

Corridor G: River to River Phase One Community Needs Framework 1.0

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Pittsburgh Regional Transit

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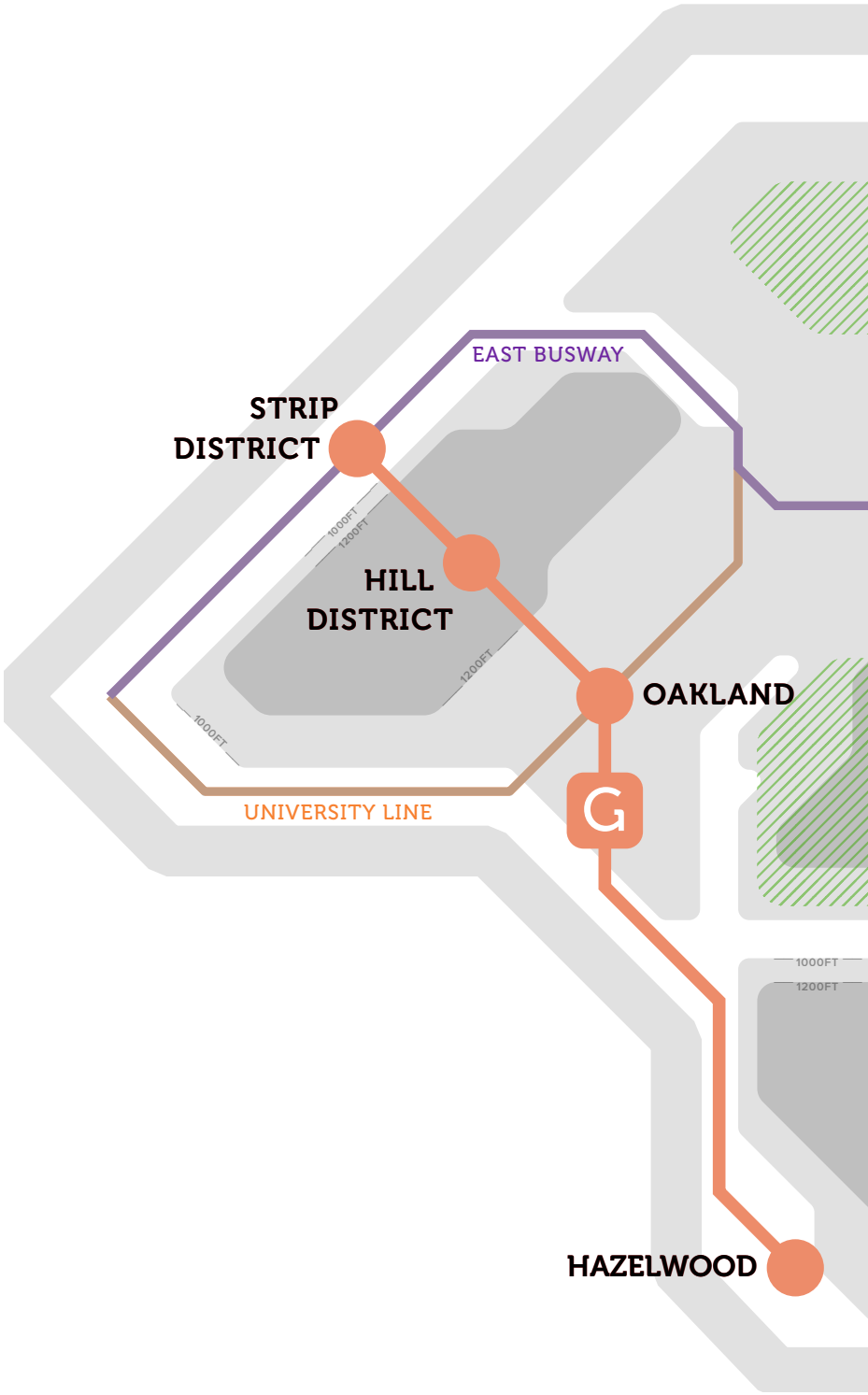
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INTRODUCTION

NEXTransit, the Long-Range Plan for Pittsburgh Regional Transit (PRT) adopted in September 2021, identified Corridor G: the East Central River to River Connection as the highest priority corridor for study. The purpose of this study is to evaluate modes, technologies, alignments, and preliminary station locations for this river-to-river connection linking the Strip District, Hill District, Oakland, and Hazelwood neighborhoods, in the City of Pittsburgh. Any extensions beyond the current neighborhood areas will be determined through future planning studies.

Topography presents a unique challenge to this project. The most significant topographical changes between communities occur in the sections between the Strip District and the Hill District, between the Hill District and Oakland, and between Oakland and Hazelwood and are the focus of this study.

A primary focus of this project is addressing community needs along Corridor G, which has historically been divided by transportation infrastructure and topographical challenges. PRT's goal is connecting disadvantaged communities to opportunities. PRT is committed to a community-driven process where the agency collaborates with community residents and stakeholders as partners to drive the planning and implementation of this project.



ABOUT THIS DOCUMENT

Corridor G comprises four neighborhoods—the Strip District, the Hill District, Oakland, and Hazelwood—which have all been shaped by distinct histories and contemporary contexts that are important to understand for the planning and implementation of a major transit investment. Parts of these neighborhood have been focal points for persistent poverty due to disinvestment and past urban renewal policies, which have limited access to social and economic opportunities for residents. The purpose of the Corridor G Community Needs Framework is to create guidelines and metrics that ensure each stage of the Corridor G project benefits historically disadvantaged communities.

The Community Needs Framework 1.0 is intended to be a guiding resource for current and future project teams and key stakeholders to ensure community-based decision-making and outcomes. It will also serve as a living document that evolves to changing contexts and new strategies over the extended time-frame of this. Some of the included guidance may already be part of federal or local grant requirements but is still documented here to provide consistency across different administrations. The initial framework, created at the start of the project, provides guidance on six components:

FRAMEWORK COMPONENTS

1. **Baseline Understanding:** level-setting on the definition of community need and current PRT community-facing initiatives.
2. **Corridor Context and History:** an overview of each of the four corridor neighborhoods; their histories, demographics, and transportation contexts.
3. **Goals and Strategies:** draft goals, strategies and potential metrics.
4. **Community Engagement:** principles and strategies for meaningful, inclusive, and community-driven engagement.
5. **Transparency and Accountability:** strategies for creating feedback loops and conducting a transparent and accountable project over a long timeline.
6. **Implementation and Benchmarking:** strategies and considerations for implementing and tracking progress on a major corridor project.

The Corridor G project is split into several phases, with each phase containing several tasks. The Community Needs Framework provides guidance to the entire project timeline of Corridor G, though some of the six community and transit need components may be more relevant to some tasks than others.

This first iteration of the Community Needs Framework has been developed primarily within PRT with input from its consultant team. Many of the components of this framework were created based on project team discussions at a workshop held in September 2024. This document focuses on considerations for community needs in the corridor feasibility study, while offering higher-level guidance for future stages of the project.

Each phase of the study will present an opportunity for PRT to vet and revise the Community Needs Framework with stakeholders and community members. Frequent revision will ensure that this document is informed by and highlights the needs and visions of the impacted communities.

COMMUNITY NEEDS FRAMEWORK 1.0

BASELINE UNDERSTANDING

To ensure that community-driven planning and transit needs are integrated into all stages of the project, the entire project team should follow the same community-focused approach when engaging corridor communities, developing recommendations, and conducting analyses. Effective implementation requires a baseline understanding of PRT's current approach to transit need and an updated definition of both 'community' and 'transit need' for the project. This section examines existing PRT policies work and proposes a working definition of community need for the project.

PRT PLANS AND POLICIES

PRT's 2023-2028 Strategic Plan calls for instituting a strategy to advance equitable impacts and outcomes for the communities most affected by agency actions. PRT's goal is to develop a strategy that guides plans, policies, and practices across the agency to ensure that all stakeholders are treated with respect and dignity. These values have been implemented throughout many processes and including the following examples:

- **Hiring, Promotions, and Trainings:** equal opportunity hiring, compensation studies
- **Communication and Engagement:** language translation and interpretation services
- **Fare Programs:** fare subsidies, partnerships with institutions
- **Prioritizing Investments**: Displacement Risk Scoring, Index of Transit Need
- **Service and Amenity Provision:** Title VI (Civil Rights) analyses, Fleet assessments and distribution

As PRT staff develop the scope and work plan for the project's feasibility planning study, the project team will work with the Department of Advocacy and Engagement and the VOICES Advisory Council to vet this Community Needs Framework 1.0 and begin outlining the project's engagement plan and approach.

The **PRT VOICES Advisory Council** ("Valuing Outreach, Insight, Community engagement, Equal access, and Service") is essential in making public transit more equitable and effective for all riders. This initiative ensures that the voices and experiences of our different rider populations are heard and integrated into PRT's decision-making processes. By advocating for community needs, recognizing transit benefits, identifying inequalities, and making recommendations, VOICES helps to ensure that public transit serves all residents of Allegheny County.

- Valuing: Respecting the voices of those who rely on transit.
- Outreach: Engaging directly with communities to hear their needs.
- Insight: Utilizing professional expertise to translate community needs into effective recommendations.
- Community engagement: Fostering ongoing dialogue with riders and stakeholders.
- Equal access: Advocating for fair transit opportunities for all.
- Service: Advancing reliable, efficient, and accessible transit service.

The development of VOICES will bring together individuals that represent professional organizations and are subject matter experts in community-driven planning and engagement. VOICES members will serve as advocates for community needs, recognizing transit benefits, identifying inequalities, and making policy recommendations. The VOICES Advisory Council will ensure that project engagement and the community-driven approach are effective and meaningful.

DRAFT MISSION STATEMENT

The Community Needs Framework workshop held by the project team at the start of the study facilitated a discussion with attendees about their different definitions of community-driven planning and transit need, as well as definitions used by peer agencies.

The team highlighted the importance of providing access to essential resources, focusing on underserved communities, and being proactive in addressing issues such as displacement and service gaps.

Additionally, the group placed an emphasis on inclusivity, reparative service, and influencing community partners and stakeholders to address policy disparities.

Based on these discussions and peer research, the working mission statement for Corridor G is **"to ensure processes and outcomes are driven by and meet the needs of those most reliant on PRT services and historically disadvantaged communities."**

CORRIDOR CONTEXT AND HISTORY

In addition to establishing a baseline understanding of "community" for the project team, it is also important for the team to understand the historic and contemporary context of how these neighborhoods came to be and what challenges residents face.

As a component of the community needs analysis, the consultant team developed the **Corridor G Phase One Existing Conditions Report** which provides an overview of the history, demographics, and physical environment of communities within the study area.



DRAFT GOALS, STRATEGIES AND METRICS

PRT PROJECT GOALS

While defining the project scope and securing initial funding for the Corridor G feasibility study, PRT established the following project goals:

- Goal 1 – Connect residents of disadvantaged and underserved communities to opportunities (jobs, education, health care, recreation) throughout the corridor.
- Goal 2 – Build understanding and support for the project at multiple levels (community, city, region, state, federal).
- Goal 3 – Identify a small number of feasible technology and alignment options that can be taken forward into a future National Environmental Policy Act (NEPA) study and the process for selecting a Locally Preferred Alternative (LPA) to advance a project into the Federal Transit Administration's Capital Investment Grant (CIG) program.
- Goal 4 – Establish a coalition of community leaders and other stakeholders to deliver the project over time.
- Goal 5 – Identify next step and develop materials for the next immediate goal.

While several of these goals, especially Goal 1, indirectly support a community-driven planning framework, developing goals that explicitly endorse such an approach strengthens PRT's commitment to community self-determination and ensures that community voices and needs are integrated into every part of the project decision-making. The intent is for these draft community goals and objectives to serve as starting points for the planning process, to be revised over the course of the project by residents and stakeholders in partnership with PRT.

The following draft community-driven planning goals were developed based on discussions with project team members during the workshop held at the start of this project. Under each goal are potential objectives and metrics that should be revised once informed by community input before formalized into the Vision and Goals framework.

DRAFT GOAL #1

"Develop community understanding, support, and ownership of the project."

OVERVIEW:

PRT and the project team should employ engagement strategies that are inclusive of a diverse range of corridor residents, workers, and other stakeholders while prioritizing those who rely on transit the most.

For engagement to be meaningful, the feedback must be used to inform project decision-making. Further, the purpose and results of the engagement effort must be clearly communicated to those engaged or impacted. Building community ownership of the project will ensure more successful implementation that better addresses transit needs and supports community development.

OBJECTIVES:

- Develop an understanding of community concerns beyond transportation and explore ways to meet these needs through collaboration with partners.
- Build consensus with the community regarding feasible alignment options and station locations.

STRATEGIES:

- Employ culturally-relevant, context-specific engagement strategies that reach a diverse range of community members, and represent the demographic trends of the area. This includes offering incentives for participation that benefit local businesses (e.g., offering vouchers for meeting attendance or partnering with a local cafe to provide refreshments during public meetings).
- Clearly communicate the purpose of each engagement phase and how feedback is used to inform the overall project.
- Build relationships and understanding of the project with community organizations so they are able to speak knowledgeably about the project with their constituents.
- Create communication channels so that community members are able to engage with the project team throughout the whole process (e.g., discussion forum, project website).
- Demonstrate respect for people's time and experience. Communicate how a lack of participation may otherwise leave the project team with biased or skewed participation (i.e., advertisements for public meetings include times, directions, and if childcare is or is not provided).

POTENTIAL METRICS:

- Demographics of community members engaged in the project.
- Number of engagement events at different locations throughout the corridor.
- Survey results showing support for recommendations.
- Number of community organizations engaged by type of organization.
- Consistency of sharing project updates with community members and organizations.

DRAFT GOAL #2

"Improve access to social and economic opportunities for corridor residents."

OVERVIEW:

PRT's goal is for transit to connect neighborhood residents to key destinations. However, the corridor's topography and historic underinvestment in transportation infrastructure has limited the effectiveness of public transportation along the corridor.

A major goal for Corridor G is to improve transit access to jobs, education, healthcare, grocery stores, and social services. This is especially true for priority communities with identified transit need.

OBJECTIVES:

- Identify important destinations for corridor residents that are currently difficult to reach by bus service.
- Increase transit access to jobs, education, healthcare, grocery stores, and social services for areas of persistent poverty and communities with identified transit needs.
- Reduce transit travel times to jobs, education, healthcare, grocery stores, and social services.
- Improve reliability of transit services throughout the corridor.

STRATEGIES:

- Invest in local hiring for construction and implementation of corridor projects.
- Co-locate new stations with existing and new social services and community destinations where possible.

POTENTIAL METRICS:

- Number of people and jobs within walkshed of proposed stations.
- Number of key destinations within walkshed of proposed stations.
- Demographic breakdown of people within walkshed of proposed stations compared to county demographics.
- Existing and proposed travel times to key destinations.
- Existing and proposed job access by public transit for study area residents.
- Proportion of design and construction budget going to local and Disadvantaged Business Enterprise (DBE) firms.

DRAFT GOAL #3

"Mitigate and prevent displacement from project implementation."

OVERVIEW:

A major concern expressed by community members and project staff is the risk of displacement caused by major investments. Displacement can apply to both residents and businesses and can be caused by construction impacts, rising rents and property values, and other factors. Setting a goal of limiting displacement risk from the start of the project will help to ensure that corridor residents and business owners can benefit from the transit investment.

OBJECTIVES:

- Work collaboratively with community residents and stakeholders to address displacement risks and concerns identified during the planning phase of the project.
- Implement effective strategies to prevent long-term displacement of corridor residents caused by rising rents and gentrification.
- Establish metrics and gather supporting data to evaluate displacement before, during, and after project implementation.

STRATEGIES:

- Coordinate with the City of Pittsburgh's Urban Redevelopment Authority (URA) and Department of City Planning to prioritize affordable housing near new stations, with a mix of housing types to allow for multi-generational housing.
- Work with the Greater Pittsburgh Chamber of Commerce (GPCC) and organizations such as the Small Business Administration (SBA) and Pittsburgh Community Reinvestment Group (PCRG) to identify opportunities and spaces near new stations for locally-owned small businesses, as well as businesses that meet residents' needs such as grocery stores.
- Set aside a portion of project funds to partner with the City of Pittsburgh and economic development organizations to focus on generating positive outcomes beyond transit access for corridor residents and businesses.
- In consultation with PRT's Committee for Accessible Transportation, design stations to accommodate the needs of people with disabilities and/or mobility challenges.
- Establish programs to compensate (i.e., rent support, offset revenue losses) residents and businesses impacted by corridor construction, depending on available budget and level of impact.

POTENTIAL METRICS:

- Rents and property values
- Commercial property ownership rates
- Home ownership rates
- Demographics around station areas
- Existing and planned affordable housing units around stations
- Locally-owned small businesses around stations (share of independent, woman-owned, and minority-owned businesses
- Libraries, parks and other facilities around stations

COMMUNITY ENGAGEMENT

Working towards community-driven outcomes in corridor neighborhoods requires making space for individuals and organizations that represent historically disadvantaged communities to provide guidance, feedback, and direction that informs stakeholders, including decision-making agencies, for profit companies, and organizations with public agendas. During each phase of the Corridor G project, decisions should be driven by the needs and priorities of historically disadvantaged communities in the study area.

This section addresses ways in which each step of the project should be centered around effective and strategic engagement. This will lead to better project outcomes that address the needs and concerns of corridor communities.

VOICES ADVISORY COUNCIL

PRT's new VOICES Advisory Council ("VOICES") and other stakeholders will lay the foundation for engagement and initiate the process of building trust and collaboration with community members.

During these conversations, the project team should establish clear and communicable goals and objectives. Further, these meetings should identify and understand individual priorities, vision, and narratives.

As previously stated, the role of VOICES is to help facilitate these conversations and connect PRT and the project team to regional organizations and community partners.

ENGAGEMENT PRINCIPLES

The public engagement principles provided in this section are proposed guidelines that can shape how PRT and the project team interact with key stakeholders and residents living within Corridor G neighborhoods. These principles establish a framework for meaningful, respectful, and effective communication and relationships, and must be considered throughout decision-making processes.

Ultimately, these engagement principles create a structured and equitable process that values the voices of residents living in Corridor G neighborhoods and builds trust and transparency. Once PRT's VOICES Advisory Council is established, the project team should work to refine these principles with the committee.

ENGAGEMENT PRINCIPLES

Access and Outreach

Objective: Ensure representative voices are heard by engaging a range of community organizations along the project corridor. Further, PRT will conduct direct outreach to transit users and members of the community who may not be represented by chosen advocates or neighbhorhood groups. The project team should actively remove barriers to participation such as language, transportation, and technology access. Outreach should prioritize communities most affected by decisions.

Transparent Communication

Objective: Prioritize transparency to build trust and encourage participation from residents that may be skeptical of community planning processes. During each phase of the project, the project team should share clear, timely information with all stakeholders. Project information and resources should be available in a variety of formats and languages and provide context for why and how decisions are made. PRT should partner with community organizations to help facilitate this communication.

Community-Driven Process

Objective: Ensure that corridor residents, particularly those who rely on transit, are engaged as active partners to drive project decision-making. Data and findings generated during the planning phase should be vetted by community members and transit users to ensure that they are an accurate representation of community conditions and priorities.

Accountability and Continued Improvement

Objective: As many projects and studies have been conducted in Corridor G neighborhoods, the project team should be well-versed on past plans that were both successful and unsuccessful. This will allow the project team to understand what methods of community engagement and interactions have or have not worked well in the past.

Community Empowerment and Capacity Building

Objective: Consider the cultural and historical context of each neighborhood and how community values, norms, and traditions will influence project outcomes during each phase of the project. The project team should partner with local/community organizations to better understand and align project goals with the specific needs and priorities of each neighborhood. This will allow residents to share their personal stories and provide accurate historical context.

AUDIENCES TO ENGAGE

Identifying the pertinent audiences for community and stakeholder engagement is crucial for effective public outreach. Engagement strategies should be tailored to the audience for the outreach is intended, ensuring that engagement is targeted, inclusive, and impactful. PRT will proactively identify partner organizations that will be able to address concerns raised during community engagement events that are unrelated to transit, mobility, or transit-oriented development (TOD).

Conducting a community-centered planning process for this new corridor requires engaging a diverse range of stakeholders. The involvement of these stakeholders ensures a comprehensive understanding of the community's needs and concerns. A participatory planning process that actively engages diverse voices can lead to a more successful and widely supported transit project.

Corridor Communities:

Residents: Accessibility, affordability, safety, and convenience of the new transit service. Residents want to ensure investments in new service meet their daily transportation needs and do not displace communities.

Transit users: Quality of service, frequency, reliability, and affordability. Engaging current and potential transit users can provide valuable insights into desired features and potential barriers.

Local businesses and property owners: Increased foot traffic, economic opportunities, and access for customers and employees. Businesses may seek to ensure that the transit route supports local commerce and does not negatively impact operations or facilities.

Community-based organizations: Advocacy for marginalized groups, ensuring equitable access to transit, and addressing community concerns. These organizations can provide insights on the needs of underserved populations.

Stakeholders:

Public officials and departments: Alignment with city planning and public health goals, economic development, and community well-being. Officials may also be concerned with funding, regulations, and long-term impacts on city services and state affairs. Relevant groups include the city, county, and state departments of planning, transportation, the metropolitan planning organization, economic development, public health, and other social services, as well as legislative and executive branches.

Real estate developers and funding agencies: Understanding how the new transit service may impact property values, potential developments near stations, and market opportunities, as well as a focus on return on investment and project viability. They may advocate for development-friendly transit options and be concerned with the project's financial sustainability.

Transportation advocates: Promotion of sustainable transit options, reduced reliance on cars, improvements to overall transportation infrastructure. These groups may advocate for features that enhance the rider experience and the needs of community members who rely on transit, including ensuring access for persons with disabilities.

Environmental groups: Minimizing environmental impacts (including the visual impacts of new transportation infrastructure); promoting sustainability, and ensuring that the transit project contributes to reducing carbon emissions and improving air quality.

Community advocates: Ensuring that the planning process prioritizes the needs of historically marginalized communities, preventing displacement, and promoting equitable access to the transit system.

Public health organizations: Impacts on community health, promoting active transportation options, and reducing pollution. They may advocate for features that enhance safety and encourage walking or biking to transit.

Educational institutions: Ensuring access for students and staff to schools and universities and advocating for safe routes for young people. Schools may have specific needs related to student transportation.

ENGAGEMENT FEEDBACK LOOPS

Feedback loops establish a cycle of communication between the project team and community members. During the first phase of this project, establishing positive engagement feedback loops will encourage community members to interact with the project team, building interest and trust.

Clear, iterative, and responsive communication may also motivate additional community members to participate and encourage continued involvement during later phases of the project.

Some examples of positive feedback loops include:

1. Implementing engagement strategies that invite community members to engage both during scheduled events and asynchronously online ensures that stakeholders have ample opportunities to be involved in the process. For online engagement, it is vital that the project team commits to timely responses and thorough discussion.

2. Recognizing and valuing community members' time by compensating participation can help ensure representative feedback. Community organizations that act as conduits to their constituents can be compensated with a stipend commensurate to agreed-upon contributions. Similarly, individual community members can be incentivized to participate in engagement with provisions of food, gift cards/transit fare cards, childcare, or similar incentives.

3. Verbal acknowledgement during engagement followed by summary notes after engagement are best practices to demonstrate community voices were heard.

4. Continual revision of engagement strategies based on feedback and/or community discussions. Corridor G residents should be empowered to determine the best ways to drive participation in their community.

TRANSPARENCY AND ACCOUNTABILITY

Building a foundation of trust between the project team and community stakeholders requires an approach that acknowledges shortcomings of previous plans and projects. This includes a lack of transparency and accountability.

The project team must approach community engagement with transparency about all aspects of this project and commit to being accountable and responsive to the community throughout all phases.

TRANSPARENCY

Transparency in public outreach is essential for building trust and establishing open communication between the project team and the community. It will also result in the project team being held accountable for outcomes during later phases of the project.

During the first phase of the project, the focus of transparency will primarily consist of communicating project goals and constraints, determining what constitutes success, and establishing channels of communication for project updates.

Transparency during the initial phase includes communication about the decision making process (why and who is making them). This will convey commitment to be held accountable for project outcomes.

Strategies for building transparency include:

Identify the source of project data, contracts, and teams

Clarifying complete aspects of the project such as data sources, timelines, and budgets can build credibility and trust between the project team, residents, and stakeholders. Providing clear and accessible data shows that PRT and stakeholders are committed to reinforcing the public's confidence while also strengthening the project's integrity.

Sharing data will also help avoid misconceptions regarding the project and will foster a deeper understanding of the project among community members. Providing relevant information empowers community members to contribute valuable insight, concerns, and ask questions.

Clearly address community-identified challenges and opportunities

Recognizing the challenges and opportunities presented by the community during the first phase of this project will validate the community's role in the project. Overall project and equity goals and objectives defined in this document should be reviewed by key stakeholders and community members to ensure that the outcomes of the project are aligned with the needs of the community and address systemic issues such as displacement, economic development, etc.

Additionally, project exercises and outreach should be strategically planned around the goals for the project. This should be reflected through key milestones and/or action steps.

Provide consistent information to all neighborhoods and stakeholders

A shared understanding across all neighborhoods will lead to successful and effective engagement process. Project materials, branding, and information should provide consistent information when addressing neighborhood residents to eliminate confusion and misinterpretation.

Overall project information should remain consistent (e.g., project expectations, goals, progress reporting), however, additional information that is context-specific to a certain neighborhood, group, or community should be included during public engagement. Context-specific material encourages community participation and inclusivity throughout the project, and allows different groups and neighborhoods to feel a sense of ownership over project outcomes.

ACCOUNTABILITY

Accountability during and after the project can be achieved through consistent progress from planning to implementation. As noted, there have been many projects planned within Corridor G neighborhoods that have not been well-executed or implemented. Accountability during each project stage is needed to promote trust between stakeholders, planners, and residents so that the project team continues to meet community needs. Strategies for building accountability throughout the project include:

Engage residents throughout the project

Stakeholder and community engagement should be conducted throughout all phases of the project. It is essential that engagement continue once recommendations are delivered. Continued engagement will also affirm for residents the impacts of their engagement and maintain project momentum.

While it is typical for engagement to end once the project's planning is complete, PRT should continue to communicate updates and engage with community organizations, given the long-term nature of this project.

Produce quantifiable outcomes

Stakeholder- and data-driven decision making can demonstrate how each outcome aligns with broader goals of the projects (i.e., safety, accessibility). Sharing the results and steps of the decision-making process provides a closer look into the project for community stakeholders. It is clear that improved access to transit has qualitative benefits such as improved quality of life, economic opportunities, and healthier living, but quantifiable outcomes such as 'number of jobs produced' or 'number of residents with access' allows for recommendations and project goals to be measurable over a longer-period of time.

Identify lessons learned for future projects

Documenting debrief sessions, best practices, and key takeaways during the project will improve future planning, decision-making, and efficiency. This can be done by soliciting feedback internally amongst the project team. This feedback should highlight what went well, what could be improved, and any unexpected challenges that arose during the planning process. These lessons can then be applied to different project teams that PRT may work with in the future to assess overall project management, potential impacts, and processes.

IMPLEMENTATION AND BENCHMARKING

As the Corridor G project progresses to planning, design, and construction, a community-driven planning process and outcomes must remain a central value. Following through on this commitment during the implementation stage requires clear communication, employing strategies that benefit impacted communities, mitigating unintended impacts, and tracking progress to adjust plans if necessary.

COMMUNICATE PROJECT TIMELINES AND EXPECTATIONS

Major transit corridor projects, such as this, typically take a decade or longer from initial planning to grand opening. Throughout this timeline, it is important to clearly communicate updates and expectations with stakeholders and the public, especially those steps that happen behind the scenes.

Strategies for clear communication during project implementation include keeping a project website with regular updates beyond just public engagement phases. PRT should also continue to hold regular meetings with key community organizations to update them on the project. During crucial points in the project timeline, such as before a phase of construction begins, conducting on-the-ground outreach can help disseminate information to more members of the general public.

While being visionary during the planning stage is helpful for maximizing community benefits from a project, it is also important to set realistic expectations on resources, budget, and PRT's purview, especially during the implementation stage. If PRT is not able to provide something requested by the community, the agency should provide a clear and direct explanation why and offer alternative solutions, such as meeting these needs through working with partner agencies. PRT should also offer proactive explanations when delays or changes occur to the project.

DELIVER COMMUNITY BENEFITS

A major project like Corridor G can be disruptive to people's daily lives, and long term mobility benefits can seem distant. When implementing Corridor G, PRT and the City of Pittsburgh can work to generate benefits that are requested by community members beyond just the transit corridor improvements, through mechanisms such as Community Benefit Agreements with developers and partnering with other agencies. Examples of benefits include:

- Equitable Transit-Oriented Development (ETOD) that focuses on affordable housing and small businesses around stations
- Improvements to public spaces and community facilities, such as green spaces and libraries
- Improvements to other transportation services, such as improved bus service and pedestrian and bicycle infrastructure

These projects should come directly from requests through community engagement and conversations with stakeholders.

Community-based organizations throughout the corridor should be involved in direct negotiations with developers to ensure a project most benefits them. Negotiations regarding future development and land use plans should be coordinated with the City of Pittsburgh. Where possible, PRT and its partners should work to deliver benefits prior to the opening of corridor.

MITIGATE UNINTENDED IMPACTS

Major corridor projects can cause unintended impacts on the community. Some potential impacts include the purchase of land to develop stations, relocation of existing residences or businesses on land needed for transit infrastructure, and impacts to bus access during construction that may exacerbate mobility challenges.

It is recommended that public engagement continue as a way to monitor unintended impacts that may arise. Monitoring progress, communicating with the public throughout implementation, and course correcting as needed is crucial. The following section provides examples of monitoring and assessing long-term impacts that may occur after construction.

PERFORMANCE MONITORING

After the construction and implementation phase of the project, PRT should continually monitor project performance to determine if the project is meeting the established goals. The exact metrics will depend on the data availability and community-defined goals, yet potential ones include:

- Travel time savings
- Ridership
- On-time performance
- Cost efficiency (operating)
- Loads and crowding
- Service outage and maintenance requirements
- Public perception and feedback of the project (i.e., community surveys)
- Changes in housing affordability

These metrics can be used to determine the success of the project and demonstrate the quantitative benefits of the project. If certain metrics and goals are not meeting their intended targets or thresholds, PRT should work with project stakeholders and the City of Pittsburgh to develop additional performance metrics and solutions to address poor performance.