

# 3 YEAR ROADMAP

2021  2023

## OUR NORTH STAR ►► EXPANSION OF OPPORTUNITY

Over the next ten years, we will expand our resources to Accelerate, Scale, and Sustain the work of our community partners to create healthy **neighborhoods of opportunity** and **move 100,000 low-income Pittsburghers up the socio-economic ladder.**

**NEIGHBORHOOD ALLIES**

### GOALS & OBJECTIVES

- Increase the sources and flow of public and private community development capital to low-income neighborhoods and improve the effectiveness and alignment of capital deployment (capital absorption), to increase wealth and opportunity, especially for low-income and communities of color.
- Capitalize, execute, and grow the Centralized Real Estate Accelerator to accelerate, scale, and sustain a more strategic real estate system that benefits all residents.
- Establish a \$5 million affordable housing pre-development, and/or credit enhancement fund to construct and upgrade affordable housing, connected to wealth building and anti-displacement strategies, coordinated public/private debt facilities, market-driven equity, and smart philanthropy.
- Grow the number of jobs created and investments within small and minority-owned businesses.
- Create amenity-rich neighborhoods populated with businesses that are locally owned and that are marketed toward and welcoming to existing residents.



### STRATEGIES

- Ensure the greatest level of awareness and information/knowledge sharing of real estate project opportunities and training among community leaders, finance providers, and developers (re-ignite a version of the Real Estate Allies Leadership (REAL) Network).
- Expand the Schenley Heights Organized Revitalization Effort (SHORE) model block strategy to neighborhoods and specific blocks where it is likely to have a positive, catalytic impact throughout the neighborhood.
- Build the tools and resources for low-income tenants and community non-profits to responsibly acquire property.
- Create a post-COVID "Resilience Playbook," by creating a business formulation program for neighborhood-based enterprises.
- Use data to develop a plan to measure the health of commercial corridors, bi-annually.

### MEASURES OF SUCCESS

- Invest \$5,000,000 in strategic project opportunities including minority business incubators tied to real estate development; \$30 million in additional capital leveraged.
- 150 housing units rehabbed; 30,000 square feet of commercial space is redeveloped and occupied.
- 90 new jobs created.
- 200 participants graduate from the Real Estate Co-Powerment Series.
- 3 health assessments of corridors completed.

- Launch, expand, scale, and evaluate programs integrated across service areas that increase income, credit scores, savings, access to mainstream banking products, and reduce debt.
- Create a transformative and healing environment that advances innovative efforts to systematically address the community health and well-being in focus neighborhoods [Social Determinants of Health].
- Expand our Economic Opportunity portfolio and capacity to reduce racial wealth gaps and increase financial inclusion for people of color, immigrants, and individuals with disabilities.
- Expand access to well-resourced neighborhoods and remove exclusionary barriers so people of all races, ethnicities, and income levels can choose the neighborhoods that best meet their needs and support their aspirations.
- Improve the capacity and power of residents to develop digital acumen, encounter new technologies, and build the skills or competencies necessary to meet existing or future employment demands.



- Launch Bank On Allegheny County Coalition to increase and promote financial institutions' checking accounts, that meet the national standards; expand the reach within Allegheny County of Fund My Future, that leads to higher children's account opening; and create access to safe, accessible, and affordable mainstream financial products, tools, and services.
- Improve wealth building and savings opportunities so that children have access to job training and college degrees.
- Destigmatize mental health concern and trauma by continuing to build and grow relationships with trauma-informed community development and mental health partners. Bridge the gap between community members and mental health support.
- Leverage the collective power and expertise of the Economic Opportunity, Real Estate Services, and Equitable Development initiatives to address Social Determinants of Health.
- Identify, monitor and remove barriers to asset building and wealth creation, especially among Black people.
- Evaluate the FOC model and develop a plan to continue to invest in workforce development that leads to income increases.
- Expand the FEC with cross-sectoral partners, fee for service opportunities, and additional geographies served.
- Foster equitable access to jobs in the digital economy.

- 3,000 clients participate in integrated, professional, one-on-one financial counseling provided by partner agencies.
- 3,000 improved financial outcomes are recorded.
- Clients receiving bundled financial counseling show higher gains in income and job retention than those not receiving financial counseling.
- Data disaggregated by race identifies successful models that achieve outcomes for targeted communities.
- 1000 residents participate through volunteering and active community planning.
- 100 new homeowners are created.
- Two Digital Inclusion Centers built by the end of 2022 and technology and education are provided to at least 3,000 households.
- Trauma-informed mental health training and services provided to at least 50 African-American adult community members.

**GOALS & OBJECTIVES**

**STRATEGIES**

**MEASURES OF SUCCESS**



- Use art and culture to serve as a catalyst to animate public spaces, rejuvenate streetscapes and structures, support local businesses, enhance public safety, and bring together residents.
- Develop and launch branding, messaging, and public relations campaigns for focus neighborhoods that celebrate the neighborhood assets and pride with a focus on retaining and uplifting long-term residents while attracting new visitors and residents to the community.

- Foster creative placemaking partnerships with local artists and organizations to build social cohesion of residents and invest in cultural institutions to support neighborhood identity.
- Leverage our communications and storytelling platform to uplift and widely share community progress and success.

- Launch the Public Art and Communities (PAC) program—TPAP round two— and host two half-day Public Art 101 workshops.
- Facilitate up to five artist projects with more technical expertise; deploy 150 Love My Neighbor! neighborhood improvement project grants.



- Cultivate resident change-makers, develop skills and increase the know-how of community development organizations to successfully implement community change agendas.
- Expand support of resident-led grant-making (Love My Neighbor!) initiatives.
- Increase the standards and resiliency of the neighborhood-based economies, specifically commercial corridors, by investing in programs and initiatives that reach vulnerable small businesses and nonprofits which serve low-income, black neighborhoods.
- Reduce vacancy rates and develop capital tools that promote vibrancy on commercial corridors by increasing home and business ownership opportunities.
- Using the Equitable Empowerment Program as a model, expand and scale the Urban Redevelopment Authority partnership with Neighborhood Allies and its real estate/neighborhood development services team to provide technical assistance and professional support to small scale, community-based developers looking to respond to RFQs/RFPs.

- Develop a plan to increase resident social capital and collective efficacy (power).
- Connect aspiring entrepreneurs and existing business owners to a wide array of resources and services in the ecosystem, including resources and services that address the emerging needs of vulnerable businesses.
- Help minority entrepreneurs become more knowledgeable in acquiring and deploying market-driven equity and debt capital.
- Support and sustain community ownership and affordable housing.
- Connect aspiring entrepreneurs and existing business owners to a wide array of resources and services in the ecosystem, including resources and services that address the emerging needs of vulnerable businesses.

- \$800,000 deployed in Community Capacity Building.
- 150 new leaders participate in leadership activities.
- 100 community stakeholders graduate from Real Estate Co-Powerment Series.
- 20 CDCs/CBOs have demonstrable increased capacity.
- 20 neighborhood-based placemaking projects completed.
- 200 MWDBE, neighborhood-based businesses are supported.



- **Neighborhood Level Change:** ensure that lower-wealth residents, communities of color, immigrants, and others at risk of being left behind a) live in healthy, safe, opportunity-rich neighborhoods, b) connect to economic and ownership opportunities, and c) have voice and influence in the decisions that shape their neighborhoods.
- **Policy & Systems-Level Change:** identify policy priorities and opportunities to improve the community development system, to produce sizable equitable results. In addition, develop deeper internal understandings around local gaps and barriers to placemaking, placekeeping, and design justice.

- **Neighborhood-Level Change:**
  - Support preservation, rehabilitation, and construction of affordable and workforce housing.
  - Deploy technical assistance and funding to plan and implement special corridor projects.
- **Policy & Systems-Level Change:**
  - Lead Pittsburgh's network of community development stakeholders in advancing racial equity and inclusion through thought leadership, grantmaking, training, and awareness building.
  - Support development of innovative, data-driven solutions to advance racial equity and inclusion through grant-making, policy and advocacy, collaboration, and technical assistance.
  - Deploy technical assistance and funding to plan and implement special corridor projects.

- Racial Inclusion and Equitable Development plans fully implemented, understood, and reflects demonstrable results and impact.
- Six Neighborhood-Level Strategies are improved and implemented that are more data-driven, focused, and tailored to site specifications.
- Equity Change Agenda established and achieve 3-4 policy priorities/system wins.

# Long-Term Impact >>



2020	2021	2022	2023
<ul style="list-style-type: none"> <li>Digital Inclusion and Literacy Opportunities Created</li> <li>Flexible and Creative Real Estate Capital Development</li> <li>Responsive and Flexible Small Business Resources Created</li> <li>Expansion of Economic Opportunity</li> <li>Community Ownership Opportunities Expanded Across the Organization</li> <li>Centering Equity Internally and Externally</li> <li>CARE Fund</li> </ul>	<ul style="list-style-type: none"> <li>Appropriate Access to Capital for Black and Minority Businesses and Developers</li> <li>Mental Health and Community Resiliency</li> <li>Policy and Systems-Level Racial Justice Work</li> <li>Further Development of Centralized Real Estate Resources</li> </ul>	<ul style="list-style-type: none"> <li>Continued Partnership and Capital for Black and Minority Businesses and Developers</li> <li>Deeper Mental Health and Racial Healing Resources Available to all Communities of Color</li> <li>Policy and Systems-Level Racial Justice Work</li> <li>Further Development of Centralized Real Estate Resources</li> <li>Continued Expansion on Economic Opportunity Initiatives to Build Wealth</li> </ul>	<ul style="list-style-type: none"> <li>Movement Towards Shifting of Harmful Practices</li> <li>Barriers Reduced for Low-to-Moderate Income Residents</li> <li>More Black Residents are Working Towards Greater Racial Healing</li> <li>Flexible New Tools that Work at the Community Level to Build Wealth</li> <li>Wealth-building Initiatives are Truly Changing Lives</li> </ul>

# Key Performance Indicators >>

Key Performance Indicators are the critical key indicators of progress toward our intended results. KPIs provide a focus for strategic and operational improvement, create an analytical basis for decision-making, and will help us focus attention on what matters most.

Managing with the use of KPIs include setting targets for the desired level of performance and tracking progress against that target. Managing with KPIs often means working to improve leading indicators that will later drive lagging benefits. Leading indicators are precursors of future success. Lagging indicators show how successful the organization was in achieving the results in the past.

