

The Power of Possibilities

Pittsburgh leaders envision a brighter, more sustainable future for the city, and they are drawing on inspiration from across the globe to develop strategies that will make the transformation a reality.

A large, white, stylized lowercase letter 'h' in a cursive font, positioned on the left side of the cover. It is partially overlaid by a large green circular graphic that contains a white 'p4' logo.

The Magazine of The Heinz Endowments

A large, green circular graphic with a white 'p4' logo inside. The 'p' is stylized with a thick stroke, and the '4' is a simple, bold font. The graphic is positioned in the center-right of the cover, overlapping the 'h' logo and the 'PITTSBURGH' text.

PITTSBURGH

inside

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The Heinz Endowments was formed from the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986. It is the product of a deep family commitment to community and the common good that began with H.J. Heinz, and that continues to this day.

The Endowments is based in Pittsburgh, where we use our region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of our giving is concentrated within southwestern Pennsylvania, we work wherever necessary, including statewide and nationally, to fulfill our mission.

That mission is to help our region thrive as a whole community—economically, ecologically, educationally and culturally—while advancing the

state of knowledge and practice in the fields in which we work. Our fields of emphasis include philanthropy in general and the disciplines represented by our five grantmaking programs: Arts & Culture; Children, Youth & Families; Community & Economic Development; Education; and Environment.

In life, Howard Heinz and Vira I. Heinz set high expectations for their philanthropy. Today, the Endowments is committed to doing the same. Our charge is to be diligent, thoughtful and creative in continually working to set new standards of philanthropic excellence. Recognizing that none of our work would be possible without a sound financial base, we also are committed to preserving and enhancing the Endowments' assets through prudent investment management.

h magazine is a publication of The Heinz Endowments. At the Endowments, we are committed to promoting learning in philanthropy and in the specific fields represented by our grantmaking programs. As an expression of that commitment, this publication is intended to share information about significant lessons and insights we are deriving from our work.

Editorial team Linda Braund, John Ellis, Donna Evans Sebastian, Carmen Lee, Grant Oliphant, Megha Satyanarayana, Courtney Tolmer. Design: Landesberg Design

About the cover p4 Pittsburgh, an international summit on sustainable urban revitalization, provided a wealth of information from experts who described their experiences in the field. The event's logo, as shown on the cover, highlighted the conference themes—people, planet, place and performance—and reminded those in attendance that redevelopment affects critical aspects of any community.

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Pittsburgh civic and nonprofit leaders have introduced a new model for urban revitalization that builds on the insights of experts in sustainability and innovation. This special, four-part report describes how the p4 initiative—launched at an international summit co-hosted by The Heinz Endowments—addresses people, planet, place and performance issues to improve redevelopment.

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Recipients of the annual Heinz Awards were announced by the Heinz Family Foundation in April. Launched in 1993 by Teresa Heinz, chairman of the family philanthropy and The Heinz Endowments, the awards program recognizes individuals who have made exceptional contributions to improving the lives and surroundings of people throughout the world. In this issue's Perspectives column, we feature an article by journalist Dan Simpson, published recently in the Pittsburgh Post-Gazette. Dan, a columnist and former U.S. ambassador, reflects on the importance of the awards, the recipients, and the legacy of the late Sen. H. John Heinz III in whose honor the program was created.

It is such a pleasure to write, for a change, about a program that brings joy and pride to Pittsburgh, the United States and the world. Most of the time I find myself writing about wars, starving migrants adrift at sea and other subjects of indignation or despair.

The program is the Heinz Family Foundation awards, presented this year by the foundation chairman, Teresa Heinz Kerry, in a ceremony at her home in Fox Chapel last Wednesday. And it honors the late Sen. H. John Heinz III, who died in a tragic airplane accident in 1991. The awards, presented since 1993, this year went to six individuals or teams and totaled \$1.25 million.

The people who received them have made unbelievable contributions to the world. We can be thankful that America is still producing such people—dedicated, hardworking and focused firmly on the most important problems facing humankind. Seeing and hearing them was almost enough to disperse the dark clouds swirling around my head as my phone rings with robocalls from candidates and as the media fill with pieces about candidates whom I wish would migrate, by boat, to Malaysia or southern Italy. Before I cheerfully abandon the subject of the U.S. 2016 elections, let me say what a great loss to all of us John Heinz's death was. Many people at the ceremony lamented that he hadn't lived long enough to run for president, as he would have been a candidate heads above the current crop of no-neck monsters, in the words of Liz Taylor in "Cat on a Hot Tin Roof."

It is also an enormous tribute to Mrs. Heinz Kerry that she continues to commemorate the late senator with a program that honors people who should be honored. As a former 35-year career diplomat, I also would say that her current husband, Secretary of State John F. Kerry, serves our nation with a dedication and distinction that I, who worked under 12 secretaries, have not seen the likes of before.

The Heinz Family Foundation awards this year recognized achievements in the arts and humanities; the environment; the human condition; public policy; and technology, the economy and employment.

The foundation put the visiting awardees in contact with interested parties in Pittsburgh, and I was invited to attend a meeting convened by the World Affairs Council of Pittsburgh with Aaron T. Wolf, the awardee for public policy.

Mr. Wolf spoke on his specialty, "Navigating Peace: Conflict and Cooperation over Shared Water Resources." The subject is,



Beverly Hall

IT IS ALSO AN ENORMOUS TRIBUTE TO MRS. HEINZ KERRY THAT SHE CONTINUES TO COMMEMORATE THE LATE SENATOR WITH A PROGRAM THAT HONORS PEOPLE WHO SHOULD BE HONORED.

roughly, how nations that normally might be hostile to each other can be induced to work together to make the most efficient use of limited water resources. The scholarly name for the discipline is hydro politics.

It is, to say the least, a hot-button issue. One disputed river basin is the Jordan, running through Israel, Jordan, the Palestinian West Bank and Syria. It has been quiet since 1970, through all the troubles that have plagued that region.

Another is the Indus, of concern to China, India and Pakistan, not each other's favorite neighbors. The most recent major river dispute, over the Nile, apparently has been at least temporarily resolved. Ethiopia is building a dam that affects both Sudan and Egypt. There are 263 such basins.

Others were recognized for addressing problems critical to humankind. Frederica Perera of the Columbia University Center for Children's Environmental Health has spent decades working on the health consequences for children exposed to environmental contaminants. She walked the group along the horrifying path that led to her discovery of their effects.

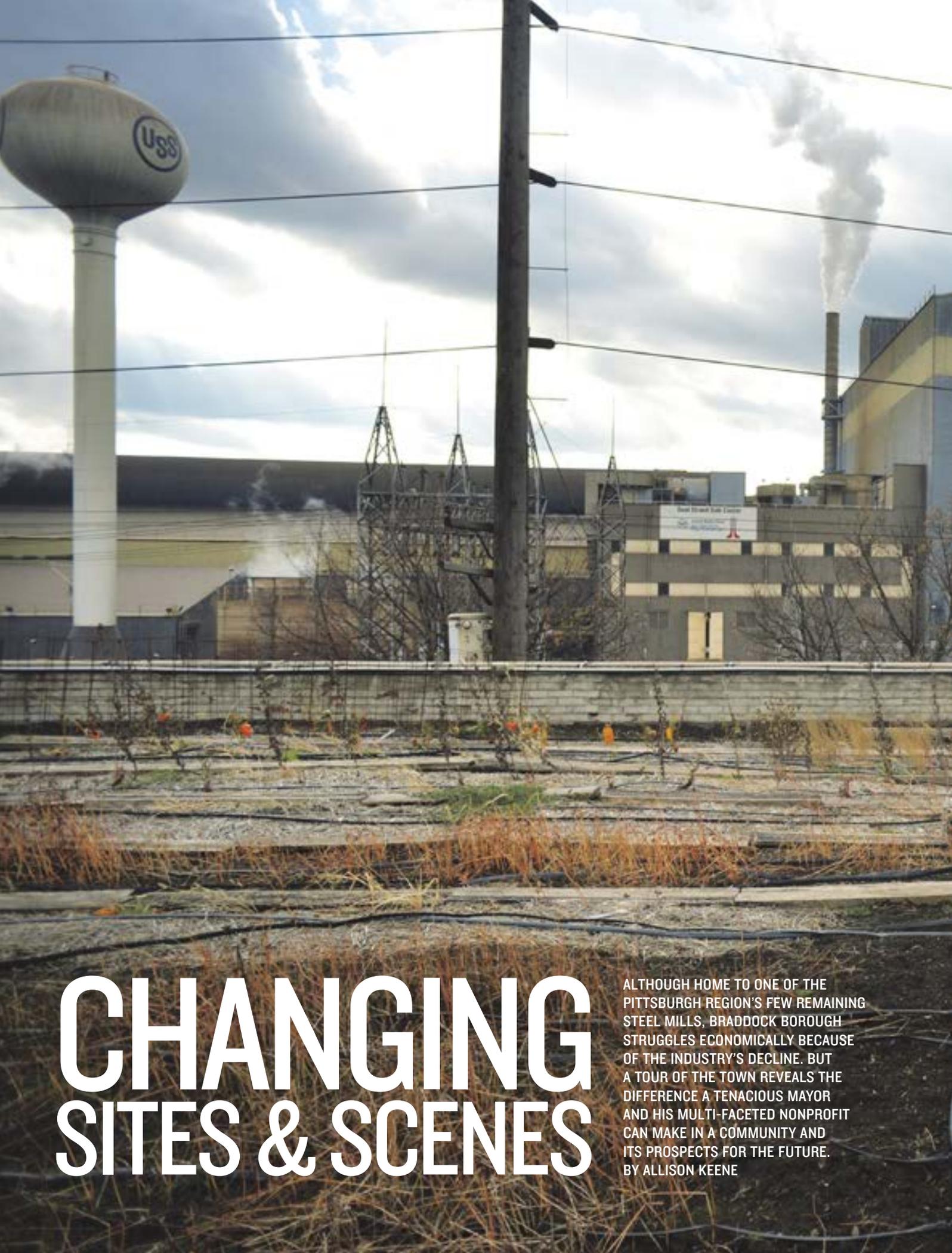
Former active-duty Marines William McNulty and Jacob Wood formed Team Rubicon in Los Angeles to deploy veterans of America's wars as disaster emergency responders. The team started by organizing help for Haiti after its 2010 earthquake. Now, with 25,000 members, it works to provide assistance after disasters while also helping veterans re-engage in society by performing useful work that they know how to do. Listening to the two Marines, one

could not help but think of the thousands and thousands of veterans returning to American society from the Afghanistan and Iraq wars, sometimes damaged by their experiences.

Sangeeta Bhatia, a scientist at the Massachusetts Institute of Technology, is employing principles of microchip fabrication to develop microlivers that can screen drugs for toxicity—as opposed to using human livers. She also is seeking to attract more women into science, technology, engineering and mathematics. I note that three of the six honorees were women.

Finally, the sixth awardee, who was unable to come to Pittsburgh for the ceremony, is the well-known author, illustrator and cartoonist Roz Chast. Think, "The New Yorker." She is particularly interested in the problems of caring for elderly parents in their final years, including dementia and caregivers' feelings of guilt. She does her best to find humor and humanity in the difficult, nearly universal issues she explores.

All in all, the Heinz Family Foundation does the world, America and Pittsburgh an enormous favor through this program. Thank you, and may it continue.



CHANGING SITES & SCENES

ALTHOUGH HOME TO ONE OF THE PITTSBURGH REGION'S FEW REMAINING STEEL MILLS, BRADDOCK BOROUGH STRUGGLES ECONOMICALLY BECAUSE OF THE INDUSTRY'S DECLINE. BUT A TOUR OF THE TOWN REVEALS THE DIFFERENCE A TENACIOUS MAYOR AND HIS MULTI-FACETED NONPROFIT CAN MAKE IN A COMMUNITY AND ITS PROSPECTS FOR THE FUTURE.
BY ALLISON KEENE



A rooftop garden is among the unique features of a former-car-dealership-turned-destination-restaurant in Braddock Borough. As Chef Kevin Sousa strolls across a wooden plank in the garden above what will be his new Superior Motors restaurant, he has a clear view of one of his business's closest neighbors, the Edgar Thomson plant of U.S. Steel Corp.'s Mon Valley Works.

Along the main corridor of a small borough south of Pittsburgh sits a plentiful urban garden. Cars speed past neat rows of vegetables — tomatoes, potatoes, heads of lettuce — that are set back from the street behind a wooden fence. In stark contrast to this flourishing revitalization project

is the steel mill, a hulking metal monolith that looms behind the garden and overlooks the community.



Brian Cohen

Efforts to make Braddock “greener” coexist with the community’s lingering, though greatly diminished, industrial sector, as demonstrated by the Braddock Farms community garden, which volunteer Dana Angstadt helps tend just a stone’s throw from the Edgar Thomson steel mill.

U.S. Steel’s Edgar Thomson Works once flooded money into Braddock, making it a shopping and cultural center in the Pittsburgh region. After the collapse of the steel industry in the late 1980s, however, the mill became a shadow of its former self. It remained open, but the town was decimated.

Today, Braddock has a population of 2,153 — one-tenth its size five decades ago — an average property value of only \$4,800 and a business district with the gritty look of industrial decline.

But on closer examination, pockets of resurgence can be found in the struggling borough, especially along Braddock Avenue, which runs through the heart of town. Driving these efforts is the nonprofit Braddock Redux, started in 2003 by the passionate three-term mayor John Fetterman. His love for the community is tattooed on his forearm: 15104 — Braddock’s ZIP code. Guided by Mr. Fetterman and Braddock Redux, the once-bustling borough is striving to reinvent itself by pursuing a new economic infrastructure, encouraging contributions from enthusiastic artists and stimulating a renewed sense of community pride.

The mayor also credits investments by local philanthropies, including The Heinz Endowments and the Buhl, Pittsburgh, Richard King Mellon and Laurel foundations, which provided support that he believes has had a transformational impact on

In many ways, Mayor John Fetterman is as colorful as the entrance to Braddock's UnSmoke Systems Artspace. From the tattoo of the borough's ZIP code on his forearm to his energetic promotion of his town and its potential, Mr. Fetterman makes an impression that has drawn attention to revitalization efforts in the community.



Brian Cohen

his work to alleviate the stark economic disparity between Braddock and wealthier neighborhoods.

“It’s very humbling,” Mr. Fetterman says.

Endowments Community & Economic Development Director Rob Stephany describes Braddock as a “Rubik’s cube” that requires a creative plan to help pump new life into the borough. “It’s people and ideas that make the difference,” he says, “and they have great ideas and great people.”

Both are needed for the borough to recover from its dramatic decline. In the 1950s and 1960s, Braddock supported 20,000 residents and more than 243 thriving businesses. In a 2013 TED Talk, Mr. Fetterman described how the borough lost 90 percent of those residents and businesses. Census data from 2013, the most recent available, further outlines the extent of that downfall, estimating that nearly 40 percent of the borough’s population is below the poverty line.

“We shouldn’t have these communities that are so severely marginalized,” Mr. Fetterman says.

Many of the renewal efforts in the borough emphasize the arts, such as a black box theater, exhibition venues, and creative opportunities for residents to engage with artists and artworks.

Jeb Feldman hosts exhibits and community events at his UnSmoke Systems Artspace on Braddock Avenue. He says the key to revitalization is encouraging positive activities that can

help erase the stigma of the borough as dangerous. “Having six or seven positive experiences is really important in bringing a comfort level to the neighborhood,” he explains, “and that enables other things to happen.”

Further down Braddock Avenue, artists-turned-librarians Dana Bishop-Root, Ruthie Stringer and Leslie Stern have a similar philosophy. As members of the artists’ collective Transformazium, the trio works with the local Carnegie Library to infuse art into the community. Transformazium’s Braddock Carnegie Arts Program is based on their philosophy that art “flourishes with many—many voices, many hands, many viewers, many sources and many cultures.”

The three artists have devised a range of programming based at the library, including a Neighborhood Print Shop, artist in residency programs, weekly music events and library-based children’s programming. The women also take advantage of artworks donated by both borough residents and national patrons to teach those in the community, particularly young people, more about Braddock and art in general.

A unique aspect of Transformazium’s work is its art lending collection. Started in 2013 in cooperation with the Carnegie Museum of Art’s Carnegie International, the collection consists of 120 pieces of original art, some of them donated by Carnegie International artists. Work in the collection can be checked out



Alison Keene



Duane Reider



Alison Keene



Alison Keene



Alison Keene

Investing in Braddock

Bright spots in Braddock are increasing as the result of residents and supporters contributing their creativity and hard work. Here are a few snapshots, from top left clockwise: Chef Kevin Sousa and others serving free barbecue lunches as advance promotion of Superior Motors restaurant; youth-oriented programs, such as Yoga for Kids, offered at the Nyia Page Community Center; urban gardening at the Braddock Avenue Youth Garden; baked goods produced by the Braddock Community Oven for activities such as pizza nights as well as for commercial businesses; experimental art projects presented at the UnSmoke Systems Artspace gallery; and, symbolizing Braddock's hope and potential, a mosaic welcome sign created by BYP youth and artist James Simon that replaced one vandalized with gang graffiti.



Alison Keene



Ally Kempf

by Allegheny County residents who have valid library cards, enabling them to take home and appreciate art they might not have had access to otherwise. The collection is promoted and interpreted by arts facilitators hired from the community, who have become experts on the collection and its potential uses and placement.

Janet Sarbaugh, the Endowments' senior program director for Arts & Culture, explains that the foundation currently provides annual funding for all the components of Transformazium's Carnegie Art Program, including support for the salaries of the art facilitators. Ms. Sarbaugh believes that Transformazium's work in Braddock is groundbreaking for the borough and for the Pittsburgh region.

"This artists' collective is conducting a fantastic experiment in proving the value of the arts for all," she says.

For Ms. Bishop-Root, the library's goal is to honor the people living in Braddock by creating new resources for them as the community continues to develop. "The people who chose to stay here and the people who ended up moving here . . . are all deeply invested in this community. For us, that's an incredible resource, and it's an incredible honor to be a part of that neighborhood."

Frederick Thieman, president of the Buhl Foundation, is impressed by Braddock's creative solutions for reinvention, including an investment in the arts and on attracting new visitors to Braddock. He is confident that the borough's "nontraditional strategies," led by Mr. Fetterman and Braddock Redux, are sound investments for the foundation community.

"[Mr. Fetterman] is creative, he's energetic, he's committed and he's innovative," Mr. Thieman says. "Any one of those grants has been leveraged by the sweat equity, community contributions and energy of the people there."

Mr. Fetterman believes that reinvention is only possible if Braddock balances attracting new residents and businesses to the borough with programs that support existing residents. One such program is the Redux-run Free Store in the 400 block of Braddock Avenue.

Giselle Fetterman, the mayor's wife and unofficially titled First Lady of Braddock, runs the Free Store, which centers around three rainbow-painted shipping containers laid end to end like dominoes. The containers sit in a previously empty lot that buzzes daily with activity as volunteers organize the donated

clothes, toys and furniture. The Free Store, which aims to eliminate food and clothing insecurity in the borough and receives surplus goods from places such as Costco, Osh-Kosh, and Giant Eagle, and name brands such as Lego and Juicy Couture. Patrons take items free of charge.

"These things were going to waste, and I wanted to direct them where there was need," Mrs. Fetterman says.

Among Braddock Redux's other promising revitalization projects is the Superior Motors restaurant, spearheaded by renowned Pittsburgh chef Kevin Sousa. Envisioned as a world-class, community-oriented restaurant, Superior Motors is scheduled to open this summer on the first floor of a refurbished Chevy dealership that was once an eyesore on Braddock Avenue. One of its views is of the Edgar Thomson Works, the town's economic driver of yesteryear.

The hope is that the destination restaurant will breathe new life into a community bread oven and purchase the bulk of its produce from Braddock Farms, the urban garden that sprawls across two empty lots on the main thoroughfare, as well as consume the harvest from Superior Motors' own rooftop garden. The restaurant also will host a job-training program in connection with the Braddock Youth Project, a youth employment program created by Braddock Redux and AmeriCorps in 2006 to encourage youth to get off the streets and into jobs that help improve the community.

Mr. Sousa, who has "HARD WORK" tattooed across his knuckles in gothic capital letters, is accustomed to opening restaurants in challenging areas. He led previous successful ventures in less prosperous sections of Pittsburgh's East Liberty and Garfield neighborhoods. In recent Pittsburgh Post-Gazette articles, he acknowledged, however, that he also is working to erase the debts he amassed from those businesses. After he and Mr. Fetterman decided to open Superior Motors in 2012, Mr. Sousa gave up ownership of two restaurants, closed a third and moved his family to Braddock.

"I have a soft spot for areas that are struggling," Mr. Sousa says, adding that he is interested in more than starting a new business. "I have no interest in dropping a fancy restaurant in Braddock and not being part of the community. I like to be a part of the growth of a community."

When traditional funding for the risky restaurant venture was difficult to find, Mr. Sousa and Mr. Fetterman turned to an increasingly popular method of financing: Kickstarter. They

launched their campaign in December 2013, asking the community to donate and help them reach their \$250,000 goal. To their surprise, they shattered that number, earning \$310,255 in just over a month. With 2,026 backers—65 percent of whom were Braddock residents—Superior Motors’ campaign became the most funded restaurant project in Kickstarter’s history.

The Kickstarter campaign and support from the foundation community enabled the project to move forward. In the case of the Endowments, \$150,000 was awarded to Braddock Redux to loan to the restaurant. Another \$40,000 was given to the nonprofit to support the job-training program, which also has attracted funding from other philanthropies, including the Laurel and Buhl foundations.

Mr. Fetterman considers the community’s support of Superior Motors as a sign that the borough is ready to revitalize. “People just want to see good things happen in Braddock,” the mayor says.

And Superior Motors is expected to draw attention to and expand upon some of the good things that already are occurring in the community. Braddock Farms, for example, repurposed unused space along Braddock Avenue that once illustrated blight in the borough and now is an inspiring sight for residents. Started in 2006 by Grow Pittsburgh, an urban agriculture nonprofit, Braddock Farms is in its ninth growing season. The farm supports more than 40 varieties of vegetables in white growing tents and neat garden plots.

With funding from the Endowments and the Pittsburgh and Richard King Mellon foundations, the farm’s initiatives include serving as an activity site for the Braddock Youth Project. The Endowments also awarded grants in 2011 and 2012 to support youth mentoring at the Braddock Youth Project’s garden, which is a short walk down Braddock Avenue from Braddock Farms, and to fund sustainability initiatives and nutritional education, explains Wayne Jones, the Endowments’ senior impact officer.

In addition to gardening, Braddock Youth Project employees constructed a café in the Nyia Page Community Center, which was named after a two-year-old girl from Rankin who died of exposure and abuse in 2010. The group’s other programs include videography, advertising, screen-printing and beekeeping.

Several young people who have been involved with the Braddock Youth Project agree that it has helped to change their lives as well as their community. Dario Soto, 22, joined the group in 2009 and returned to work for two years as an AmeriCorps

member. Last summer, he reached his AmeriCorps service limit and was not eligible to work in the urban garden after August. But he describes his time in the program as “a blessing,” helping him overcome the trauma of his mother’s drug addiction and the experience of being shot at 13.

“I was a troubled kid,” Mr. Soto says, “but now it’s finally starting to level off. I didn’t think I was going to graduate high school, and BYP helped me.”

D’Ondre Kelly, 19, is glad for the opportunity to help in the town’s reinvention. Tired of witnessing violence in his neighborhood, Kelly has been with the program every summer since 2009. “I’m working here for my community,” he says. “I want to make Braddock a safer place.”

Braddock Youth Project participants who work at Braddock Farms will be the first allowed to apply to Superior Motors’ nine-month, paid training program, which will include the farm as a practical classroom. The project will have three facets: urban gardening, restaurant service and food preparation, says Julie Pezzino, director of Grow Pittsburgh. Trainees also will be eligible for free housing in a refurbished convent.

Braddock Farms manager Marshall Hart believes that Superior Motors will be a way for young people to apply what they have learned in the Braddock Youth Project garden and Braddock Farms in a traditional work setting. “If they really see the value of digging in, if they see people getting jobs, if they see people at Superior Motors, then they can see where this goes,” he says. (To see video about building renovations for the restaurant, go to <http://www.heinz.org/video/SuperiorMotors.mp4>.)

A more symbolic illustration of the transformation underway in Braddock is the contrast between its former and current welcome signs. The one now marking the borough’s entrance is a mosaic of glass and pottery that reads “Welcome to Historic Braddock.” It was created in 2007 by students in the Braddock Youth Project and Pittsburgh artist James Simon.

The original sign, vandalized with white spray paint to read “Welcome to Braddock, Compliments of the Crips,” now hangs in Mr. Fetterman’s kitchen. He calls it a reminder of the street violence that enveloped Braddock when he arrived in 2001.

“That right there is a good metaphor for how much things have changed,” he says, pointing to the old sign on the wall. “We need to take care of the residents that we have, and we also need to take the community in a new direction.” *h*

SOUTHERN EXPOSURE

STUDENTS FROM BRADDOCK TRAVEL TO NICARAGUA



Braddock Youth Project

With support from a Heinz Endowments grant, five Braddock Youth Project participants went on a nine-day service trip to Nicaragua to work at Quinta Los Chavalos, a school whose students receive tuition support from Building New Hope, a nonprofit based in Pittsburgh and Nicaragua. The photo album documenting the students' experience can be found on the Braddock Youth Project Facebook page.

In the original version of this story, an error was made in last name of Jessica Schmid Gumbert, program coordinator for the Braddock Youth Project. It has been corrected in this online edition of our magazine.

When Tatiana Crosby stepped off the plane in Granada, Nicaragua, last year, it was her first time outside of the United States. For most of the five teenagers from Braddock, a borough south of Pittsburgh, the Central America trip was the first stamp in their freshly printed passports — and for some their first time on an airplane.

Ms. Crosby, 19, says that landing in Nicaragua was both exciting and frightening. It wasn't until she and the other youth, along with their chaperones, arrived that she realized how far she'd traveled.

"It really hit me... that I can't really turn around and go home," she recalls. "I'm in this whole other country."

A 2013 grant awarded by a group of Heinz Endowments Youth Philanthropy interns took Ms. Crosby and other students who were part of the Braddock Youth Project on a nine-day service trip to Granada. The Endowments' internship program allows teams of recent high school graduates from the Pittsburgh region to develop grantmaking ideas and recommend support of up to \$25,000 to programs that benefit youth and their communities. For one intern group, the Braddock Youth Project was the perfect fit.

Former youth philanthropy intern Jacalyn Sharp was a member of the team that created the grantmaking project called GPS: Global Perspective Scholars. Its goal was to support an international experience for youth from low-income backgrounds, particularly those from Pittsburgh or nearby towns affected by the steel industry collapse. Ms. Sharp says international travel is invaluable in building confidence and professional skills.

"Traveling is traditionally a rich person's activity," she explains. "It puts you in an elite group of people who feel like they've seen the world and experienced the world and have... global knowledge and perspective."

But what made the Braddock group most appealing to the philanthropy interns were the different efforts already underway to improve the quality of life for all the borough residents, including the youth.

"The interns didn't buy into the old narrative of Braddock as a failed steel town; that history was irrelevant," says Wayne Jones, the Endowments' senior impact officer and coordinator of the foundation's youth philanthropy initiative. "Braddock to them was this funky town where the cool mayor was doing exciting things with youth, gardens and the arts. The interns were particularly inspired by the intentional focus on youth as assets to be nurtured and developed."

In partnership with the nonprofit Building New Hope, which is based in Pittsburgh and Nicaragua, the five Braddock teens worked in the garden and classrooms of Quinta Los Chavalos school in Granada. While teaching English, the youth learned about gardening, Nicaraguan culture and the Spanish language.

Jessica Schmid Gumbert, program coordinator for the Braddock Youth Project, chaperoned the students along with translator and former AmeriCorps member Danielle Green. Ms. Schmidt chose Granada because of its

connection to Braddock's youth-run community café, which sells fair trade coffee produced by Building New Hope. The organization uses its profits to support the high school tuition of Granada students. Ms. Schmidt says access to high school education is allowing more students from that city to attend college.

"The community has grown leaps and bounds because of its partnership with Building New Hope," she adds. "It's kind of unheard of for kids from rural areas to go to college, but kids are starting to go."

The Braddock youth participated in 13 pre-departure workshops, a requirement of the GPS grant. These included Spanish instruction, lessons on Nicaraguan culture, travel and safety guidelines, and presentations on Building New Hope and gentrification in Nicaragua.

Communicating in Spanish still proved difficult. Autumn Wilson, 18, says her group and the Nicaraguan students often relied on gestures, developing a game of pointing to objects and teaching each other the Spanish and English words for them.

Deon Archie, 17, remembers that speaking Spanish was a challenge, particularly since he was the only Braddock student who hadn't studied the language. "That was my first time speaking Spanish," he says. "It was an experience for me, just learning Spanish. But, it was fun speaking a new language."

Ms. Schmidt describes how the Braddock youth had previously struggled to see the value of a second language, but having to use their skills to communicate with the students in Nicaragua showed them the advantages of being bilingual. She says they grew much more comfortable with the language by the end of their trip.

And even though the youth were familiar with Nicaraguan culture before they left, traveling abroad showed them differences between Braddock and Granada that they didn't expect.

Alternative styles of transportation surprised Kenez Singleton, 19, the most. He saw very few cars, and most people rode horses, bikes and three-wheeled rickshaws called tuk-tuks. He recalls watching families and groups of people all traveling on one bike.

For Brandy Quarles, 17, poverty was the most difficult aspect of the trip. She and the youth were visiting La Boquita beach when a little girl tugged on her arm and begged in Spanish for a drink of her tea. She had never seen that happen in Braddock. "I felt so bad, I wanted to cry. The girl was just so little."

Ms. Schmidt believes that experiencing firsthand the differences between American and international lifestyles is valuable for youth. The work the students did taught them to view themselves and their community from a larger perspective.

"In order to see your community's assets and your community's needs, you need to see how other people do things in other places," she says. "It opens your mind to new ideas of community development."

**URBAN REVITALIZATION OCCURS
IN MANY FORMS AND AT DIFFERENT
PACES. IN PITTSBURGH'S GARFIELD
NEIGHBORHOOD, A SLOW BUT
STEADY TRANSFORMATION NURTURED
BY PATIENCE, COMMITMENT AND
CREATIVITY IS BEARING
APPEALING FRUIT. BY BEN WECHT**

In a once-neglected, more-than-a-century-old pocket of Pittsburgh's elsewhere-thriving East End, something unusual is happening. With neither a Starbucks nor a Target to anchor community development, a vibrant new urban center is coalescing around business owners who are likelier to be local artists than numbers-crunching MBAs. And the new energy is bringing the Garfield neighborhood together.

"When you walk down Penn Avenue, you can truly feel the positive effect of artists on the neighborhood," says Janet Sarbaugh, The Heinz Endowments' Arts & Culture senior program director. "You can sense it's a place people are gravitating to."

It has been a long time coming. But from world-renowned cultural institutions to tiny storefront galleries, from innovative eateries to urban gardens, all indications are that Garfield, particularly the bustling Penn Avenue corridor at its heart, is finally on the rise.

Just over a decade ago, when Pittsburghers thought of Garfield, it was as a passing landscape of vacant storefronts and empty streets. The community is situated along a critical artery connecting the East End and Downtown and nestled on one side by the historic beauty of Allegheny Cemetery. But it had lost much of the stability and diversity it enjoyed early in the 20th century when it was developed to provide housing for millworkers.

Rick Swartz, who moved to the neighborhood in 1981 as executive director of the Bloomfield-Garfield Corp. (BGC), remembers when dwindling investments, declining schools and gang violence had residents worried about the future.

"From 1965 to 2005, it was really unknown what the outcome would be," he recalls. "But in the last 10 years, progress has been more in leaps and bounds than in the 40 years leading up to it."

The BGC has helped the Endowments invest nearly \$1.25 million into the community over the past dozen years and is at the center of a constellation of endeavors ranging from youth education to

veterans housing. Having helped form the Penn Avenue Arts Initiative (PAAI) in the late-1990s, BGC also has played a pivotal role in realizing a strategy based on using the arts, rather than chain stores, as economic generators.

Of the buildings originally identified for intervention, most have been purchased and rehabilitated by artists themselves. Dozens of unique businesses and neighborhood venues have been drawn to Garfield, such as Verde Mexican Kitchen & Cantina, the Irma Freeman Center for Imagination community center, the Mr. Roboto Project performance space and art gallery, The Alloy Studios and the Center for PostNatural History museum. In addition, major cultural institutions like the Pittsburgh Glass Center have established homes in or near the community.

The influx has meant that vacancies along the neighborhood's stretch of Penn Avenue have been reduced from nearly 80 percent to about 20 percent, and activities such as the monthly gallery crawl, "Unblurred," and the Garfield Night Market have added to its vibrancy. Best of all, residents have a renewed sense of belonging, notes Jeffrey Dorsey, who ran the PAAI from its inception until 2007. "What I saw was a heck of a lot of people getting an equity stake," he recalls. "It created a really good opportunity for people to create the change."

Looking to the future, planners are taking care not to allow Garfield to fall into the gentrification trap.

"Garfield is an embodiment of really strong, incremental community development activity sustained over a long period of time," notes Rob Stephany, director of the Endowments' Community & Economic Program. "Now that the market is starting to grow, it's also the embodiment of what outside market forces might mean to people in the neighborhood."

Adds Mr. Swartz, "We want to be sure people who are blue collar, who work in service industries and rely on public education — that these people — have a long-term place in the community." *h*





When Jeff Catalina, owner of Lawrenceville's Tender Bar & Kitchen, was scouting locations for a second business several years ago, he wanted an "interesting space with a little bit of character in it." He hadn't bargained on finding the lime-colored façade and patios of Penn Avenue's Glass Lofts building, now home to his crowd-pleasing Mexican restaurant and cantina, Verde. "I think the signature building stands out," says Mr. Catalina, who views it as "a beacon for the neighborhood and maybe a symbol of transformation."

**VERDE
MEXICAN
KITCHEN &
CANTINA**

Brian Cohen

**ARTISTS'
RESIDENCE**



Along Penn Avenue's "Bride Row" — so named for the late Judy Penzer's iconic mural on the side of an apartment building — the nearby Pittsburgh Glass Center is preparing to renovate a house for use by visiting artists who flock to the internationally renowned educational center by the dozens, from as far away as Iran and Australia. "I would love to see the whole row turned into artist housing," says PGC Executive Director Heather McElwee. "It's an exciting concept, and it could make a huge change."

Joshua Franzos

Like a pair of fully grown kids in their own candy shop, artist-entrepreneurs D.S. Kinsel, center, and Thomas Agnew, left, could barely contain their excitement when they took over a formerly vacant Penn Avenue storefront and created BOOM Concepts. Described by Mr. Kinsel as a “creative hub,” BOOM combines aspects of a gallery, a performance space and a community center to promote collaborative creativity, which can include advocacy projects such as supporting the #Blacklivesmatter movement. And although the two are grateful for philanthropic support, as they look to the future, Mr. Agnew says they want to be self-sustaining.



BOOM CONCEPTS

Brian Cohen

THE ALLOY STUDIOS



One of the anchors on the Penn Avenue corridor in the heart of Garfield is The Alloy Studios, formed by the 2012 merger of Pittsburgh Dance Alloy with the nearby Kelly Strayhorn Theater. A home to classes, residencies and performances, the space has benefited from a growing perception of neighborhood safety, says Executive Director Janera Solomon. “When I started, six years ago, everyone asked about parking, which mostly was a veiled question [about crime]. Today, we get fewer of those calls.”

Nicole Gaudesney/Pittsburgh Black Media Federation's Urban Agenda



Joshua Franzos

As a historically working-class neighborhood, Garfield knows how to let its hair down. On the first Friday evening of every month, Penn Avenue showcases its galleries and artworks such as glass blowing, along with lively entertainment, during "Unblurred." Longtime organizer Jason Sauer describes it as "a community event and a gathering of the like-minded and arts sympathizers throughout the city." According to Mr. Sauer, owner of Most Wanted Fine Art and Pittsburgh Art Car, such events are "really important to the identity of our neighborhood."

UNBLURRED

**GARFIELD
COMMUNITY
FARM**



Brian Cohen

High up on a hill overlooking a wide swath of Pittsburgh's East End lies the Garfield Community Farm, a 2.5-acre plot part-owned by the nearby Open Door ministry and managed by its associate pastor, the Rev. John Creasy, center. By providing greens to local restaurants, offering grocery subscriptions to low-income residents and coordinating other food-related services, the farm's mission is to alleviate nutrition needs within Garfield's "food desert." Adds Rev. Creasy, "We really want the farm to be by the neighborhood, for the neighborhood and of the neighborhood."

April's p4 Pittsburgh summit on sustainable urban development opened at the city's Energy Innovation Center with a welcome from Mayor William Peduto. The event attracted international, national and local experts as well as civic and nonprofit leaders, and took place in a former trade school building that also is being transformed to a more sustainable use.

FORGING A VISION

THE CITY OF PITTSBURGH AND ITS FOUNDATION
COMMUNITY ARE SPEARHEADING A MAJOR EFFORT
TO CREATE A NEW MODEL OF URBAN GROWTH
AND DEVELOPMENT THAT IS INNOVATIVE,
INCLUSIVE AND SUSTAINABLE.

BY JEFFERY FRASER.

PHOTOS BY JOSHUA FRANZOS.





PITTSBURGH'S DECADES-LONG RECOVERY FROM THE COLLAPSE OF ITS ONCE-MIGHTY STEEL AND MANUFACTURING ECONOMY WAS MORE THAN A REMARKABLE ACT OF SURVIVAL. AS IT TURNS OUT, THE CITY QUIETLY POSITIONED ITSELF FOR A SUSTAINABLE FUTURE.

New urban models are emerging as market and demographic forces drive a migration away from the sprawl of suburbia and into cities. From Copenhagen to Chattanooga, cities are increasingly cultivating innovation economies and redesigning themselves around sustainable strategies that place a premium on quality of life, environment and opportunity as the means of attracting people and investment, and improving their chances for growth and stability.

And Pittsburgh finds itself poised to do the same. It boasts a strong innovation corridor fed by its research universities, a revitalized Downtown where more and more people want to live, and a capacity for public-private collaboration that's been battle-tested in times of economic hardship. Meanwhile, the city's political and community leaders are unafraid of new ideas that hundreds of acres of shovel-ready development projects provide an opportunity to explore.

The question is whether Pittsburgh will take the steps necessary to stitch those pieces together and complete the journey to becoming a 21st-century sustainable city.

In April, Pittsburgh Mayor William Peduto in partnership with The Heinz Endowments launched p4, an initiative focused on the themes of planet, people, place and performance with the goal of creating a model for sustainable, innovative and inclusive development. p4 also is intended to forge a shared vision of a city that aspires to become a leader in the growing movement rather than a latecomer scrambling to catch up. To help inform the city's transition, a two-day summit introduced local stakeholders to experts in sustainable cities and innovation economies from the United States and Europe. The event, which took place at Pittsburgh's Energy Innovation Center, attracted almost 350 invited guests, including a major delegation from Nordic countries.



“This, in my mind, is a time when we should say: Here we are in the 21st century with a lot of change going on ... How are we preparing ourselves for things that can be very disruptive to standard ways of thinking about how we live, whether that is transportation or energy or our information structure? How do we think about fundamental issues of equity and access?”

André Heinz, board member, The Heinz Endowments



“We are at a moment in Pittsburgh’s history where there is a lot of groundbreaking, a lot of brick-and-mortar projects that are beginning,” Endowments board member André Heinz told the summit audience. “This, in my mind, is a time when we should say: Here we are in the 21st century with a lot of change going on. What is our model? How are we preparing ourselves for things that can be very disruptive to standard ways of thinking about how we live, whether that is transportation or energy or our information structure? How do we think about fundamental issues of equity and access?”

The p4 initiative offers a framework for growing jobs, enhancing opportunities for all, attracting capital, revitalizing neighborhoods and improving the quality of life. The framework advocates for solutions that support people with good jobs and a range of transportation options; are inclusive and representative of the community; enhance rather than denigrate the environment; and raise the bar for design and architecture to enrich the city’s character and livability. These efforts also are expected to emphasize strategies that nurture the city’s innovation economy, embed sustainable development in the city’s DNA and use performance metrics that enable anyone to track progress.

“My hope for the conference was that it would provide a shock to the system by offering Pittsburgh a vision of what a different model of urban sustainability might look like for our community,” says Endowments President Grant Oliphant. “We’ve been moving along and slowly embracing things like bike lanes and riverfront development. We’ve made a lot of headway. But the rest of the world has been moving very quickly to create and reinvent their cities as centers for innovation and sustainability.”

“The innovative economy is collapsing back to the cores of central cities ... Advanced industries are doing more and more of their R&D through networks of researchers, entrepreneurs, investors. That revalues proximity, density, being close to advanced research institutions and medical campuses.”

Bruce Katz, vice president at the Brookings Institution and founding director of the Brookings Metropolitan Policy Program

Perhaps the most notable examples of such cities are found in the Nordic countries of Europe, where several have explored, adopted and refined sustainable strategies and practices for more than a decade.

Malmö, Sweden, for example, transformed itself from an industrial city in decline to one of growth and urban sustainability. It replaced a derelict shipyard with an eco-district of energy-efficient homes, shops and offices, bike trails and footpaths, few cars and its own renewable energy supply. Growth industries include information technology and bio- and medical technology. The city announced an ambitious goal of becoming carbon neutral by 2020. And it recently set out to narrow health inequities related to income, housing and other factors.

“The first thing is to be inspired that such things are possible,” says John Manoochchri, founder and director of Resource Vision, a sustainable architecture and urban design studio in Stockholm,

“My hope for the conference was that it would provide a shock to the system by offering Pittsburgh a vision of what a different model of urban sustainability might look like for our community.”

Grant Oliphant, president, The Heinz Endowments



“Pittsburgh can redefine what cities are for, how they work, how they look and feel, and who they serve.”

William Peduto, mayor, City of Pittsburgh

Sweden. “Urban development is complex. The Nordic cities have planned carefully and have executed well and a huge amount of that can be transferred.”

Several factors suggest that Pittsburgh has arrived at a moment of opportunity to set a course for becoming a sustainable city in ways the Nordic countries have shown is possible.

Pittsburgh already has a substantial innovation economy anchored by two major research schools, Carnegie Mellon University and the University of Pittsburgh, and a cluster of advanced technology companies in fields such as energy, computer software and biotechnology. Moreover, the geography of that core of innovation, with researchers and companies concentrated in Downtown and mid-town neighborhoods, is well suited to new market demands.

“In the ’70s, we had a closed innovation model in the U.S. where companies wanted to be on an isolated corporate campus to keep their secrets secret. But a different geography of innovation is emerging,” says Bruce Katz, vice president and founding director of the Metropolitan Policy Program at the Brookings Institution. “The innovative economy is collapsing back to the cores of central cities. It’s partly because of demographics—the shifting workforce is demanding places where they can live, work and play. But, more important,

advanced industries are doing more and more of their R&D through networks of researchers, entrepreneurs, investors. That revalues proximity, density, being close to advanced research institutions and medical campuses.”

Mayor Peduto believes this is an opportunity to create a lasting role for Pittsburgh in national and international debates about post-industrial cities. “Pittsburgh can redefine what cities are for, how they work, how they look and feel, and who they serve,” he says.

The region still has thorny environmental and social equity issues to resolve. Its air quality is among the worst in the nation in terms of ozone and fine particulate pollution. And its workforce is among the least diverse. Shifting further toward an innovation economy and adopting sustainable urban design standards could help ease both. For example, half of all STEM jobs—science, technology, engineering and mathematics—in the United States don’t require a four-year college degree and pay \$53,000 on average, according to a Brookings Institution study.

Pittsburgh is only now drafting its first comprehensive plan, presenting an opportunity to set sustainable standards for development in the city for years to come. And several early stage development projects provide an opportunity to significantly advance a sustainable agenda.

Among them is the 178-acre site of a former coke works in the city’s Hazelwood neighborhood that was purchased by the Endowments and three other local foundations for the purpose of developing a mixed-use community designed to sustainable standards. The Endowments also has begun working with residents and community organizations to address housing, education and other issues to put the neighborhood in a better position to benefit from the brownfield development and to avoid isolating the older community from the new.

The idea of using sustainable strategies to reinvent cities has gained considerable momentum in recent years, and for good reason.

“What had been thought of as singularly environmental issues or moral justice issues are now business issues,” says Court Gould, executive director of the nonprofit Sustainable Pittsburgh. “The opportunity for Pittsburgh is to be an accelerator of market trends, to advance a sustainable growth model and to not be stuck in old models that are obsolete.” *h*



The first day of April's p4 Pittsburgh summit included speakers whose TED Talk-style presentations highlighted the conference themes of people, planet, place and performance. Angela Glover Blackwell, right, is founder and CEO of PolicyLink, a national research and advocacy organization focused on economic and social equity. She told the audience during the people session that inclusion and diversity are needed for development efforts to be authentically sustainable. Moderating the People discussion was Presley Gillespie, left, president of Neighborhood Allies, a community development intermediary in Pittsburgh.

At the p4 conference site, Pittsburgh's Energy Innovation Center blends an old trade school building with new construction, reflecting how the city is building on its blue-collar heritage to create a more sustainable future.

A NUMBER OF IDEAS FOR SUSTAINABLE URBAN DEVELOPMENT PERCOLATED DURING THE RECENT p4 PITTSBURGH CONFERENCE. THE GOOD NEWS IS THAT SEVERAL MODELS ALREADY EXIST ELSEWHERE IN THE COUNTRY AND WORLD. BY JEFFERY FRASER. PHOTOS BY JOSHUA FRANZOS.



VIEW FROM THE SUMMIT



F

or two days in April, leaders in Pittsburgh government, business, philanthropy, academia and the nonprofit sector gathered with experts from across the United States and Europe to discuss, envision and begin to plan for a future focused on strengthening the city's commitment to sustainability, innovation and equity.

The p4 Pittsburgh summit was hosted by The Heinz Endowments, the City of Pittsburgh and Mayor William Peduto at Pittsburgh's Energy Innovation Center. Among the nearly 350 invited guests was a delegation from Nordic countries. The event opened with experts in urban design, energy, next-generation mobility, social equity and other fields offering insights into issues related to planet, people, place and performance that are considered critical to advancing Pittsburgh as a sustainable city.

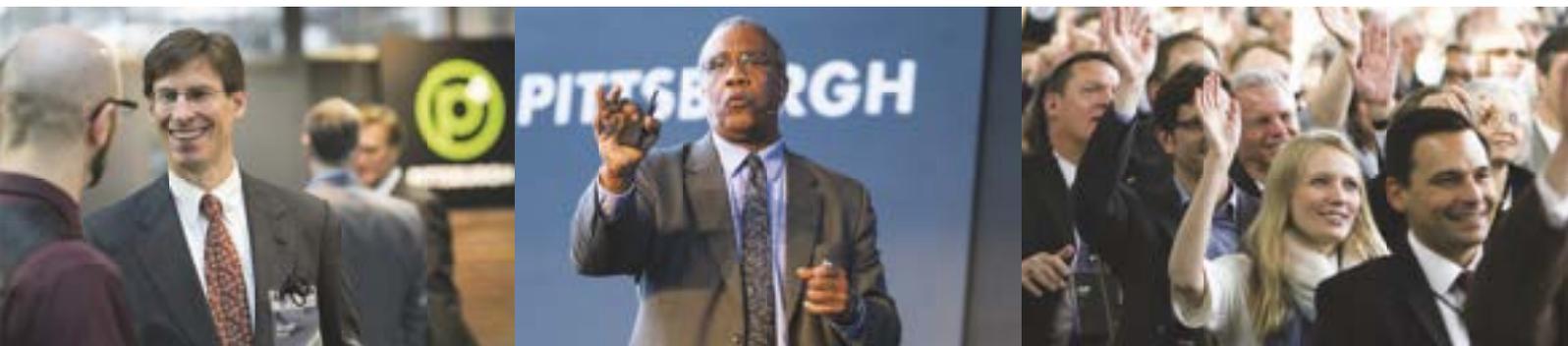
They discussed how the former Swedish industrial city of Malmö was reinvented with a vision of sustainability and explained the planning involved. They described how Chattanooga, Tenn., built an innovation economy around a fiber optic network, offering Internet to all. They spoke of using urban design and architecture to attract visitors and talent and to reclaim neighborhoods while making it possible for cities to divorce themselves from the car culture and to design around biking and walking. And they insisted that sustainability is hollow if the innovation economy it is built around doesn't create opportunities for all.

"Every speaker we heard today was about creating a narrative about what we can do," Heinz Endowments President Grant Oliphant told the conference audience. "What I want to say to Pittsburgh is, enough with the 'can't'; enough with the naysayers.

"These speakers are telling us that in other places—places that are not different from Pittsburgh—people are working on proving that it is possible to have a city that focuses on creativity, sustainability, entrepreneurship and equity; on creating a place for everyone, not just the privileged few; and on proving you can have excellence and efficiency."

PLANET

The industrialization of Pittsburgh delivered wealth and stability for more than 100 years, but at the high cost of polluting the region's air and water. For a city with designs on embracing a sustainable future, such a model is obsolete.



p4 Pittsburgh was a high-energy gathering that offered opportunities for interaction as well as information gathering. Court Gould, above left, executive director of the non-profit Sustainable Pittsburgh, takes time to network during the event. Greg Watson, director of policy and systems design for the Schumacher Center for a New Economics, describes how a healthy economy relies on local production and purchase of food, goods and services. And the conference's packed audience, right, often responded to speakers and discussions with enthusiasm.

Summit speakers described how the importance of the environment and the role of innovation are being woven into sustainability strategies. They also explained why the time is ripe for restoring the environment to health rather than continuing to contribute to the insults it has endured.

Prospects for renewable energy, for example, have never been brighter and are improving rapidly through innovation, particularly the market for solar power, which has grown tenfold in the last five years, said Hal Harvey, CEO of Energy Innovation, a San Francisco-based energy and environmental policy firm. "The upshot is a fossil-free future costs the same as a fossil-intensive future. That's what I could not have said five years ago. But it won't happen without the kind of innovation we need and the political intensity to drive the adoption of the innovations we need."

He suggested that as cities shift to sustainable strategies, they should set the bar high and tackle such challenges as making net-zero energy in buildings commonplace, phasing out the use of fossil fuels, optimizing systems to use energy and resources more efficiently, and creating an industry focused on developing the tools to do this work.

Nowhere has creating sustainable cities been more deliberate than in Europe's Nordic nations, where decades of progress toward achieving a sustainable future has relied upon

PLANET

Christer Larsson, city planning director for Malmö, Sweden

"SUSTAINABILITY WAS THE KEY QUESTION FOR US...BUT SUSTAINABILITY CHANGED. IN THE BEGINNING, IT WAS MOSTLY STORMWATER MANAGEMENT, GREEN-SPACE FACTORS AND SO ON. WE NOW ARE ALSO USING THE SOCIAL AND FINANCIAL ASPECTS."

“WHEN YOU THINK ABOUT BECOMING A MODEL [OF SUSTAINABILITY] FOR THE NATION AND PERHAPS A MODEL FOR THE WORLD, I SUGGEST THAT IF YOU DON’T GET THE INCLUSION AGENDA RIGHT, YOU DON’T HAVE THE MODEL AND NO ONE WILL LOOK TO YOU AS A MODEL.”

the support of government and a diverse set of private sector stakeholders willing to collaborate.

In Malmö, Sweden, a government planning process based on sustainability and flexible enough to adapt to different approaches supported the city’s transformation.

“Sustainability was the key question for us. That was the mindset,” said Christer Larsson, city planning director. “But sustainability changed. In the beginning, it was mostly stormwater management, green-space factors and so on. We now are also using the social and financial aspects.”

PEOPLE

Creating and maintaining quality jobs with livable wages, equipping workers and young adults to meet the demands of those jobs, and giving them greater transportation choices to get to work are key issues for cities recognizing the need for social equity as well as sustainability.

Projects that focus on social equity and labor force inclusion can be found across the country. In Oakland, Calif., for example, the redevelopment of an abandoned army base into an international logistics center includes initiatives to prepare low-income residents for the jobs the center offers.

The challenge is bringing such strategies to scale so minorities and low-income families

can share the benefits of innovation economies rather than being crowded out by them, said Angela Glover Blackwell, founder and CEO of PolicyLink, a national research and advocacy organization focused on economic and social equity. “When you think about becoming a model for the nation and perhaps a model for the world, I suggest that if you don’t get the inclusion agenda right, you don’t have the model and no one will look to you as a model.”

In Germany, a dual vocational education model with apprenticeship opportunities has shown success in preparing students for the workforce who don’t have the desire or opportunity to attend college. Students are taught the theory and practice of various occupations in the classroom and learn by doing as apprentices in their chosen field.

“Learners will acquire marketable skills and earn money while they do it instead of piling up debt,” said Jürgen Siebel, senior vice president of human relations at Siemens. “Employers will acquire access to employable talent. Society, because of the employability of the population, will attract investment.”

In seven U.S. cities, including Pittsburgh, TechShops have opened, giving aspiring entrepreneurs easy access to do-it-yourself fabrication shops and technical training for a monthly fee. They’ve become popular “maker” spaces where anyone 16 or older can learn how to use tools such as laser cutters and 3-D printers and to ready their product ideas for the market, enabling some to launch companies making as much as \$1 million in sales, said Mark Hatch, TechShop co-founder and CEO.

Urban transportation is at a crossroads today as advanced technology, growing popularity of walking and biking, and new attitudes about mobility are demanding that cities rethink how people

“WHAT WE FOUND WAS THAT WHEN CITIES OPENED DATA, SOFTWARE DEVELOPERS, ARTISTS AND STORYTELLERS CAME IN. SUDDENLY IT WAS AN ENGAGEMENT POINT WITH THE CITY.”



move through their communities, said Gabe Klein, senior venture partner at Fontinalis Partners. “We have to redesign around people and less around individual [transportation] modes. If you don’t, the car becomes the de facto mode. We see so many cars out there and that’s what we do.”

PLACE

Leveraging and enhancing Pittsburgh’s unique qualities of place is another important piece of the framework for developing a sustainable city. And in cities recognized as leaders in sustainability, urban design and architecture play a key role.

Cities that are increasingly considering ways to make themselves places that invite people to walk and bike rather than rely on their cars require little convincing that it is to their advantage to do so, said Jeff Speck, author of “Walkable City.” The question now is how to encourage Americans to walk when driving is easy and inexpensive.

The answer, he said, is the walk has to be as good as the drive and accomplishing that involves deliberate planning and design to make the experience useful, safe, comfortable and interesting. “If you don’t do all of those things, you don’t create walkers by choice. If you don’t create walkers by choice, we don’t develop the city around walking.”

Another question is how to engage people in making their city a better, more sustainable place to live. In San Francisco, the city’s open data program redefined relationships between technology and art and has led to creative ways of raising awareness and engagement around city issues. The data, for example, was used to show how crime was committed in a certain neighborhood, on a certain street, at a certain time like clockwork. The realization sparked public debate over whether police resources might be better deployed.

“What we found was that when cities opened data, software developers, artists and storytellers came in,” said Peter Hirshberg, chairman of the Gray Area Foundation for the Arts. “Suddenly it was an engagement point with the city.”

PERFORMANCE

The Cambridge Innovation Center was founded in Boston’s Kendall Square next door to the Massachusetts Institute of Technology in 1999 as innovation space for the entrepreneurs it hoped to attract. Today, it boasts some 600 companies, including one of the largest clusters of startups in the world.

Timothy Rowe, the center’s founder and CEO, observed that when entrepreneurs and startup activity are concentrated “a certain alchemy occurs. They start to help each other in ways that are hard for them to help each other when they are separated. It starts to attract other activity and support and begins to build on itself.”

It was one of several examples of how cities are working to intensify the development of their innovation economies, attract outside investment and continue to define themselves as platforms for sustainable development.

Perhaps the most profound step taken by Chattanooga to transform itself from a polluted city in decline to a modern “Gig City” was building a fiber-optic network that connects every house and business to the Internet. The network failed to lure large tech companies as first hoped. But it became a catalyst for an innovation economy, inspiring tech competitions, partnerships, venture capital, local startups and high-growth businesses that continue to flourish.

“We weren’t talking about Apple and Facebook anymore,” Mayor Andy Berke said. “We were talking about companies that started in Chattanooga, were growing there and were trying to recruit from elsewhere.” *h*



Among the U.S. speakers during the international p4 summit were, from left to right, Mark Hatch, co-founder and CEO of TechShop, headquartered in San Jose, Calif.; Ray Gastil, city planning director for the city of Pittsburgh, and Story Bellows, co-director of the Mayor's Office of New Urban Mechanics in Philadelphia. Between conference sessions, Neighborhood Allies President Presley Gillespie, standing right in the group photo, watches a video demonstration by Adam Chizmar, center, and Garrett Kimball, left. The two are with Simcoach Games, which uses video games to create sustainable behavior change in a variety of settings, including business, government and health care.

PERFORMANCE

Timothy Rowe, founder and CEO of the Cambridge Innovation Center

WHEN ENTREPRENEURS AND STARTUP ACTIVITY ARE CONCENTRATED, "A CERTAIN ALCHEMY OCCURS. THEY START TO HELP EACH OTHER IN WAYS THAT ARE HARD FOR THEM TO HELP EACH OTHER WHEN THEY ARE SEPARATED. IT STARTS TO ATTRACT OTHER ACTIVITY AND SUPPORT AND BEGINS TO BUILD ON ITSELF."



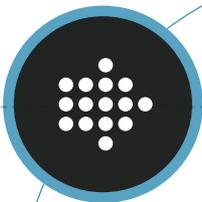
PITTSBURGH MAY BE DIFFERENT GEOGRAPHICALLY AND DEMOGRAPHICALLY FROM MANY CITIES IN EUROPE'S NORDIC COUNTRIES. BUT LOCAL CIVIC AND PHILANTHROPIC LEADERS HOPE THAT SOME NORDIC DEVELOPMENT APPROACHES TRANSLATE SUCCESSFULLY ON THIS SIDE OF THE ATLANTIC. BY JEFFERY FRASER. PHOTOS BY JOSHUA FRANZOS.

PITTSBURGH



During the p4 Pittsburgh summit, urban development experts from Europe's Nordic countries eagerly shared their lessons learned and goals achieved in making the quality of life in their cities more sustainable. Above, Heinz Endowments President Grant Oliphant, right, interviews Jesper Nygård, CEO of Realdania, about the ways in which that philanthropic organization supports architectural and planning projects in Denmark. Below, Christer Larsson, director of city planning for the city of Malmö, Sweden, describes urban development projects in his city.

NORDIC CONNECTION



It came as little surprise last year when the executive body of the European Union recognized Copenhagen, Denmark, as the “green capital” of Europe.

The city has moved swiftly to consume less energy and generate more from renewable sources like the wind farm in its harbor. It aspires to be carbon neutral within a decade. It has adopted sustainable urban design principles to reinvent its waterfront, streets and transit. And it has nurtured an innovation economy in which clean technologies, pharmaceuticals and information technologies have emerged as key sectors.

The ascent has been deliberate, nearly two decades in the making, during which sustainable policies and practices were conceived, tested and refined at scale, with the support and direction of public–private partnerships. Along the way, Copenhagen and several other cities in Europe’s Nordic countries have shown that sustainable cities can be created, and they provide insight into the paths they took to get there, the challenges they faced and how they overcame them.

“They teach us that, in a world of 7 billion and rising, metros of 1 million like Copenhagen or 2 million like Stockholm can punch well above their weight—that relatively small cities can become globally significant and attract capital and investment, grow more jobs and bring more people along for the ride,” says Bruce Katz, vice president and founding director of the Metropolitan Policy Program at the Brookings Institution.

The Nordic region’s commitment to redesigning cities with people, environment and quality of life in mind has produced and attracted some of the leading experts in urban sustainability. Several of them traveled to Pittsburgh in April to share their experiences during the p4 Pittsburgh summit, which was hosted by The Heinz Endowments, the City of Pittsburgh and Mayor William Peduto, and organized by the nonprofit Sustainable Pittsburgh.

Malmö, Sweden, like Pittsburgh, was a heavily industrialized city that spiraled into decline when shipbuilding and other industries contracted two decades ago. In years since, the city reinvented itself and embraced sustainable principles when plotting its course. An innovation economy has taken seed, attracting new industries such as biotechnology and information technology. Bold initiatives have been undertaken, such as redeveloping a harbor district brownfield into a sustainable urban setting with energy-efficient buildings, its own energy supply and few automobiles.

The Nordic delegation to p4 Pittsburgh included individuals who talked about their expertise in sustainable urban development within discussion groups rather than on the conference stage. With the exception of John Manoochehri and Joakim Jardenberg, who were event speakers, some participants from Sweden who did not make presentations are pictured below.

LINDA SCHUUR
STOCKHOLM
KJELLANDER +
SJÖBERG

STEFAN SJÖBERG
STOCKHOLM
KJELLANDER +
SJÖBERG

HEIDI HARMAN
STOCKHOLM
AND MOUNTAIN
VIEW, CA.
LOOKBACK AND
GEEKGIRL.COM

NICLAS IHRÉN
STOCKHOLM
FUTURE PERFECT

LORENTZ TOVATT
STOCKHOLM
GREEN YOUTH
SWEDEN

MATTIAS GOLDMAN
STOCKHOLM
FORES



JOHN
MANOOCHERI
STOCKHOLM
RESOURCE VISION
AND
FUTUREPERFECT

EVANGELINA
LINDBERGER
STOCKHOLM
UNGDOMAR

JOAKIM
JARDENBERG
HELSINGBORG
CITY OF
HELSINGBORG

OLA KJELLANDER
STOCKHOLM
KJELLANDER +
SJÖBERG

SANDER SCHUUR
STOCKHOLM
WHITE ARCHITECTS





HELSINGBORG, SWEDEN: STAYING CONNECTED

The 200 sites hosting free Wi-Fi in Helsingborg, Sweden, are just one example of the numerous ways this city has embraced the age of the Internet. Recognizing the importance of online savvy in the 21st century, the city developed programs to help transition older residents into the digital world. The city's recently established Head of Internet position in government is another affirmation of this critical component of modern life. Helsingborg accomplished these innovations through the collaborative atmosphere it has fostered within the city.



STOCKHOLM, SWEDEN: GETTING AROUND

As the largest metropolitan center in the Nordic countries, Stockholm, Sweden is widely known for its sustainability projects and commitment to an innovation economy. Its chamber of commerce spearheaded efforts to expand the subway system in the city, ensuring its large population efficient and reliable transportation. Through collaboration with local organizations and leaders, the chamber advocates for the inclusion of computer programming in public schools in order to provide students with the tools they need to build successful careers.



COPENHAGEN, DENMARK: RUSH HOUR

The EU-proclaimed "green capital" of Europe, Copenhagen, Denmark, hopes to become carbon neutral within the next decade. With a focus on public-private partnerships that have shepherded the growth of an innovation economy, the city has transformed its built environment. Left with a number of industrial sites after Denmark moved into a post-industrial economy, Copenhagen was tasked with the challenge of repurposing these areas for more sustainable urban use. The innovative design project that followed created public swimming areas and a diving platform along its canals that led to improvements in water quality, property values and public space in the surrounding area.



MALMÖ, SWEDEN: BROWNFIELD DEVELOPMENT

What might be termed Pittsburgh's European sister, Malmö, Sweden, is a former industrial city that faced distress after shipbuilding and other industries began to collapse. The city organized a sustainable plan for redevelopment, bringing in biotechnology and information technology as key players. Other projects include transforming a former brownfield into a sustainable urban district with energy-efficient buildings and its own energy supply. Malmö serves as an example to post-industrial cities that are considering how such spaces might best serve the community.



Among the p4 speakers providing business perspectives on sustainable urban revitalization was Kai-Uwe Bergmann, right, a partner at the international architectural firm Bjarke Ingels Group, or BIG, which is based in Copenhagen and New York. He described how future light rail development in Copenhagen will help push forward city improvements. Maria Rankka, far right, CEO of the Stockholm Chamber of Commerce, explained how she generated support among her city's corporate community for more innovative and sustainable approaches to local business practices in view of the global economy.

"This was visionary led and politically led," Malmö's Planning Director Christer Larsson told the p4 audience. "We have established a planning process. We collaborate, and we have experimented. Most of the time it went well. It didn't always, but we did it. That is very important."

Copenhagen employed innovative urban design and architecture to transform the forbidding industrial cluster along its canals into inviting public swimming areas that include an iconic diving platform. Soon, water quality improved, property values rose and a four-mile waterfront promenade lined with shops and culture came to life. The project, said Kai-Uwe Bergmann, partner in the architecture firm Bjarke Ingels Group, "demonstrates what social infrastructure is and how you don't have to spend a lot of money to create cataclysmic change."

Helsingborg, Sweden, offers free easily accessed Wi-Fi in some 200 places throughout the city and created programs to train older residents and others how to use it. The city sees the Internet as so critical to its future that it established a Head of Internet position in the government.

"I think we are at the tipping point where the public sector has to realize that the Internet is an enabler," says Joakim Jardenberg, who



holds the post. “It’s not the most important fight that we have. We have gender equality, economic balance, jobs. But every single one of them will be won or lost on the Internet. It is something that is absolutely necessary to enable a city to flourish.”

The decades-long progress toward sustainability in these Nordic cities has relied upon the support of diverse stakeholders and their collaboration in achieving a sustainable future.

“In cities in Denmark and Sweden, the willingness to collaborate and the ease by which visions can become mandated ideas is tremendous,” says John Manoochehri, founder and director of Resource Vision, a sustainable architecture and urban design studio in Stockholm, Sweden.

In Stockholm, the chamber of commerce has become a leading advocate for citywide projects related to sustainability, its CEO, Maria Rankka, told the p4 summit audience in April. “In the future, there will be no place for growth unless it is sustainable and inclusive.”

The organization, for example, has pushed for building a more efficient, expanded subway system to accommodate a population that has outgrown existing public transit capacity. It also is collaborating with others to add computer programming to public school curricula to fuel an innovation economy and better position students to benefit from the jobs and careers it offers.

In Denmark, support for advancing sustainability has shifted from a model that saw foundations working individually on projects to one that has taken a collaborative approach, according to Jesper Nygård, CEO, Realdania, a member-based organization that operates as a foundation, directing resources toward improving the built environment.

Most of the issues Realdania engages are complex, and their solutions defy attempts by local government and individual organizations to solve them on their own. Realdania emphasizes investing to help convene multiple players, and today it is involved in some 680 projects representing a total investment of \$5 billion, says Mr. Nygård. It is responsible for providing about half of the funds, with its partners providing the rest.

Nordic cities may have never had to deal with a racial gap in workforce participation as wide and deep as that found in southwestern Pennsylvania, where African American, Asian and Hispanic workers hold only 11 percent of the jobs. But looking at how sustainable policies and innovation economies in those cities are elevating workers and swelling the ranks of the middle class can offer lessons on inclusion, says Mr. Manoochehri.

“One of the profound reasons why you want to look at the Nordic cities as a model is that the principle of economic inclusion has been so well executed that it has become much less of a problem than people imagine,” he explains. “Whether that is racially specific or not doesn’t detract from the fact that lots of people of working age have been brought into a new metropolitan economy.” *h*



DISCUSSIONS ABOUT SUSTAINABLE ECONOMIC DEVELOPMENT IN PITTSBURGH DIDN'T END AFTER THE p4 CONFERENCE CONCLUDED. CURRENT DEVELOPMENT PROJECTS PROVIDE OPPORTUNITIES TO PUT THE TALK INTO ACTION. BY JEFFERY FRASER. PHOTOS BY JOSHUA FRANZOS.



PUTTING p4 INTO PRACTICE



The last great brownfield in Pittsburgh rests along the Monongahela River, roughly graded and ready to be transformed into a mixed-use community following the standards of sustainable development. The rest of the Hazelwood neighborhood, which has endured its share of hardship over the past few decades, is being prepared to share the benefits of the new development.

A few miles north, the city is poised for a green-centric reinvention of Uptown, another neighborhood that has experienced decline, with plans underway to make it Pittsburgh's first "EcoInnovation" district.

And Downtown, new bike lanes are recent evidence of a public-private partnership vision of sustainable urban design that accommodates people as much as it does cars.

All told, about 500 acres in Pittsburgh's urban core are primed for sustainable land development. Other areas included in the total are the 28-acre former Civic Arena site in the city's Hill District; 55 acres in Pittsburgh's vibrant Strip District, including the five-block Produce Terminal building; and several distressed neighborhoods.

Initiatives in these communities, all significant undertakings, are among the next steps on the city's road to sustainability following April's p4 Pittsburgh summit, a conference that attracted almost 350 invited guests. The event introduced Pittsburgh stakeholders to experts in sustainable cities and innovation economies from the United States and Europe, including a major delegation from the Nordic countries, to help inform the city's transition.

Other less visible challenges wait as well. Among them are keeping development in line with sustainable principles and practices in the coming years, maintaining the enthusiasm and momentum for those principles, and seizing the opportunities that an increasing number of cities are embracing. p4 Pittsburgh participants learned how Nordic cities, such as Copenhagen, Denmark, and Stockholm and Malmö, Sweden, have planned around sustainable principles for decades. Such principles also were shown as being at the heart of the revitalization in U.S. cities such as Chattanooga, Tenn., a former industrial center like Pittsburgh forced to reinvent its economy.

"If there was a time when Pittsburgh was operating in a bubble, those days are over," says Heinz Endowments President Grant Oliphant. "People in this community are becoming aware of that more and more. I don't think it'll be a challenge keeping them

An important aspect of the p4 summit was devoting time to analyzing development efforts in Pittsburgh and offering recommendations for making the projects more sustainable. Breakout groups of conference participants, like the one shown above left, discussed the details of development sites. The groups also took bus trips, left, to the locations to see firsthand their condition and potential.



enthusiastic about Pittsburgh being a leader of that transition. We just have to figure out the mechanisms by which to do it.”

Several steps can be taken by government in the near term to help pave the way to a sustainable future, says Pittsburgh Mayor William Peduto. “We need to restructure the Urban Redevelopment Authority to make sure we give everyone an equal opportunity when it comes to accessing public dollars. We have to work with our planning department to build community plans that meet these [sustainability] principles. We need to be more adaptive in the mayor’s office, not simply have a response team roll out the red carpet to some, but cut red tape for all. Those become the takeaways of what we need to do over the next year to build capacity around making p4 the driving [formula] of Pittsburgh’s growth.”

The planning department is working on a set of sustainable development principles tailored to Pittsburgh. It also is developing an adaptable, three-dimensional computer model of the city, which Planning Director Ray Gastil demonstrated at the p4 summit. “This approach allows us the opportunity to connect information and data to the way we design and understand the city and convert it to three-dimensional form,” he explains.

Urban comprehensive plans are key tools for shaping development to the strategies and standards cities prescribe. For Mr. Peduto and other advocates of engineering a more sustainable city, the timing couldn’t be better. Pittsburgh is in the process of drafting its first such plan.

“It’s extraordinary that this is Pittsburgh’s first comprehensive plan to guide future growth and development in the city,” says Court Gould, executive director of the nonprofit Sustainable Pittsburgh. “Now is the moment to make concrete these values and institutionalize the p4 framework beyond the tenure of this administration.”

Three major development projects that have already started down that path were the subjects of site tours for the local stakeholders and featured experts who attended the p4 conference. In return, they offered observations and recommendations for each.

In Hazelwood, the Endowments and three other local foundations bought the 178-acre site of a former coke works for the purpose of developing a mixed-use community designed to sustainable standards that is seamlessly linked to the neighborhood. Tax-increment financing is in place, and utilities, roads and other infrastructure are planned for this year. The Endowments also is working with residents and community organizations to revitalize the existing neighborhood. Recent grants, for example, have led to the opening of a charter school and the green renovation of a former church as a new community center housing a library and a family services facility.

Stakeholders and experts who toured the site agreed that the new development and existing neighborhood should be designed to be one place. Their suggestions included developing the former mill site as a net-zero energy section of the city and considering multi-modal transit to link Hazelwood to the economic centers of Oakland and Downtown.

Among the observations of those who toured the Uptown neighborhood where an urban EcoInnovation district is envisioned was the need to better connect it to Oakland, where two major research universities reside. And they

THREE MAJOR DEVELOPMENT PROJECTS IN PITTSBURGH ARE PRIME CANDIDATES FOR IMPLEMENTING SUSTAINABLE DEVELOPMENT IDEAS FROM THE P4 SUMMIT. SEPARATE GROUPS VISITED THE SITES DURING THE CONFERENCE TO GAIN A BETTER UNDERSTANDING OF THE CHALLENGES AND POTENTIAL FOR INNOVATIVE URBAN DESIGN IN THE CITY.

Rob Pfaffman, far right, founder of the architecture and urban design firm Pfaffman & Associates, took advantage of an opportunity to talk about sustainable development with leaders in the field from Europe's Nordic countries. This discussion included, facing forward from left to right, Linda Schuur, Stefan Sjöberg, and Ola Kjellander, all from Kjellander & Sjöberg, an architecture and urban development firm in Stockholm, Sweden.



ENVISION DOWNTOWN AND SMITHFIELD STREET CORRIDOR

Downtown Pittsburgh has already undergone a series of metamorphoses that include the transition from smoky industrial center to the region's scenic hub for business, government and the arts. Mayor William Peduto formed the independent, public-private partnership Envision Downtown to develop a strategy for further transforming the heart of the city into a sustainable urban core. Capturing this vision is a 3-D model of Pittsburgh being used for more effective planning, which would include improvements to streets like Smithfield, one of the primary Downtown corridors.

UPTOWN/WEST OAKLAND AND ECOINNOVATION DISTRICT

Once a busy commercial district, Pittsburgh's Uptown neighborhood experienced decline for much of the past 50 years. It is slowly reviving as some of its many row houses are renovated and other buildings receive creatively fresh additions like the colorful mural on the building that is home to Miryam's transitional housing for women. City planners hope to make Uptown Pittsburgh's first EcoInnovation District, a "green-centric" community with upgraded infrastructure and improved connections to the adjacent communities of West Oakland and the Lower Hill.

suggested considering bike lanes, bus rapid transit and improved walkability as the means to do so. Planning for bus rapid transit along the corridor is already underway. An EcoInnovation consultant team is soon expected to begin work.

"Envision Downtown," a public-private initiative announced in March, calls for investing as much as \$35 million to overhaul transportation, streets, sidewalks and other infrastructure. The redesign is intended to keep bicyclists and pedestrians in mind as well as motorists, ease traffic congestion and invite greater public interaction. The effort builds on the revitalization in recent years to make Downtown safer, more aesthetically pleasing and more livable. Planning has started, and pilot projects focused on public transit and public spaces are being introduced this year.

"I've worked down here for 20 years," Mr. Peduto says. "There were times when I thought the best that we could do was manage decline better than anyone else in the world. Now, it's about how we are going to manage growth, because it's coming." *h*



HAZELWOOD AND ALMONO

When four Pittsburgh foundations, including The Heinz Endowments, purchased the site of a former steel mill in Hazelwood in 2002, they set in motion efforts to transform both the property, renamed Almono, and the surrounding neighborhood that had been devastated by the decline of the steel industry. A community-based process is underway to create a vibrant, mixed-use development that is seamlessly linked to an energetic and revitalized Hazelwood. Mill 19, a massive building from the bygone industrial era, remains on the Almono site and will be part of the new development as it takes shape.





TRYING TO CLOSE THE WAGE GAP BETWEEN MEN AND WOMEN HAS BEEN A LONG STRUGGLE IN MANY SECTORS, INCLUDING AMONG NONPROFITS THAT WORK FOR THE GREATER GOOD. THE BAYER CENTER FOR NONPROFIT MANAGEMENT IS RAISING AWARENESS ABOUT THE ISSUE IN THE PITTSBURGH REGION AND OFFERING GUIDELINES FOR CHANGE. BY CHRISTINE H. O'TOOLE

THE GAP

When Patricia Arquette used her Feb. 22 Oscar acceptance speech to demand fair pay for women, it wasn't just Hollywood stars who gave her a rousing ovation.

Television viewers saw actresses Meryl Streep and Jennifer Lopez cheering as Ms. Arquette declared, "It's our time to have wage equality once and for all, and equal rights for women in the United States of America." Some 2,400 miles away, women in Pittsburgh's nonprofit sector applauded, too.

Recent analyses of the region's nonprofits have revealed a significant pay gap between men and women executives. The studies

include a report that Bob Orser and Rita Haronian of the Nonprofit Compensation Associates prepared for the Bayer Center for Nonprofit Management at Robert Morris University. It shows that although 64 percent of executive directors at nonprofit agencies in the Pittsburgh region are women, their average pay was just 75 percent of the average salary for men—\$101,475 compared to men's \$135,170. Overall, women's nonprofit pay has stalled at 74 cents for every dollar earned by men, even as women comprise 74 percent of all employees in the sector.

The statistics echo the universal gender gap between men's and women's salaries. Still, women in corporate positions out-earn their sisters in the nonprofit sector, making 81 cents to each male dollar. The gap is not only wider in nonprofits, it affects many more employees. Such imbalance within organizations founded to do good, rather than to earn profit, is ironic.

"Although we are the social justice sector, we have greater inequity than in business and, I believe, in government," says Peggy Outon, executive director of the Bayer Center and head of its 74 Percent Project, which conducts research on female nonprofit leaders. "We are the most unjust. I respect the kindness and generosity and idealism of nonprofit employees, so this is dismaying."

Yet, Heather Arnet, CEO of Pittsburgh's Women and Girls Foundation, emphasizes that the basic issue is the same across both the business and the nonprofit sectors. "People know there's a wage gap," she says. "What they don't know is how to fix it."

The findings have prompted a wave of attention, including from The Heinz Endowments, which has a long history of supporting groups that address issues affecting women and girls. These include the Women and Girls Foundation, YWCA Greater Pittsburgh and a variety of other nonprofit organizations.

"Gender equality has long been a priority for the Endowments and our chair, Teresa Heinz," says Foundation President Grant Oliphant. "The fact that pay inequity continues to be a major challenge in the 21st century is unconscionable. It also is profoundly troubling that our region's nonprofit sector has such a poor record in this area."

Ms. Outon welcomes the concern. "In our sector, the fact that three-quarters of our workforce are women makes this issue critically important to the future," she says.

The Bayer Center also is committed to stimulating the conversation with public events as well as data. It sponsored a debate on the issue on April 14, aptly dubbed Pay Equity Day. In addition, the center commissioned a new theatrical work by Pittsburgh playwright Tami Dixon, producing artistic director of Bricolage theater company, based on Outon's interviews with women in the sector about their career paths. The Bayer Center plans to expand performances at future public events.

"Employing the arts in broadening understanding of this cause is very important," says Janet Sarbaugh, senior director of the Endowments' Arts & Culture Program. "Statistics about pay equity, like a lot of data, can be dry and disassociated from real human beings. Peggy and Tami have done something very important in employing the arts to do what we all know they do so well—convey powerful emotion and personal stories. Their work brings the issue to life in a way that no report can ever do."

Since 2002, Ms. Outon has analyzed IRS filings and wage and benefit data from local organizations, excluding health care and education giants. She also interviewed nonprofit leaders in depth. She makes the case that nonprofits—and in particular, their boards of directors—must change their human resource policies to attract

and retain talent while ensuring that boomer employees reaching the end of their careers can afford to retire.

The board of YWCA Greater Pittsburgh took the issue to heart when it recently hired a consultant to benchmark its CEO's pay and found that Maggie Jensen's salary "was not in the median, and took steps to rectify that," says Ms. Jensen. "I was surprised. The action came from the board."

But she adds that addressing pay equity for all women at nonprofits is more nuanced. "It's a vexing issue that is not easily resolved. We can make inroads, but there are structural things and cultural expectations in place."

Meanwhile, younger workers are speaking out. Ms. Outon says that millennials' advocacy on social justice issues like cultural diversity and gay marriage extends naturally to pay equity. "Young people look at inequality differently," she observes.

Activism for women's pay equity corresponds with growth in the nonprofit sector. In the 1950s, Ms. Outon points out, the IRS counted only 50,000 nonprofits in the United States. Today, there are 1.6 million registered, with perhaps 2.3 million in operation.

"When government got out of the [human services] business in the 1980s, the stakes went up," she says. "Now, we have all this nonprofit infrastructure built by boomers."

74 CENTS
74 PERCENT

THE GENDER WAGE GAP AMONG NONPROFITS IS PARTICULARLY STRIKING WHEN NOTING THAT WOMEN'S PAY IS ONLY 74 CENTS FOR EVERY DOLLAR EARNED BY MEN WHILE WOMEN COMPRISE 74 PERCENT OF THE EMPLOYEES IN THE SECTOR.

**SALARIES FOR
CHIEF
EXECUTIVE
OFFICERS**
ANNUAL BUDGETS > \$7 MILLION

MALE EXECUTIVES WITH MALE BOARD CHAIRS

\$224,607

FEMALE EXECUTIVES WITH MALE BOARD CHAIRS

\$146,183

FEMALE EXECUTIVES WITH FEMALE BOARD CHAIRS

\$127,667

As older women executives retire, she notes, finding younger replacements will become a challenge because the next generation is half the size of the current cohort. Ms. Outen predicts that demand will outstrip supply, and salaries will have to rise, especially since younger women burdened with significant student loan debt will not be able to consider lesser-paid positions.

“So what happens next is a critical question,” she says. “It’s a hugely important topic for the future of our communities. Education, health care, the arts, human services and the environment are all causes largely supported by nonprofits with underpaid situations.”

The 74 Percent research revealed another anomaly. Salaries for chief executive officers correlate closely with the gender of board chairs in larger nonprofits. Male executives with male chairs made a median 2010 salary of \$224,607. Female executives with male chairs earned \$146,183. Female executives with female chairs ranked the lowest of all categories, earning \$127,667.

Ms. Outen acknowledges that men are more likely to helm larger programmatic organizations, where pay is more generous, and she believes that bigger nonprofits should actively court women for top positions. But she also urges board members of all nonprofits, regardless of their size, to make pay equity for every position a priority.

“Our emphasis is on getting boards to see themselves as employers, as well as protectors of the mission,” she notes. “We certainly realize there’s no magic pot of money in the sky. We want boards to take seriously issues of fair pay and just practice, and plan for how they intend to address bringing people to market rate over time. If we have that level playing field, it is inevitable that more women will be tapped for CEO positions.”

ties and leadership roles, and for older women, who demand secure retirements. In all cases, regular formal performance evaluations are key. Some 83 percent of local nonprofits in the Bayer study report annual evaluation policies.

The smaller the organization, the more important those issues are, argues Women and Girls Foundation’s Arnet. “If there are only four of you and you lose one person, that’s 25 percent of your workforce. The stakes are high,” she acknowledges. “When the workload and stress are heavy, we must think about compensation and benefits.”

Data by Linda Babcock, an economics professor at Carnegie Mellon University, and others show that women are less likely than men to negotiate contract terms when offered a new job. Ms. Arnet says her organization encourages candidates to do so.

“We make job offers on a Friday and say, take the weekend and think about it,” she explains. “We give them time to do research and actually hope they come back with a counter offer. If we say there’s no room for negotiation, we are affirming that women can’t negotiate. We don’t want them to think negotiating is negative behavior because that’s what men do. Why would you want an employee who isn’t able to agitate for justice?”

Ms. Arnet adds that money is just part of the issue. Professional development, flextime and family-friendly policies are as important for nonprofits to consider as paychecks.

“We offer paid maternity leave and personal time-off-days, not separate categories of sick days and holidays,” she says. “We have a snow day policy—in Pittsburgh, that’s incredibly important. For an hourly wage employee, a snow delay could make you lose your job! No parent should have to make the choice, ‘Do I leave my 6-year-old home alone or go to work?’” *h*

Funders can nudge nonprofits to make pay equity a priority. By asking potential grantees to demonstrate good human resources practices, foundations can wield an incentive to speed the process, Ms. Outen says.

Board policy is one of three issues that can create thriving careers for women at nonprofits. Other aspects focus on human resource practices for young professional women, who expect increased responsibilities



From birth to age 5, preschoolers are hard at work, decoding the world around them, learning to control their bodies, and expressing themselves through language and action. It's no wonder they need a nap sometimes.

In an increasingly indoor world, early childhood learning is often construed as academic preparation, frequently delivered by digital technologies. But both local and national research has demonstrated that while they're working at play, young learners are using their senses as tools. Play strengthens neural development and even helps children withstand chronic stress.

"Play is more than physical movement," says Cara Ciminillo, operations manager of the Pittsburgh Association for the Education of Young Children, or PAEYC. "Play is how they learn social and emotional skills. It builds resilience to poverty conditions and family challenges, like adults who come and go or like moving from space to space."

PLAY LEARNING

"PLAY IS OFTEN TALKED ABOUT AS IF IT WERE A RELIEF FROM SERIOUS LEARNING. BUT FOR CHILDREN PLAY IS SERIOUS LEARNING. PLAY IS REALLY THE WORK OF CHILDHOOD." –FRED ROGERS



At Shady Lane preschool in Pittsburgh's East End, children develop an appreciation for living, learning and playing in relationship with others. The school's Partners classroom for those ages 3 to 5 offers "Discover Time" that invites children to explore art, construction, science, drama and sensory experiences. Using toys as their tools, children work together to measure their height with blocks, below left, and to investigate light and structure with colorful magnetic shapes, left.

Such findings about children's light-hearted movement has led several recent initiatives to celebrate play—and to allow parents and caregivers to learn why balls, blocks and books are as important as touch screens. From the Day-Glo Lozziwurm sprawling outside the Carnegie Museum of Art to community-designed playgrounds to a variety of innovative library programs, Pittsburgh adults are making more room for child's play. The efforts have coalesced into the Playful Pittsburgh Collaborative, a two-year-old partnership among institutions with places or ideas for play. Participants include museums, government agencies and the Pittsburgh Parks Conservancy, with support from foundations like the Grable and Eden Hall foundations and The Heinz Endowments.

"Play allows children to use their creativity while developing their imaginations, dexterity and physical, cognitive and emotional strength," says Marge Petruska, the Endowments' senior program director for Children, Youth & Families. "Unfortunately, far too many children in Pittsburgh's underserved communities lack great play spaces that are safe and within walking distance."

The Endowments awarded an \$800,000, multi-year grant to the national nonprofit playground-builder KaBOOM! to help address this need by collaborating with local residents in constructing at least 10 new play spaces in targeted neighborhoods. Ms. Petruska adds that the effort promotes children's health and physical fitness, helping reduce childhood obesity. "We are excited to watch the neighborhood volunteers come together to construct all components of the playground and complete overall beautification of the play spaces in six hours," she says.

Yet, college admissions competitions and programs aimed at closing STEM gaps—science, technology and math—have indicated that Americans' education anxieties extend into preschool, where some suggest that children without continuous formal instruction are simply wasting time. Families now view kindergarten as a first academic hurdle, rather than a gentle introduction to school, says Michelle Figlar, who recently stepped down as PAEYC's executive director to serve as deputy secretary of the state Office of Child Development and Early Learning in Pennsylvania.

"Kindergarten is extremely different from 20 years ago. Many children are reading by the end of the year," she points out. "Back then, the goal was to help children socialize. Now, their first

separation from parents comes much earlier. Children must learn those school readiness skills earlier: to take turns, to use language to solve problems, to persevere."

Those skills start with play. Repetition of games and songs builds an infant's neural pathways. Given a ball, a baby will learn motor skills to roll it, drop it in a box and take it out again. Blocks help toddlers build cognitive skills like creativity, logic and counting. By reading aloud from picture books, parents stimulate a child's language skills—a key factor later in life. Barbara Gebhard, assistant director of policy at ZERO TO THREE, a national nonprofit, notes that the more words a child has heard by age 3, the more likely he or she is to master reading in third grade—and to complete high school on time.

PAEYC staffs early learning hubs in two Pittsburgh neighborhoods, Homewood and Hazelwood. The centers provide supports for families, help with parenting skills, and answer questions about children's development. Each Tuesday, the Homewood center offers play learning professional development for home-based child care providers; every other Saturday, families are invited for drop-in "Come Play" dates.

Becky Mercatoris, PAEYC's early learning network director, says the sessions are unstructured. "People are getting used to enjoying the materials with their children. Come Play is about having the child direct the activities and having the parents feel comfortable extending that learning. I see a change in how parents are talking with children—asking, 'What if we moved the dinosaurs into the block area?' They're guiding play."

In a region where young children are a distinct minority—children under the age of 5 represent only 5 percent of the Allegheny County's 1.2 million residents—engaging adults is a key strategy for the Playful Pittsburgh Collaborative. In addition to its advocacy work, the collaborative focuses on creating events and spaces where all ages are welcome. In April, Playful Pittsburgh celebrated its third annual Ultimate Play Day, an event at a Hazelwood park that was open to the entire community.

"Parents are the gatekeepers of play," says Ms. Ciminillo. "If parents think a place isn't safe, or that there's nothing there for adults, they won't go there. They must feel comfortable."

She adds that the broad definition of play makes it "a great concept to have everyone wrap their arms around... We want to engage them all to step out the door and be part of something fun." *h*

here & there



The maps are based on air quality data that Carnegie Mellon University researchers collected at 70 sites in the county during different times of day and in multiple seasons. The information was gathered between 2011 and 2014 by a mobile air quality laboratory. The annual average was calculated because it is relevant to health effects associated with chronic, long-term exposure to air pollution.

“WHAT ARE YOU BREATHING AND WHERE ARE YOU BREATHING IT?”

Those are questions The Heinz Endowments’ Breathe Project has been challenging the Pittsburgh region to consider since the air quality initiative was launched in 2011. Over the past four years, the program has provided residents with the tools to discover answers. The latest addition is a series of searchable pollution maps that present estimates of the annual average concentrations of different pollutants across Allegheny County. Visitors to the Breathe Project website, www.breatheproject.org, can search for a community and find out concentrations of black carbon or nitrogen dioxide in that location.

TEACHERS LEADING CHANGE SHOWCASE

Jodie Harriman, a Clairton City School District teacher, demonstrates how learning creative ways to use words can be fun as she leads a parent and her children through the figurative language quiz game “Clairton Writes.” It was one of the projects on display during the Teachers Leading Change Showcase, held at Pittsburgh’s Energy Innovation Center in May. The event culminated the second year of The Heinz Endowments–funded Teacher Empowerment mini-grants program for schools in the Pittsburgh region. The showcase featured a keynote address from award-winning writer, filmmaker, professor and hip-hop artist M.K. Asante. Those attending visited exhibits from each participating school and learned about successful projects through interactive and engaging presentations by teachers and students.

The Endowments has invested nearly \$900,000 in the Teacher Empowerment grants program, which is designed to improve outcomes for African American students and students from low-income families through teacher-led projects and professional development in cultural competence and social justice. Coordinated by the Allegheny Intermediate Unit, funding is provided for two years to each recipient school as part of the Teachers Leading Change initiative. During the first year, the schools in the program were McKeesport High School, Sto-Rox Middle School and Woodland Hills Academy.

For the 2014–15 school year, five others became grant recipients: Clairton Middle/High School, East Allegheny High School, Gateway Middle School, Penn Hills Linton Middle School and Wilkinsburg High School.

School projects focus on increasing the number of target students in honors and Advanced Placement courses, after-school activities, STEAM projects (science, technology, engineering, arts and math), creative writing, robotics, reading and math intervention, parent engagement, and “flipped classrooms,” in which most instruction occurs outside of class while activities to apply the concepts take place during classroom periods.



Sarah McCluan



11
PERCENT

THE ECONOMIC GAP

Two separate reports released earlier this year revealed the ongoing socioeconomic disparities experienced by minorities, particularly African Americans, in the Pittsburgh region. “Pittsburgh’s Racial Demographics 2015: Differences and Disparities,” a Heinz Endowments–funded study produced by the University of Pittsburgh’s Center on Race and Social Problems, was a follow-up to similar research published in 2007. Then and now, according to the study, many African American residents have lacked access to sufficient employment, quality education, good neighborhoods, and the chance to “enjoy a life free of foul treatment from the legal justice system.” Similarly, the Pittsburgh Regional Workforce Diversity Indicators Initiative, an Endowments-supported project led by the nonprofits Vibrant Pittsburgh and PittsburghTODAY, announced findings showing that minorities held only 11 percent of all jobs in the Pittsburgh metro area—the smallest percentage of the 15 U.S. regions included in the study. In addition, minorities were concentrated in employment sectors that paid the lowest wages and had the fewest opportunities for advancement.

**YOU’VE
GOT A
FRIEND**

The Heinz Endowments was honored by the Children’s Museum of Pittsburgh with this year’s Great Friend of Children Award. The Endowments was recognized for its long-standing commitment to improving the lives of children and families in western Pennsylvania. Past recipients of the award have included Fred Rogers, Jim Henson, Eric Carle, Highmark and the PNC Foundation.

BOARD AND STAFF RECOGNITIONS

Dr. Shirley Malcom, a Heinz Endowments board member, was one of five people from across the country selected by U.S. News & World Report for the 2015 STEM Leadership Hall of Fame. Dr. Malcom is head of education and human resources programs for the American Association for the Advancement of Science. She and the other honorees were recognized as inspirational leaders who have achieved measurable results in the science, technology, engineering and math fields; challenged established processes and conventional wisdom; and motivated aspiring STEM professionals.

Senior Children, Youth & Families Program Officer **Carmen Anderson** was one of seven women from the Pittsburgh region to receive a Tribute to Women Leadership Award from YWCA Greater Pittsburgh. Ms. Anderson was given the honor for her work in civic and community service.

NEW ADDITIONS AND POSITIONS

The Heinz Endowments welcomed several new or returning staff members in the first half of this year. Joining the foundation were **Matthew Barron**, **Leigh Halverson** and **Megha Satyanarayana**. **Andrew McElwaine** returned to the Endowments after serving most recently as president and CEO of the American Farmland Trust, a national farmland conservation organization based in Washington, D.C.

Mr. McElwaine is the Endowments’ senior program director for Sustainability and the Environment. For six years, he was the foundation’s first Environment Program director, leaving in 1999 to become president and CEO of Pennsylvania Environmental Council. He later held similar positions with the Conservancy of Southwest Florida as well as the American Farmland Trust. From 1991 to 1993, he was a staff member for President George H.W. Bush’s Commission on Environmental Quality.

Mr. Barron is the Endowments’ new sustainability program officer, with responsibilities for advancing the foundation’s growing sustainability and civic design agenda and delivering strategic planning support across the foundation. He had been policy manager for Pittsburgh Mayor Bill Peduto before coming to the Endowments. Ms. Halverson is the strategic projects advisor to President Grant Oliphant and most recently had served as deputy chief of staff for economic development in Mayor Peduto’s office. A former newspaper journalist in Detroit and Pittsburgh, Ms. Satyanarayana is now an Endowments communications officer responsible for overseeing and coordinating the foundation’s social media platforms.

Changing roles at the Endowments are **Philip Johnson**, who has been promoted from Environment Program interim director to director of science and environment, and **Wayne Jones**, formerly a senior Children, Youth & Families program officer who is now the foundation’s senior impact officer. Mr. Jones is responsible for leading the foundation’s use of data in achieving goals, measuring impact and identifying opportunities for furthering effectiveness and innovation.

THE HEINZ ENDOWMENTS

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