Pittsburgh's second p4 Summit unveiled some of the city's efforts to incorporate equity and sustainability into the development of its

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changing landscape. Plans include unique measures to ensure that the goals are achieved and all residents benefit. By Jeffery Fraser



he development landscape in the City of Pittsburgh is shifting, spurred by new performance measures that are intended to guide public investment toward projects that best align with the principles embraced by a citywide sustainability initiative that inspired them.

More than 140 people, ranging from city planners to developers, builders and neighborhood nonprofits, lent their insights and expertise to drafting a dozen measures on which proposed projects competing for city subsidies will be judged, including how they address equitable economic opportunity, affordable housing, energy use, stormwater management and design.



Previously neglected neighborhoods around Pittsburgh are suddenly becoming hot or have the potential to become hot because of those trends. That has profound ramifications for the people who live in those neighborhoods, and it has profound implications for the people moving into those neighborhoods."

No other city has taken a more inclusive approach or has come up with a more comprehensive set of sustainability metrics for development than those introduced in October at the p4 Summit, which focused on the themes of people, planet, place and performance. The measures serve as tangible evidence of the city's progress along the course to a sustainable future that was imagined at the first such conference, which took place 18 months earlier and provided a framework for the citywide effort.

"This is a conversation we probably wouldn't have been having 10 years ago when Pittsburgh was desperate for development," said Grant Oliphant, president of The Heinz Endowments, which has supported the p4 sustainability initiative and summit from its earliest days. "We're now operating in an environment where more development is happening and pending. The city is benefiting from its own rebound and a global back-to-the-cities movement.

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> The October conference drew some 600 people representing local government, neighborhood organizations, architecture and design, education, philanthropy, community development, human services and others. Attendance was about twice that of the inaugural gathering in April 2015.

> New urban models are emerging as market and demographic forces drive a migration away from the sprawl of suburbia and into cities. From Nashville to Copenhagen, an increasing number of cities are cultivating innovation economies and redesigning themselves around sustainable strategies that place a premium on quality of life, environment and equal opportunity as a means of attracting people and investment, and improving their chances for growth and stability. In 2015, Pittsburgh Mayor Bill Peduto announced the city's intention to join them and create a model of urban sustainability in the process.

> Last fall's p4 conference featured more than two dozen local, national and international experts who shared their expertise and ideas from the stage, and in a series of workshops covering a range of sustainability issues related to

Grant Oliphant, president, The Heinz Endowments

#p4pgh

Neighborhood Allies @nhbdalliespgh

#p4pgh focused on actions to ensure that, as PGH grows and prospers, our residents and neighborhoods do too

Divya Heffley @futuresites

"Stay focused on rebuilding the meaning of we." Grant Oliphant, on the future of #AllInPittsburgh @go_grant@p4pittsburgh #p4pgh #inclusion

KnowledgeBuildHudson @KnowledgeBuild

It's gonna take leadership from everyone here. True leaders create leaders not followers-@billpeduto of @CityofPgh at #p4pgh







The October p4 conference took community conversations and brainstorming to a new level as about 600 people from various sectors in the Pittsburgh region gathered to discuss a more just and sustainable future for Pittsburgh. **1>** The two-day conference took place Downtown at the David L. Lawrence Convention Center, where the full group met in the large ballroom, and breakout workshops occurred in separate meeting rooms. **2>** Sessions included panel discussions, such as one on equitable development that included, from left, Janera Solomon, executive director of the Kelly Strayhorn Theater; Rosamaria Cristello, executive director of the Latino Family Center; and Pittsburgh City Councilman Daniel Lavelle. **3>** Participants also met around tables to talk about different ways to achieve sustainability, equity and justice. **4>** Probably thousands of Post-it notes were used over the two days to record, organize and report out ideas.



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For decades, the funding and public use of dollars has been determined by political decision-making. An opportunity to compete on an even playing field is something developers have sought for a long time."

Bill Peduto, mayor, City of Pittsburgh

the themes of people, planet, place and performance. Much of the conversation was spent examining those issues through the lens of racial and social equity.

Angela Glover Blackwell had raised equity as an issue deserving of particular attention at the 2015 conference. The CEO of PolicyLink, a national institute for advancing economic and social equity, said she was pleased to return 18 months later to find a city and community that has engaged the challenge of making issues of equity a cornerstone of Pittsburgh sustainability ambitions.

The challenge is significant, data suggest. One-third of African Americans, 25 percent of Hispanics and 20 percent of Asians in the City of Pittsburgh live in poverty compared with 15 percent of whites, according to the University of Pittsburgh's Center on Race and Social Problems. Nearly 60 percent of the region's African American population live in neighborhoods where at least one in five residents is poor.

In the Pittsburgh Public Schools, records show that 59 percent of African American 11th-grade students, 54 percent of Asian and 41 percent of Hispanic 11th-graders are not proficient in reading compared with 24 percent of white students. Despite a steady decline in infant mortality rates in recent years, Allegheny County Health Department statistics reveal that African American families in the county are still 2.7 times more likely to experience the heartbreak of an infant death than white families.

"If we are going to achieve equity, we are going to have to be clear about race. We are going to have to be clear about who is being left behind. We are going to have to face the agonizing, unattractive history of race in our communities," Ms. Blackwell said.

"The story of race in America is played out in every one of our communities. We have to reflect on that, think about how race continues to operate, how it has become institutionalized, how it is no accident that black men are disproportionately incarcerated, that it is no accident that the same communities that have been red-lined are the same communities

that are suffering from under-investment, that it is no accident that people have not had access to the jobs that have the biggest possibility of being able to move forward. The things that created the racial inequities did not happen by accident, and they won't be fixed unless we focus on them directly."

Only about 6 percent of the more than 700,000 homeowners in southwestern Pennsylvania were African American, Asian, Hispanic or other minorities in 2010, when they represented nearly 13 percent of the population. African Americans represented 8.3 percent of the population, but accounted for little more than 4 percent of homeowners, according to U.S. Census Bureau data.

In Pittsburgh's Homewood neighborhood, rates of poverty and vacant property are among the highest in the city, and housing values are among the lowest. It's a neighborhood where residents, predominantly African Americans, own only a fraction of the parcels, and the majority of owners include out-of-state and foreign investors.

"When people act like they don't understand what we are talking about in regard to these racial disparities, I actually believe they

Melissa F. @thefirmangroup

Start small to create #justpittsburgh. Say hi to someone new. Read books by people of a different race. Be welcoming. #p4pgh @p4pittsburgh

Kit Mueller @kitmueller

"Places are what people dream" @AndrewMcElwaine quoting Teresa Heinz #p4pgh

Tracey Ross @traceylross

@janerasolomon explains the challenges the black community faces here aren't a black problem ... they're a Pittsburgh problem #p4pgh

Josiah Gilliam @JosiahGilliam

It's been said that the leaders we need are already here. Believe it. #p4pgh #pittsburgh

Kilolo Luckett @kilololuckett

The most important investment is people #GregSpencer #CEO #RandallChemical Manufacturing #p4pgh don't," said John Wallace, a Homewood native and pastor who's also a University of Pittsburgh professor with appointments in the schools of social work, business, and arts and sciences. "When you look at the residential segregation, we live in different worlds. When you look at the differences in poverty, when you look at infant mortality, people are many times oblivious to these realities."

To address those issues, PolicyLink and two local nonprofits, Neighborhood Allies and Urban Innovation 21, last year drafted an agenda for advancing racial equity as a central element of Pittsburgh's sustainability strategies. It includes recommendations for raising the bar on new development, increasing opportunities ranging from art and culture to employment in communities, embedding racial equity in city institutions and businesses, and elevating the capacity of residents and organizations to improve their lives and neighborhoods.

Many of the new p4 performance measures raise the bar on equitable development in the city. One metric for housing, for example, is the percentage of units that are affordable to residents in the immediate community. The "opportunity" measure includes the



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Angela Glover Blackwell, CEO, PolicyLink

extent developers use Disadvantage Business Enterprises contractors. The number of jobs a project is expected to create, the quality of those jobs, the access to public transit, and whether public input was sought in the planning and design are other metrics considered when projects competing for subsidies and other incentives are evaluated.

More than a year was spent drafting the performance measures through an intentionally transparent process that included a 20-person advisory committee, technical working group, a series of webinars and two roundtable discussions allowing local developers to share their thoughts and expertise.

The result is a stark departure from business as usual in the city, said Pittsburgh Mayor Bill Peduto. "For decades, the funding and public use of dollars has been determined by political decision-making. An opportunity to compete on an even playing field is something developers have sought for a long time.

"Over the past few years, we have seen developers moving in from around the country and invest in Pittsburgh. When asked why they didn't invest before, the response we got from several of them was

> that Pittsburgh was always perceived to be a closed market—that the favorite sons always got the tax breaks or the incentives. That system of a city that is for sale will forever be gone, and Pittsburgh will be a city open for business."

> The hope is that the performance measures will eventually become a benchmark in the city influencing more than those developers seeking public subsidies, said Remake Group CEO Rebecca Flora, who led the development of the p4 measures. "It's the idea that, as people start to understand them, they will become a common language."

> The p4 initiative and the performance measures that have emerged caught the eye of the national Strong, Prosperous and Resilient Communities Challenge. As a result, a Pittsburgh collaborative of community organizations was invited to participate in the program's \$90 million competition for grants, loans and technical support to be given to strategies that make communities more equitable through the built environment, transit, health, climate

Pittsburgh UNITED @PghUNITED

Creating a welcoming community to immigrants means more immigrant residents being hired in all sectors and levels of employment #p4pgh

Tracey Ross @traceylross

Embracing the cultural assets of neighborhoods is important as residents face gentrification @struehaft #p4pgh

BOOMConcepts @BOOMCONCEPTS

We can't afford to drop how important the arts are in cultivating creativity in the culture #p4pgh@HeinzEndow

Melanieh @melanieh1

@VibrantBurgh #p4pgh:
@lizogbu In the race to make things better you must acknowledge the needs and pain of people that have been there.

Jenna Cramer @Jenna_Cramer

Everyone matters. Everyone has hopes & dreams. Everyone has value. Everyone has a name. #JustPgh #p4pgh @lizogbu



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John Wallace, pastor and University of Pittsburgh professor of social work, business and sociology

mitigation and other means. Although Pittsburgh did not win an award, it was one of nine finalists in the program, which was supported by the Ford, Kresge and Robert Wood Johnson foundations.

"What we see as one of the real benefits of [p4] is that it opens the door to national foundations," said Matthew Barron, the Endowments' Sustainability program officer. "Once they're aware of these projects and these groups, there may be other benefits and relationships built that didn't exist previously."

The influence that urban design and planning have on the well-being of a city's residents can be substantial, said Dr. Richard Jackson, who referred to the built environment as "social policy in concrete." As an example, the UCLA professor of Environmental Health Sciences suggested that design that encourages walking, biking and other physical activity could significantly reduce the rate of obesity, a chronic disease that affects nearly onethird of the U.S. population and has led to a spike in the rate of diabetes. By walking 10,000 steps a day, for example, people with Type 2 diabetes reduce the risk of their disease progressing by 58 percent. "There is no drug that works as well as physical activity."

Topography was the most nettlesome obstacle architects faced when trying to re-imagine 28 acres in the Lower Hill District neighborhood of Pittsburgh in ways that invite physical activity, said Kai-Uwe Bergmann, a partner at Bjarke Ingels Group, an international sustainable architecture and design firm. The Lower Hill slopes up to the Middle Hill District neighborhood at a 14 percent grade.

"That means that no one wants to walk," Mr. Bergmann said. "You're not going to bike so much. You're going to privilege the automobile. You're already basically saying that the streets rule."

Their solution was to design a proposed park connecting the two neighborhoods that contains no slopes greater than 5 percent, a grade that is amenable to walking, biking and even pushing a baby stroller.

Taking the ideas that have emerged from the p4 initiative and finding ways to apply them to neighborhoods through communitywide discussions and working groups are critical to moving the city's transition forward, Mr. Oliphant explained.

"We listened to the community and had a lot more community engagement in the p4 conference," he said. "The outcome of an inclusive process is that you have to continue the inclusion. Engaging the community in an ongoing way in the effort to create a just community through the p4 is the next step." h

Women for Environment @WHEnvironment

Never make the place more precious than the people. That's real sustainability, real transformation. @NeighborhoodCtr @p4Pittsburgh #p4pgh

Trade Institute Pgh @TIPgh

The most successful cities ... will be those that can most quickly turn desperation and aspiration into participation -@cajunangela #p4pgh

Ben Speggen @BenSpeggen

@louisvillemayor: We are imperfect ppl on imperfect journey, but if we embrace compassion, we will find progress #p4pgh

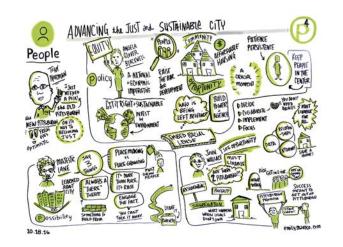
New Sun Rising @newsunrisingpgh

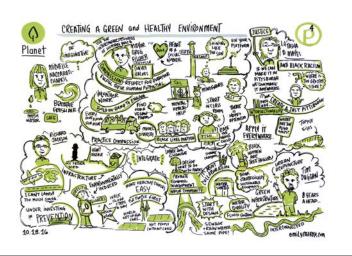
Placegrowing wisdom 'Build from what neighborhoods already have. Put people at the center of place. Be real about race.' @IMajestic #p4pgh

Gregg Behr @greggbehr

Yes @IMajestic let's make sure that EVERY child awakes every morning w/ genuine possibility Let's @remakelearning in @CityPgh #p4pgh

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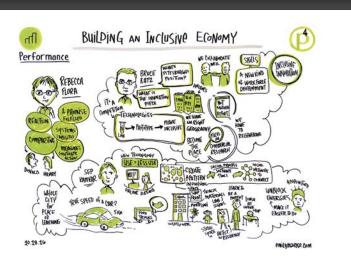


PANELS DISCUSSION

Communicating the p4 message took different forms during the October conference, from speakers to social media to on-site graphic illustrations. Artist Emily Marko's quick drawing skills followed and interpreted the summit's progression in real time, offering a unique and creative perspective on the days' events.







All of Emily's conference illustrations are available on the p4 website: http://p4pittsburgh.org/pages emily-marko-drawings-documenting-2016-p4-conference.