
Equitable Development: The Path to an All-In Pittsburgh

Outcomes from November 15, 2016
Implementation Strategy Session held at the
Jeron X. Grayson Center



Session Goals

- 1) Discuss the **Target Population** of our efforts.
- 2) Begin using a **Results Framework** to guide our collective action.
- 3) Prioritize **Action Strategies** to achieve those Results.
- 4) Increase our shared understanding of **Equitable Development Action Underway, Threats, and Opportunities**.
- 5) Start building an **Action Plan** for 2017 and Beyond

Target Population

- From definition: low-wealth/at risk of being left behind: low-income, communities of color (especially Black communities here), immigrants, also disabled, LGBTQ
- Living at or below 200% of the federal poverty level is a good proxy.
 - For a family of 4 (2 parents, 2 children) 200% of poverty is \$48,072.
 - A living wage income for that family type in Allegheny County is [\\$58,776](#).
- Critical to take a regional view: County is a good geography to focus on initially

	100% Poverty	200% Poverty
City of Pittsburgh	64,000 (56% are people of color)	120,000 (50% are people of color)
Allegheny County	154,000	~ 300,000

Equitable Development Definition and Results-based Framework

Equitable Development: is a positive development strategy that ensures everyone participates in and benefits from the region's economic transformation- especially low-income residents, communities of color, immigrants and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making catalytic investments to assure that lower-wealth residents:

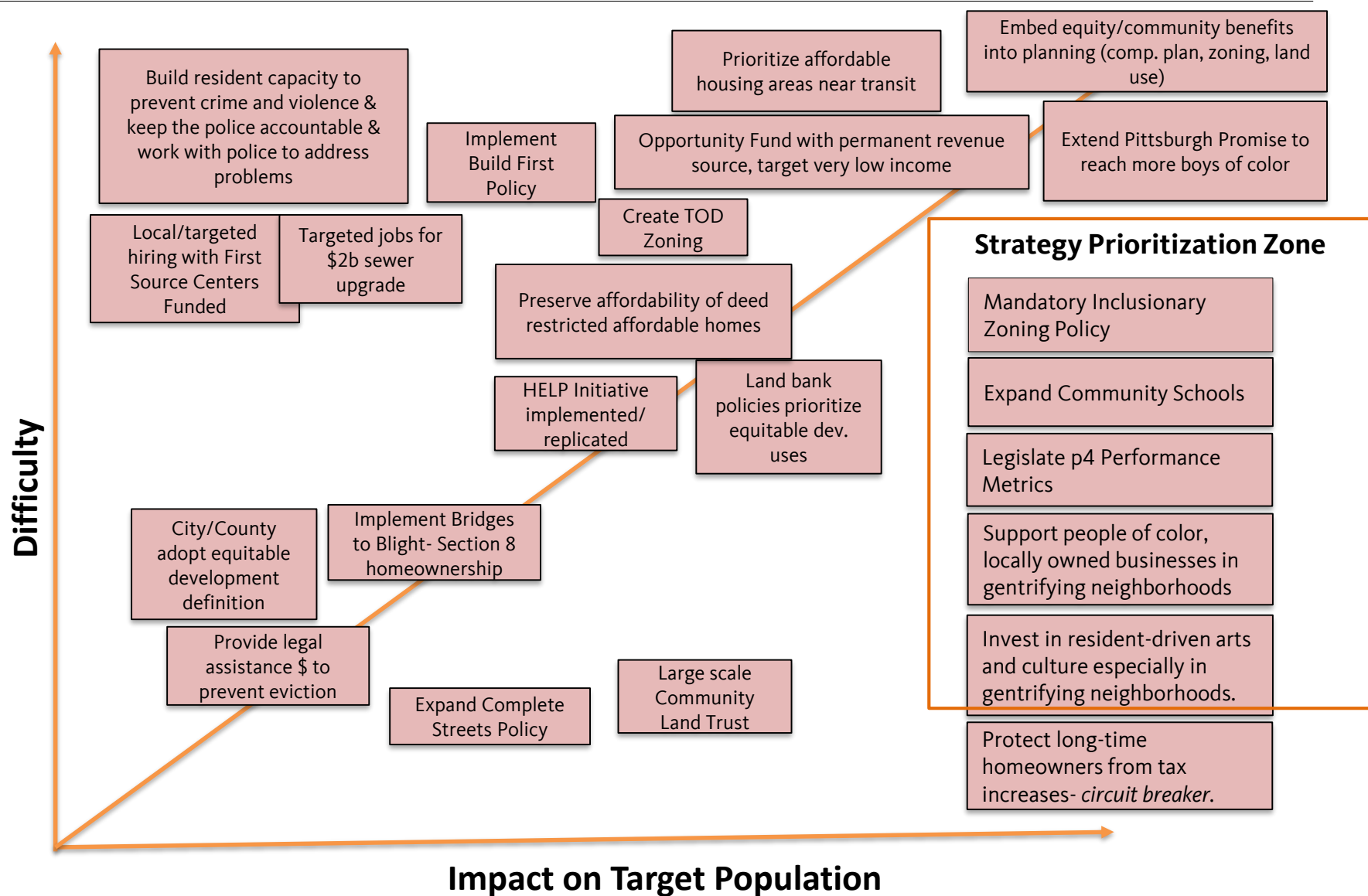
- **Result #1:** Live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);
- **Result #2:** connect to economic and ownership opportunities; and
- **Result #3:** have voice and influence in the decisions that shape their neighborhood.



Strategy Prioritization Criteria

- Will the proposed strategy have a significant and positive impact on our **targeted population?** (e.g. 50% of people at 200% of the poverty line)
- Is there **civic and/or political will** for it?
- Is there **institutional buy-in?**
- Are there **policy-win opportunities** for it in 2017?

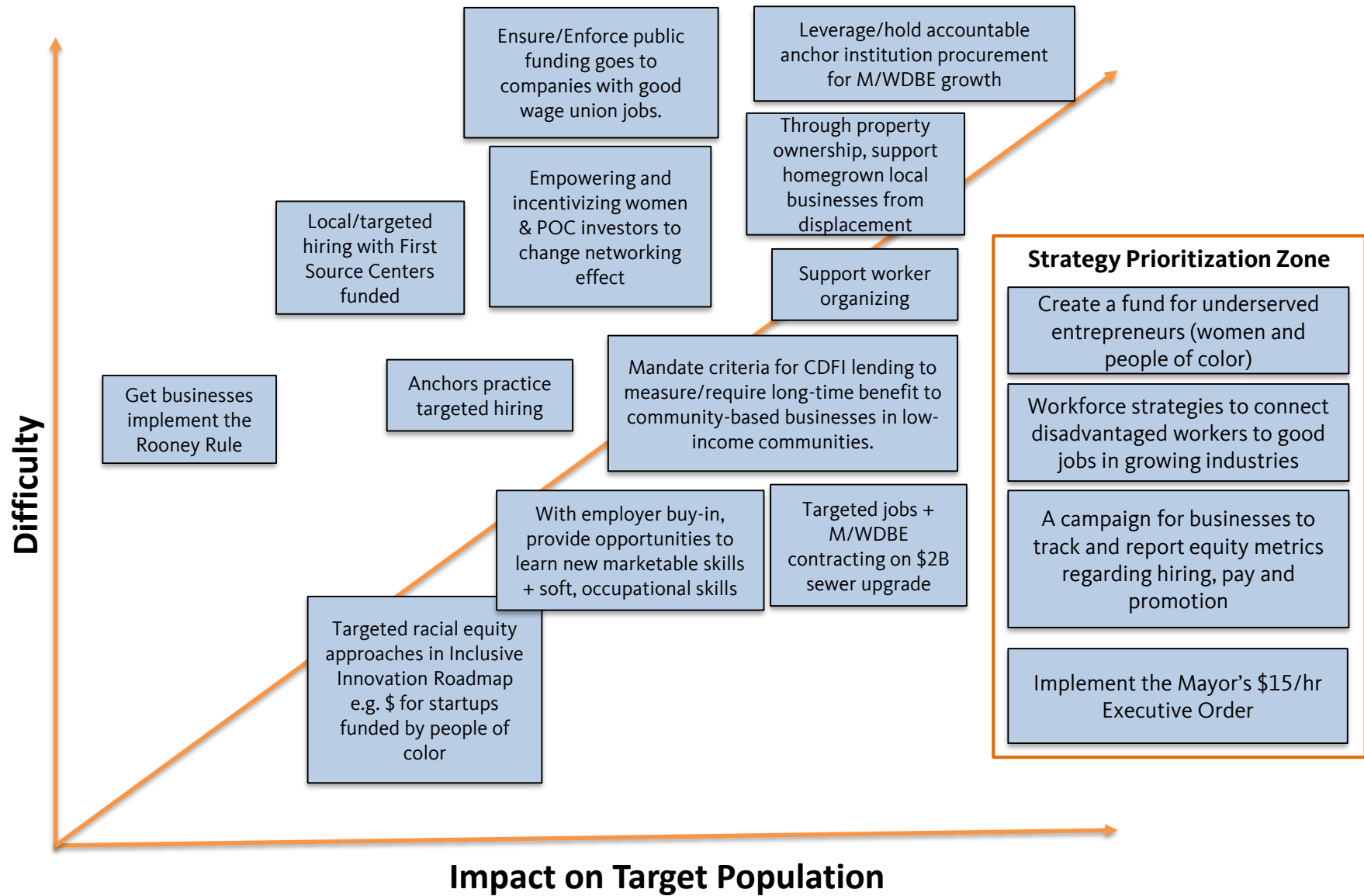
Result #1: Lower wealth residents live in healthy, safe, opportunity rich neighborhoods that reflect their culture (and are not displaced from them).



Discussion notes

- Protecting homeowners from large tax increases- **circuit breakers** in gentrifying areas was identified as the most important strategy to pursue by the group.
- Most participants agreed that **Inclusionary Zoning** has the potential to have large-scale positive impact in our community but the legality and economic feasibility of how it can work locally is still not understood.
- We discussed that the **p4 Metrics** should be legislated or they won't have any "teeth".
- Expanding **Community Schools** made its way in the Strategy Prioritization Zone as the Pittsburgh School board recently adopted a 'community schools' policy.
- As not to have a repeat of East Liberty, there was broad consensus that strategic and intentional investments should be made into **businesses owned by people of color** to prevent their displacement in gentrifying neighborhoods.
- We also discussed the importance of **art and culture** in helping communities to celebrate their identity, reinvigorate public spaces and develop deeper connections amongst residents. It was emphasized that art is much more than murals can include, food/restaurants, public installations, music, dance and much more. It can be used as a means to engage residents in a much more meaningful way.

Result # 2: Lower-wealth residents connect to economic and ownership opportunities;



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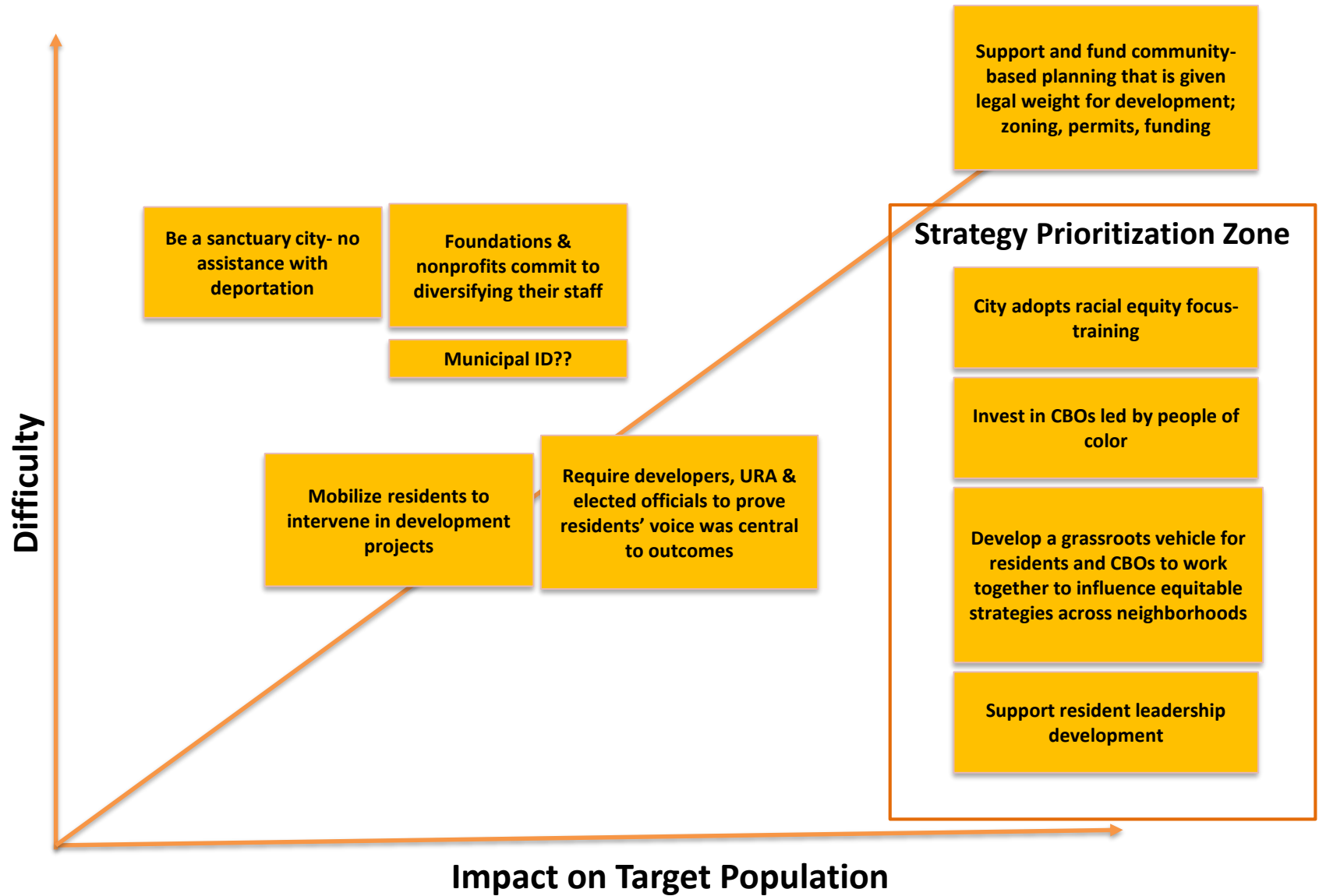
Discussion notes

- Local/targeted hiring by funding Employment Centers could be more impactful than First Source Centers. There is only one First Source Center on the Hill (designed for the Hill) and we were uncertain of its impact.
- It important to provide opportunities to help lower-wage workers advance along their current career path and connect to thriving industries (career pathways in addition to job access). Training and employer buy-in are important so that those workers can learn new marketable skills, soft skills and occupational skills.
- Re: removing barriers/subsidizing start-up costs for new MWDBE's: there are permanent barriers that won't be addressed by just subsidizing start-up costs. For startups, a lot of the initial paperwork is lengthy and time-consuming to complete and new businesses often don't have the ability to complete the paperwork without assistance. Increasing capacity for these firms should be an additional strategy.
- One of the strategies was initially worded: "Leverage anchor institution procurement for MWDBE growth" and the group strongly preferred to change the word "leverage" to "hold accountable." This was to strengthen the impact of this particular strategy.

The following were viewed as "currently in progress" and less of a focus for that reason:

- Get businesses to adopt the Rooney Rule (although, we believed that "implement" would be a stronger word and therefore, more difficult to achieve)
- Targeted jobs and MWDBE contracting on \$2B sewer upgrade
- Targeted racial equity approaches in Inclusive Innovation Roadmap (i.e. funding for startups founded by people of color)

Result # 3: have voice and influence in the decision that shape their neighborhoods;



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Discussion notes

- Sanctuary city policies: important to clarify they are generally about non-enforcement of federal immigration policies.
- There was an important discussion related to multiracial movement-building. Some described how African American residents are often asked to collaborate to champion to support or expand rights and resources for other vulnerable groups, then the collaborations partners leapfrog African Americans once the core issues are resolved and there is no corollary effort to protect civil rights or include African Americans in the regions economy and school systems.
- There was a concern about potential privacy issues with a municipal ID program (would be good to get a presentation/update).
- Important to redefine community development as not just about housing – also community organizing and power.
- Diverse staff at non-profits and foundations was important, but less important than diversity in decision making and empowered administrators and staff.
- The several conversations around investing in CBOs led by people of color and resident leadership development were couched in accountability metrics - How are CBOs accountable to residents and are CBOs and emerging leaders aligned to pursuing equity? Are we privileging their color over their outcomes?

Strategies Selected to Reach Results

Result #1:

Live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);

Mandatory Inclusionary Zoning Policy **(12 votes)**

Support people of color, locally owned businesses in gentrifying neighborhoods **(10 votes)**

Protect long-time homeowners from tax increases- *circuit breaker*. **(2 votes)**

Invest in resident-driven arts and culture especially in gentrifying neighborhoods. **(2 votes)**

Legislate p4 Performance Metrics **(1 vote)**

Expand Community Schools **(1 vote)**

Result #2:

connect to economic and ownership opportunities

Create fund for underserved entrepreneurs (women and people of color) **(9 votes)**

Workforce strategies to connect disadvantaged workers to good jobs in growing industries. **(5 votes)**

A campaign for businesses to track and report equity metrics regarding hiring, pay, promotion. **(2 votes)**

Implement the Mayor's \$15/hr. Executive Order **(1 votes)**

Result #3:

have voice and influence in the decisions that shape their neighborhood.

Invest in CBOs led by people of color and Develop a grassroots vehicle for residents and CBOs to work together to influence equitable strategies across neighborhoods. **(14 votes)**

Support resident leadership development and fund tenant organizing **(13 votes)**

City adopts racial equity focus-training, commitment, equity analysis **(5 votes)**

Highest Priorities

- 1) Invest in CBOs led by people of color and develop a grassroots vehicle for residents and CBOs to work together to influence equitable strategies across neighborhoods
- 2) Support resident leadership development and tenant organizing
- 3) Mandatory Inclusionary Zoning policy
- 4) Support people of color, locally owned businesses in gentrifying neighborhoods
- 5) Create fund for underserved entrepreneurs (women and people of color)

Strategies categorized as high-impact but difficult

Result #1:

Live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);

Opportunity Fund with permanent revenue source, target very low income

Prioritize affordable housing areas near transit

Embed equity/community benefits into planning (comp. plan, zoning, land use)

Extend Pittsburgh Promise to reach more boys of color

Result #2:

connect to economic and ownership opportunities

Leverage/hold accountable anchor institutions – targeted procurement and hiring

Through property ownership, support homegrown local businesses from displacement

Support worker organizing

Mandate criteria for CDFI lending to measure/require long-time benefit to community-based businesses in low-income communities.

Targeted jobs + M/WDBE contracting on \$2B sewer upgrade

Result #3:

have voice and influence in the decisions that shape their neighborhood.

Support and fund community-based planning that is given legal weight for development; zoning, permits, funding

Uncertainties/Questions

P4 metrics need to be codified into law or can be undone later, also need to prioritize the equity/people focused measures and test how they are doing to advance equitable development

Should Pittsburgh have a housing czar?

Preserve market-rate affordable homes (naturally occurring affordable housing)?

We need knowledge of current workforce strategies (data)

Allegheny County representation needed.

How do we hold employers accountable? (hiring practices)

What incentives can be used to encourage some of these wins?

What are the best models for effective resident leadership development?

How do we ensure public engagement is not just a check of the box?

How do we figure out how to sustain resident engagement beyond the initial catalyst?

Next Steps

- Refine this prioritization by **gathering feedback** from additional equity leaders who've engaged in this process but could not participate today
- Assess major equitable development **policy opportunities** and leverage points
- Identify **research needs**
- Form **working groups** on results 1 (Neighborhoods) and 2 (Economic Opportunities) to refine strategies, assess civic and political will, institutional buy-in and propose metrics.
 - Building community power and resident engagement should be integrated into both these policy focused discussions (engagement for a purpose).
- Reconvene **February 8** (time/location TBD) to continue fleshing out priorities as working groups and together