leaders alike, not to mention developers and citizens who want to improve their communities, provide access to quality affordable housing, create strong public spaces, and work on development projects that create job centers and new commercial vitality, and bring tax base to our City.

We need comprehensive reform of the system that currently deals with vacant, abandoned, and tax delinquent land. Without it, it will be hard to fulfill the promise of all of our plans and visions for the City.

This operation plan outlines a comprehensive and aggressive approach to correct our City administrative systems around property vacancy, abandonment, and chronic tax delinquency that will allow us to implement our plans for the future in a way we cannot do now.

Each parcel of land in our public inventory will be accounted for and its future proposed so we can quickly address opportunities which come our way.

In this way we will be better positioned to act on plans and policies which mean the most to the citizens of Pittsburgh and its leadership to fulfill our plans for the future and create a better Pittsburgh for those that live here and those that might want to.

This plan includes protocols which help us address precursors to abandonment; to be able to prevent the problem from occurring in the first place.

It's an "all hands on deck" approach that pulls in department chiefs and line staff from a wide array of departments across government which touch the issue. It also confronts the issue of coordination between departments; creating a data sharing environment where information can be gathered and shared across divisions, departments, and agencies as well as with the public to allow a greater form of transparency around these issues that affect so many communities.

This is a framework for institutional reform. To create this reform, we need to focus on the capacity of the system to adapt to change, and embrace a realistic assessment of the costs, needs, and tools which are context specific. We believe that by better coordinating with the existing tools, agencies, powers, and resources that are already currently available to us, and by introducing a few new programs, we can create better, safer places, which will in turn improve the tax base and decrease the likelihood that an unplanned result happens on any one piece of land.

Values:

There four main principles which drive our policies and priorities with regard to this property recycling reform agenda:

- 1) People should be and feel safe in their homes and neighborhoods
- 2) Every parcel of land in the City of Pittsburgh should have a known and capable steward
- 3) Building code, taxes, and other public debts on property are obligations of property ownership which should be honored and will be enforced
- 4) Preventing properties from becoming vacant or abandoned in the first place is critical; therefore working with existing owners before they abandon their property by providing tools to help meet their obligations on their properties is essential.

Key Components: People and Information

The core components of this reform are personnel and data management; we will focus on the people that work in the system and the information, including necessary legal frameworks that they use to do their jobs. Our administrative reforms are designed to help staff align their day to day duties and responsibilities within the overall goals and strategies of the City, rather than working in ways that are unwittingly not in the best interests of those goals - to work in a coordinated fashion, instead of in silos. We will do this by working to create a data environment that allows line staff, leadership, and outside interested parties the best and most up-to-date information about land in the City at the parcel level including what has previously been planned for on that parcel.

To formulate these reforms, an interim operations plan will be implemented. A series of working groups lead by city agency leadership and populated by key personnel and experts, supported by line staff and consultants, will convene over the next 12 months. These working groups are thematic by issue area. Each will be focused on functional transparency with work products which directly create the changes necessary for the needed system shifts.

We recognize that all of these **reforms will have a community impact, and therefore, transparency and community involvement are imperative.** This system will be aligned to support and respect the community's visions for itself as well as the needs of current residents and support those that wish to develop real estate in the City in line with our best plans for the future.

In order to best implement these reforms, a pilot program is being implemented as a proof of concept that these reforms can be adapted to fit any situation and that they can fit into a coherent operations plan.

To achieve this new system, we have mapped the current system. We recognize this is full system change and requires training as people are involved in the system. It must also allow for flexibility and communication up and down the work force. We see value in recognizing the knowledge base that our workforce currently contains and will value their responses to suggested changes.

Operational Goals

- Streamline the property recycling process
- Improve coordination between agencies that handle vacant and nuisance properties
- Greatly enhance the number of properties returned to productive and taxpaying status year over year
- Improve the experience for “end users” of vacant land

Pittsburgh Land Bank	
2018 Budget-Adopted	
Revenues	\$800,000
Public Sources	
City	
General Fund	\$200,000
Capital / CDBG Funds	\$75,000
Housing Opportunity Fund	\$200,000
State	
DCED	
External Funds	
Philanthropies	\$250,000
Corporate Foundations	
Earned Revenue	
Property Sales	\$70,000
Leases & Licenses	\$5,000
Expenditures	\$798,512
Administration	\$167,750
Government Affairs	\$50,000
Marketing	\$33,000
Acquisition Costs	\$135,000
Property Holding Costs	\$261,262
Miscellaneous	\$151,500
Net	\$ 1,488