

**THE WELCOMING PITTSBURGH PLAN**  
A ROADMAP FOR CHANGE



# The Welcoming Pittsburgh Plan CONTENTS



photo by Welcoming Pittsburgh team

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MESSAGE FROM THE MAYOR



Dear Fellow Pittsburghers,

Pittsburgh's history is marked by the contributions of immigrants – from Thomas Mellon, to Andrew Carnegie, to the thousands who worked in the mills and mines, fueling the engine of Pittsburgh's booming manufacturing and steel industries. By 1960, Pittsburgh had grown into a thriving hub of industry and commerce, with a population of nearly 700,000.

Today, our city is emerging from the industry collapse and population decline of the late 20<sup>th</sup> century as a vibrant attraction and model for cities nationwide. To be competitive, we need to fill the gaps in our labor force and cultivate the next generation of innovators and entrepreneurs that will create jobs for new and native Pittsburghers alike. We're going to need a diverse population to do it. When we connect people of all cultures, we set the foundation for a cosmopolitan, prosperous city where residents learn from, welcome, and celebrate their neighbors. The Welcoming Pittsburgh Plan is at the heart of that – it's our roadmap to foster the potential already in our neighborhoods and to allow Pittsburghers of all backgrounds to come together to build the next chapter in Pittsburgh's history.

To create the Welcoming Pittsburgh Plan, we convened an advisory body of 40 leaders from diverse sectors and engaged more than 3,000 community members. From this community-driven process emerged recognition of immigrants as valuable contributors to the economic and cultural landscape of our city, stories of Pittsburghers' immigrant heritage, and shared challenges that many New Americans face navigating, integrating, and thriving in our city. The Welcoming Pittsburgh Plan enumerates 37 actionable strategies to address what we heard from the community and to build a city where all people have the opportunity to realize meaningful success.

In Pittsburgh, immigrants are part of our DNA. It's in the historic roots of Bloomfield, Polish Hill, South Side, and the Hill District. It's in our growing Latino and Bhutanese communities in the Hilltop. It's in the global markets and restaurants that energize Squirrel Hill and the Strip District. It's in the family histories of our colleagues, sports champions, and neighbors. It's who we are.

To learn more about Welcoming Pittsburgh and share your thoughts on the plan, visit [www.welcomingpittsburgh.com](http://www.welcomingpittsburgh.com).

William Peduto

Mayor, City of Pittsburgh



# A More Welcoming Pittsburgh

## INTRODUCTION

Immigration and migration drove the early 20th-century economic and population growth that built Pittsburgh into a city of 700,000 and one of America’s great industrial centers. Like many of America’s post-industrial cities, Pittsburgh has seen substantial population loss in recent generations, but unlike most others, our city has also seen an accompanying decline: from a thriving destination for immigrants at the height of our population growth to currently having the lowest percentage of new immigration of any of America’s top 40 metropolitan areas.<sup>1</sup>

Although a resurgent Pittsburgh has been celebrated as “The Most Livable City” numerous times in recent decades, 25% of the city’s current population has yet to demonstrably share that celebrated livability.<sup>2</sup> These critical challenges – stagnant population growth, diminished diversity, and persistent hurdles to opportunity – demand a comprehensive approach to change if Pittsburgh is to continue to thrive in the 21st century.

### OPPORTUNITY TO ACT NOW

In response to these challenges, Mayor William Peduto has committed to growing Pittsburgh’s population by 20,000 new residents over the next 10 years – a commitment that involves creating a more welcoming city, one that embraces all immigrants while also ensuring Pittsburgh is a most livable city for its current residents. This will be achieved through a deliberate approach that celebrates diversity, increases access to opportunity, and addresses the challenges of race and class that are persistent barriers to a more equitable quality of life.

Additionally, the commitment comes at a time when the City of Pittsburgh has undertaken a broad upgrade and modernization of City processes, procedures, and systems, many of which are decades old, outmoded, and hard to navigate even for those who were born here and speak the language. A more accessible, responsive, and accountable city government for all residents provides an ideal opportunity to become more accessible for new Americans, too.

### A ROADMAP FOR CHANGE

In May 2014, Mayor Peduto launched the Welcoming Pittsburgh initiative, convening a diverse and distinguished 40-person Advisory Council from a pool of more than 100 applicants, to collaborate in developing priorities and recommendations. The process included seven Advisory Council planning sessions, as well as a broad public-outreach initiative that engaged more than 3,000 people to ensure a community-driven planning process. Community input and direction from the Advisory Council provided the basis for the Welcoming Pittsburgh Plan, which will be used to improve the lives of all immigrants; create more informed, diverse, and welcoming experiences throughout our city; and ensure Pittsburgh is most livable for all.

The 40-person Advisory Council participated in 7 planning sessions.



photos by Larry Rippel unless noted



# Community Participation

## A RANGE OF PERSPECTIVES

The Welcoming Pittsburgh planning initiative included a community-driven process with a range of informed perspectives and opportunities for input:

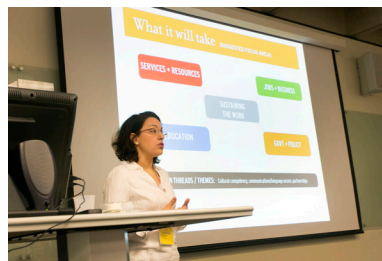
- The Advisory Council application process and more than 50 one-on-one interviews with the final members of the Advisory Council and national thought leaders within the sector provided detailed content regarding goals, challenges, and opportunities.
- Multiple channels of direct community input included use of a public MindMixer website, five public meetings that attracted over 300 attendees, coverage at 20 community events, network outreach support by 130 partner organizations, two immigrant community listening sessions, and public surveys. The surveys included gathering input via two specific tracks: from non-randomized samples of foreign-born community members in multiple languages and from Pittsburgh area residents born in the U.S.
- The immigrant survey solicited input on experiences and insights on how Pittsburgh can be a more welcoming community, while the survey of residents born in the U.S. gathered input on welcoming practices, perceptions of new residents and immigrants, and thoughts on what would make their own community more livable.
- Participation included 435 immigrant responses in five languages and 1,490 responses from U.S.-born residents.
- Primary survey data complemented additional secondary data sources provided by university, government, and nonprofit partners, allowing a more comprehensive profile of Pittsburgh's immigrant community, resident perceptions, and the issues, challenges, and opportunities for a more welcoming city.

*"Our history is built upon the backs of those that worked in the mills, upon the sweat of those that worked in the mines, and our future is based on the innovation of what the next generation of immigrants will bring."*

— Mayor William Peduto



More than 300 people participated in five public meetings held throughout the city.



# Community Participation WHAT WE LEARNED

Foreign-born residents of Pittsburgh make up 7.4% of its total population, compared to a level of 12.9% for the U.S.<sup>3</sup> The city's percentage of net annual international migration – approximately 0.05% – is the lowest of any of the country's 40 largest metropolitan areas.<sup>4</sup> Asians (2.1%) and Latinos (1.3%) are the largest sources of our foreign-born population, growing over the last decade at rates of 56% and 72%, respectively.<sup>5</sup> Our immigrant population is the most highly skilled in the nation, with four skilled immigrants for every one immigrant with lower-level skills.<sup>6</sup>

The largest portion of respondents to the Welcoming Pittsburgh immigrant survey<sup>7</sup> has been in Pittsburgh less than four years (36%), with a substantial percentage living here between 5 to 20 years (32%). Respondents were from 73 countries, with the highest levels of participation from Brazil (10%), India (8%), and China (6%). About three quarters of foreign-born survey respondents usually or always feel generally welcome, accepted, and safe. But less than half felt that Pittsburghers are willing to go out of their way to assist others, and to make connections for immigrants. The largest hurdles encountered by respondents included transportation (41% had difficulty using public transportation), employment, and connecting and making friends. Accordingly, most saw the greatest need for improved services in public transportation, community centers, jobs, and language access. Immigrant respondents viewed Pittsburgh most favorably in terms of jobs, friendly people, cultural amenities, and affordability.

**Survey participation included 435 immigrant responses in five languages and 1,490 responses from U.S. born residents.**



Survey respondents who were born in the U.S. believe Pittsburgh needs both new immigrants (88% of respondents) and new residents (69% of respondents) to be a more vibrant, competitive city in the next 10 years, but showed their greatest level of concern about attracting these new residents to be the attitude of current residents.

However, responses from the two surveys indicated significant commonalities between foreign-born residents and residents born in the U.S. When asked to provide one word to describe Pittsburgh, three of the top four responses from the two surveys matched – friendly, home, and beautiful. When residents born in the U.S. were asked what would make their own neighborhood most livable for everyone, four of their top five responses (safety, affordable housing, transportation, and more acceptance of diversity) matched top priorities identified by respondents to the immigrant survey, and the fifth – business district improvement – was also cited by respondents as one of the top three ways that immigrants could help improve neighborhoods.

Both foreign-born residents and those born in the U.S. expressed a strong commitment to civic participation, captured in community listening sessions with the Sudanese community and the Bhutanese community, and reflected in the strong levels of commitment to volunteering. Fully 77% of foreign-born respondents indicated they would volunteer two hours a month to support their community, and 45% of respondents born in the U.S. indicated they would volunteer two hours a month to help in welcoming immigrants to Pittsburgh.

The clear commonalities between these two distinct communities offer a unique opportunity for Pittsburgh to coordinate efforts and succeed in creating both a more welcoming city for new immigrants and more livable communities for those who have been left behind as our city has prospered. These efforts will require an honest approach to race, class, and the range of difficult issues that impede progress both in our immigrant communities and in our most marginalized, predominantly African American neighborhoods. Progress will require dedicated leadership – from the Mayor, other elected officials, partner organizations, community leaders, and from Pittsburgh residents themselves. Success will demand action and measurable progress in moving forward with this plan to become a more welcoming city by doing right by those who live here now.

*“The City of Pittsburgh talks about immigrants in a particularly beautiful and fantastic way. And that is because in Pittsburgh we really recognize, have always recognized, the contributions of all kinds of immigrants. And we recognize that part of the greatness of this city came from the sweat of its working people, of those who worked in the mills and in the coal mines, and who built not just this city, but really built this country.”*

— León Rodríguez, Director, U.S. Citizenship and Immigration Services

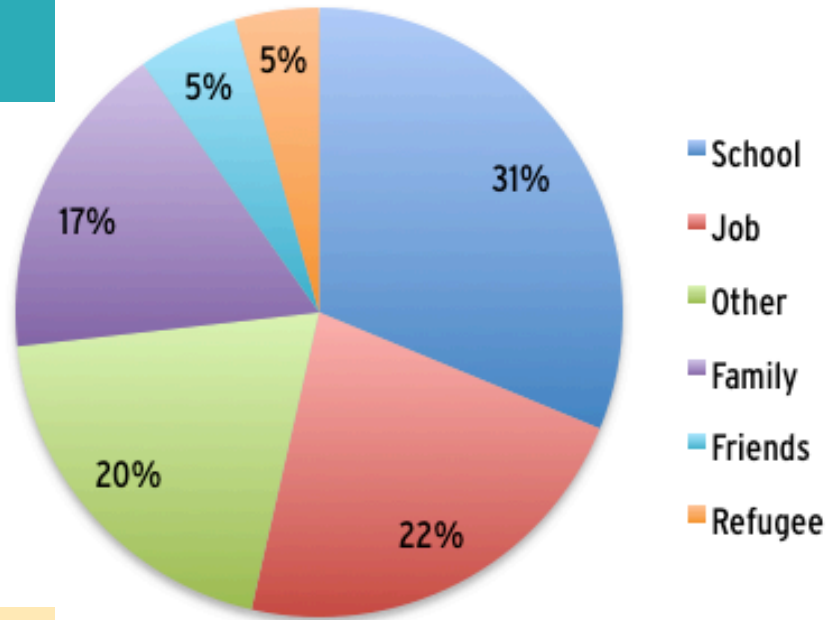


# Community Participation WHAT WE LEARNED

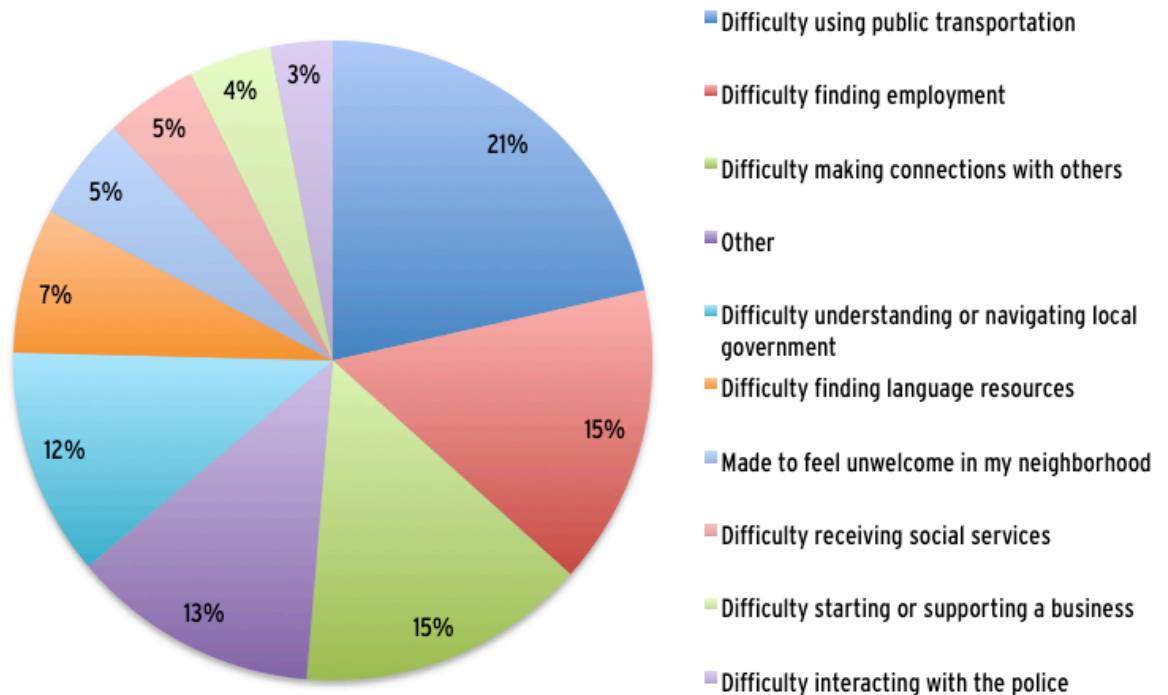
**77%**

**OF SURVEY RESPONDENTS BORN OUTSIDE THE U.S. USUALLY OR ALMOST ALWAYS FEEL GENERALLY WELCOME IN PITTSBURGH.**

**MORE THAN HALF OF SURVEY RESPONDENTS WHO WERE BORN OUTSIDE THE U.S. CAME TO PITTSBURGH FOR SCHOOL OR WORK.**



**MORE THAN HALF THE SURVEY RESPONDENTS WHO WERE BORN OUTSIDE THE U.S. HAVE EXPERIENCED ISSUES WITH USING PUBLIC TRANSPORTATION, FINDING EMPLOYMENT OR MAKING CONNECTIONS WITH OTHERS IN PITTSBURGH.**

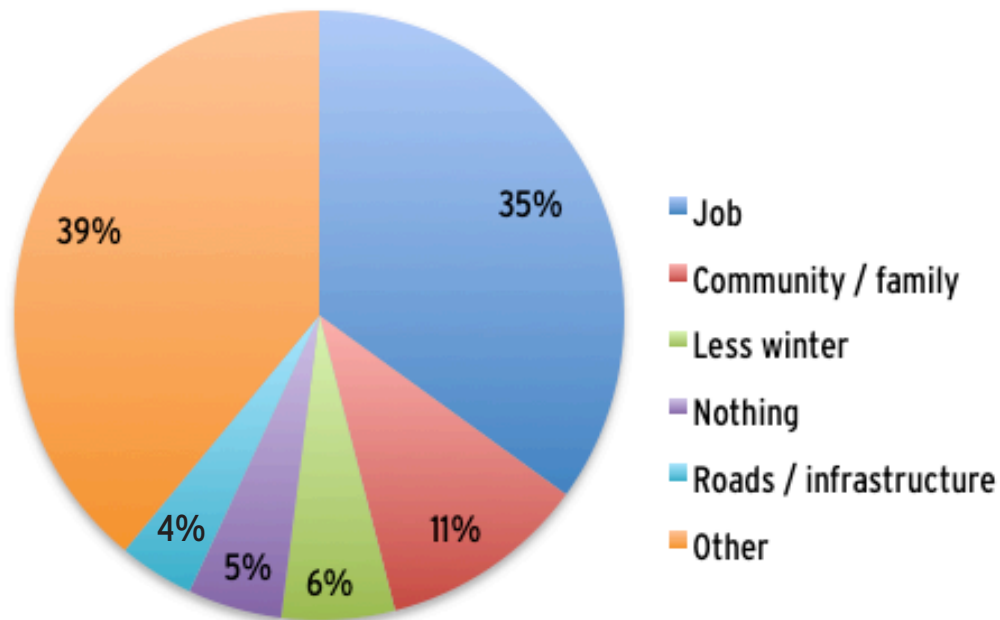


# Community Participation WHAT WE LEARNED

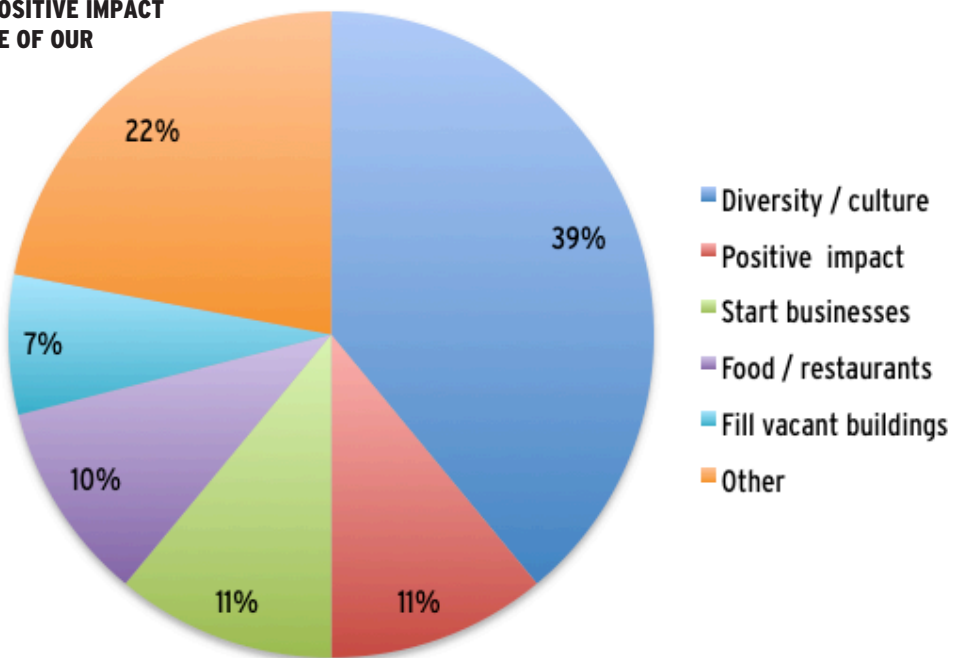
**54%**

OF SURVEY RESPONDENTS BORN OUTSIDE THE U.S. SAY THEY PLAN TO STAY IN PITTSBURGH.

OF THE 46% WHO PLAN TO LEAVE OR AREN'T SURE IF THEY WILL STAY, JOBS & FAMILY ARE THE THINGS THAT WOULD MOST LIKELY CHANGE THEIR MINDS.



HALF OF THE SURVEY RESPONDENTS WHO WERE BORN IN THE U.S. FEEL IMMIGRANTS HAVE A POSITIVE IMPACT AND IMPROVE THE DIVERSITY & CULTURE OF OUR NEIGHBORHOODS.





# Welcoming Pittsburgh THE VISION

**As Pittsburgh continues to grow and evolve, we envision a cultural shift in our community, where:**

- All immigrants are recognized for the value they bring to the city.
- Pittsburghers are more culturally competent and welcome diversity.
- Immigrants play an active role in the vibrancy of our city, from government to workforce to our neighborhoods.
- We provide accessible resources for people of all backgrounds in transportation, education, communications, and services.
- Pittsburgh includes a wide variety of cultural options and is a global model for welcoming communities.

## WE ARE ALL PITTSBURGHERS

The Advisory Council's approach, from the beginning, recognized that its vision for change must strengthen and transform both the immigrant community and the receiving communities of Pittsburgh. The initiative's community input, and the resulting recommendations, focus on understanding and building on commonalities. This plan is designed to move forward together, rooted in the shared strengths, needs, and aspirations of Pittsburghers to reside in a place that is more vibrant, diverse, and prosperous.

## A CALL TO ACTION

The Welcoming Pittsburgh Advisory Council has developed an ambitious set of recommendations that will create the vision to guide action. While the Mayor's Office will take the lead on many of the recommendations, the vision will only succeed through partnerships, collaboration, and a shared understanding that the work must be owned by the communities, organizations, and partners whose input helped craft the plan. The Mayor has identified important initial organizational partners to support the recommendations, but is committed to continuing to build a range of partnerships, from thought partners to organizations who may lead on implementation, to provide the capacity that will ensure successful implementation. The Mayor will support community-driven implementation through the creation of three Mayor's Action Teams that will advance collaboration and implementation of recommendations in our three focus areas.

## BUILDING ON NATIONAL LEADERSHIP MODELS

Welcoming Pittsburgh will leverage the recommendations and resources identified by the White House Task Force on New Americans (White House Task Force) to support plan implementation<sup>8</sup>, and will coordinate efforts with additional mayoral priorities such as the *My Brother's Keeper* initiative.<sup>9</sup>

President Obama created the interagency Task Force in November 2014 to strengthen the federal government's immigrant integration efforts. The Task Force initiatives include the *Building Welcoming Communities Challenge* to support local governments in implementing integration efforts, and the New Americans Corps that will place AmeriCorps VISTA members into communities to increase capacity, expand networks, and implement local plans.

*My Brother's Keeper* was launched by President Obama to challenge communities nationwide to forge long-term, strategic programs to assist the job and life development of young men of color. Pittsburgh is in the process of implementing the initiative, and has identified three core needs: workforce development, education, and police interaction.

The Welcoming Pittsburgh recommendations and implementation will seek to strengthen efforts to integrate our city's immigrants by aligning with Task Force priorities, and will leverage commonalities with the needs of Pittsburgh's young men of color by deliberately seeking to identify areas of alignment with the priorities and goals of the Pittsburgh *My Brother's Keeper* initiative.

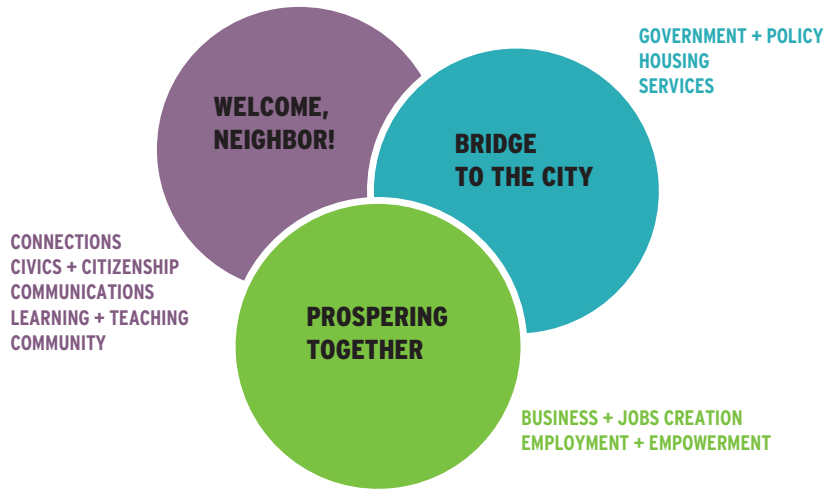
*"Our best attraction strategy is how we treat, empower, and connect with our current residents, which is why I am calling today for all Pittsburghers to join me in making Pittsburgh a model city for immigrant integration. A city others will look to and see thriving diverse neighborhoods where, whether you are a second generation Italian-American, African-American, Bhutanese refugee, or Latino, you welcome your neighbor because you understand that their success is your success."* — Mayor William Peduto



# Welcoming Pittsburgh

HOW WE'LL GET THERE

The Welcoming Pittsburgh Plan includes a broad set of recommendations that are prioritized as Short term (6 months to 1 year), Mid term (1 to 2 years), Long term (3 to 5 years), and Ongoing, and are grouped into three categories:



## RECOMMENDATIONS

	WELCOME, NEIGHBOR!	BRIDGE TO THE CITY	PROSPERING TOGETHER
<b>SHORT TERM</b> 6 MONTHS TO 1 YEAR	<ul style="list-style-type: none"> <li>Establish and promote Welcoming Hubs</li> <li>Revitalize the Sister Cities network</li> <li>Host and publicize naturalization ceremonies</li> <li>Host Citizenship Days</li> <li>Launch an awareness-building campaign</li> <li>Expand immigrant youth activities</li> <li>Celebrate immigrant heritage during Pittsburgh's 200th Anniversary and the Pittsburgh Folk Festival's 60th Anniversary</li> <li>Host new events to celebrate immigrant culture and neighborhood heritage</li> <li>Establish Welcome, Neighbor! Days</li> </ul>	<ul style="list-style-type: none"> <li>Establish a Welcoming City employee resource group</li> <li>Expand City civic engagement and leadership opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Grow immigrant and minority businesses</li> <li>Host job fairs that are welcoming to the immigrant community</li> <li>Launch a leadership mentoring match</li> </ul>
<b>MID TERM</b> 1 TO 2 YEARS	<ul style="list-style-type: none"> <li>Establish the Mayor's Youth Ambassador Program</li> </ul>	<ul style="list-style-type: none"> <li>Commit to a community policing approach</li> <li>Create accessible, multi-lingual housing information</li> <li>Develop and enforce a City language access plan</li> <li>Establish a City office to house immigrant integration efforts</li> <li>Implement City cultural awareness and access training programs</li> <li>Improve housing access systems</li> <li>Launch a municipal ID program</li> <li>Pass a Welcoming City Ordinance</li> <li>Rehab vacant housing stock</li> <li>Review, update, and translate key city documents</li> </ul>	<ul style="list-style-type: none"> <li>Improve immigrant integration in workforce systems</li> <li>Promote best practices to increase hiring of immigrants</li> <li>Provide multi-lingual employee-rights support</li> <li>Support immigrant wealth-building</li> </ul>
<b>LONG TERM</b> 3 TO 5 YEARS	<ul style="list-style-type: none"> <li>Ensure access to our exceptional educational resources</li> <li>Promote culturally appropriate early learning</li> </ul>	<ul style="list-style-type: none"> <li>Improve and scale up refugee services</li> </ul>	<ul style="list-style-type: none"> <li>Improve U.S. professional recertification processes</li> </ul>
<b>ONGOING</b>	<ul style="list-style-type: none"> <li>Expand impact of the Welcoming Pittsburgh recommendations</li> <li>Promote international learning exchanges</li> </ul>	<ul style="list-style-type: none"> <li>Promote increased transportation accessibility</li> <li>Work for local, state, and federal immigration reform</li> </ul>	



# WELCOME, NEIGHBOR! OVERVIEW

A welcoming, neighborly approach to recommendations in the areas of Connections, Civics + Citizenship, Communications, Learning + Teaching, and Community will create more direct pathways benefitting immigrants and their experiences in Pittsburgh. Recommendations will positively transform the manner in which immigrants as well as current non-immigrant residents participate in their communities, access resources, and connect with one another, making Pittsburgh the first choice for everyone to live, work, learn, and participate.

Recommendations reflect the important role of Pittsburgh as a receiving community. Our city and neighborhoods have a vital role to play in welcoming immigrants by celebrating and valuing their diverse cultures, building connections between our new residents and long-time residents, and creating strong support networks to assist them in integrating into their new home. As it is between any good neighbors, the relationship between immigrants and their communities must be a two-way process of mutual respect, responsibilities, and rewards.

There are substantive benefits for Pittsburgh in becoming a more welcoming and attractive city for immigrants. For every 1,000 immigrants settling in any given county, 270 U.S.-born individuals follow, drawn by the increased economic opportunities created by immigrants.<sup>10</sup> Immigrants, including the undocumented, pay on average nearly \$1,800 more in taxes than they receive in benefits.<sup>11</sup>

## WE'LL KNOW WE'RE MAKING PROGRESS IN OUR EFFORTS TOGETHER WHEN:

- We increase our number of immigrants as we attain our goal of attracting 20,000 new residents.
- We create opportunities to celebrate the process and goal of becoming a US Citizen.
- We increase civic engagement among new Americans.
- We increase and improve partner participation in Welcoming efforts.
- Pittsburghers are more educated about diversity, cultural sensitivity, and the value immigrants bring to our city.
- We increase the educational advancement of immigrant children, youth, and adults.
- We increasingly attract and retain international students.
- More students are inspired to explore global cultures.
- Immigrant communities are better connected with existing neighborhood resources.
- We better connect neighborhoods to diverse cultural opportunities.
- We have more opportunities to showcase diversity and celebrate multiculturalism.



# WELCOME, NEIGHBOR! RECOMMENDATIONS

## CONNECTIONS

1. Establish and promote Welcoming Hubs SHORT TERM
2. Expand impact of the Welcoming Pittsburgh recommendations ONGOING
3. Revitalize the Sister Cities network SHORT TERM

## CIVICS + CITIZENSHIP

4. Host and publicize naturalization ceremonies SHORT TERM
5. Host Citizenship Days SHORT TERM

## COMMUNICATIONS

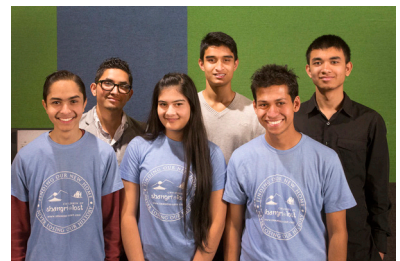
6. Launch an awareness-building campaign SHORT TERM

## LEARNING + TEACHING

7. Promote international learning exchanges ONGOING
8. Expand immigrant youth activities SHORT TERM
9. Promote culturally appropriate early learning LONG TERM
10. Ensure access to our exceptional educational resources LONG TERM
11. Establish the Mayor's Youth Ambassador Program MID TERM

## COMMUNITY

12. Celebrate immigrant heritage during Pittsburgh's 200th Anniversary and the Pittsburgh Folk Festival's 60th Anniversary SHORT TERM
13. Host new events to celebrate immigrant culture and neighborhood heritage SHORT TERM
14. Establish Welcome, Neighbor! Days SHORT TERM



# WELCOME, NEIGHBOR! RECOMMENDATIONS

## CONNECTIONS

### 1. Establish and promote Welcoming Hubs SHORT TERM

The Mayor will implement the creation of accessible Welcoming Hubs at select Citiparks community centers to share information; offer extended citizenship and English as a Second Language (ESL) classes; provide community-driven and culturally appropriate programming to meet the needs of the local community; instruct new Americans on the basics of navigating the city through PGH 101 Courses that tap the expertise of community leaders; connect immigrants and other residents in common-purpose volunteer opportunities; and can serve as community congregating spaces. The pilot sites will be unveiled late summer 2015.

Pittsburgh's Welcoming Hubs rely on the simple premise of making programming more accessible by bringing activities to the people, and creating a resource awareness network at locations convenient to immigrants across the city. Locating the Welcoming Hubs at Citiparks community centers provides access to Citiparks' range of existing resources and programs. The centers have already proved to be a natural immigrant gathering place. At the Greenfield senior community center, Chinese elders enjoy the facility for regular mahjong games. The wealth of existing Citiparks programs are offered in a friendly space, providing recreational activities, supporting health through sports, classes, and instruction, as well as resources for young people. Welcoming Hubs will provide a culturally welcoming space that encourages and promotes immigrant gatherings, offers opportunities for broader neighborhood connections, and unites people in culture, language, and community.

Welcoming Hubs will take advantage of best practices developed in similar community-based resource centers already established in other cities, including Global Cleveland's Welcome Hubs and the Citizenship Corners in Nashville and Los Angeles. Pittsburgh will leverage other partnerships to build resources and capacity at the Welcoming Hubs, including working with the U.S. Citizenship and Immigration Services (USCIS) Pittsburgh Field Office to bring resources into the community, creating our own version of Citizenship Corners at Pittsburgh Welcoming Hubs. Volunteer initiatives will provide intentional opportunities for immigrants and other neighborhood residents to work together on civic projects.

**PARTNERS:** *Citiparks, Carnegie Library of Pittsburgh (CLP), Greater Pittsburgh Literacy Council (GPLC), USCIS, Bhutanese Community Association of Pittsburgh (BCAP), Union of African Communities (UAC) in Southwestern PA, Latin American Cultural Union (LACU).*

*photo by Welcoming Pittsburgh team*



*"One of the things that keeps popping up is a welcoming center. I think that could be an important thing to focus on—it will stand as a beacon and by its nature will help us in coordinating our efforts. It gives it all a nucleus."*

*Advisory Council Member*

# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 2. Expand impact of the Welcoming Pittsburgh recommendations ONGOING

The Mayor will convene local leadership and partner organizations to ensure welcoming policies and programs benefit from collaborations with other local municipalities, communities of faith, and embassies and consulates through strategic partnerships. The City of Pittsburgh will play a lead role and provide substantial resources for many of the recommendations within this plan, but successful implementation requires effective collaboration and capable partners to provide the necessary resources, networks, and expertise. Many partners have worked effectively for years in the field of immigration and refugee issues and offer proven expertise, while others reach the broader communities and constituencies critical to the Welcoming Pittsburgh initiative. A more welcoming Pittsburgh, and region, must build on the strength of these partners.

Input from both our Advisory Council and community outreach reiterated the critical reality that new residents arriving from all over the world simply do not have the context or experience to understand the differentiation between the City of Pittsburgh and the numerous surrounding municipalities within Allegheny County and the region. It falls upon the leadership and the residents of these municipalities to ensure that a welcoming experience has real meaning and benefit beyond the municipal boundaries of the City, and the Mayor's commitment to convening and collaborating with officials from other local governments will help begin to expand the geographic impact of these recommendations.

**PARTNERS:** *Allegheny County, CONNECT, Allegheny County Department of Human Services Immigrants and Internationals Advisory Council (DHS I&I), Islamic Cultural Center, Christian Associates of Southwestern Pennsylvania, Greater Pittsburgh Interfaith Coalition, GlobalPittsburgh, Honorary Consuls.*

### **NATIONAL LEADERSHIP MODEL** *My Brother's Keeper Recommendation*

Create interfaith dialogue opportunities to discuss barriers to opportunity and strategies to reduce those barriers within congregations.<sup>12</sup>

## 3. Revitalize the Sister Cities network SHORT TERM

The Mayor will implement efforts that re-energize and expand our Sister Cities relationships to increase Pittsburgh's international connections and to develop deeper economic, cultural, and educational exchanges for Pittsburgh youth with other domestic and international cities. Efforts include the launch of an online platform that will allow thoughtful assessment of future Sister City partnerships. A strengthened, active network of these international connections is an ideal platform to engage many of our immigrant communities with their native countries, and to provide partnerships that increase capacity and efficacy in implementing many of our Welcoming Pittsburgh recommendations.

Since the 1950s, the City of Pittsburgh has established 18 Sister City partnerships on three continents, but many of these bilateral city-to-city relationships are not as dynamic or engaging as they could be. The Mayor is committed to revitalize these relationships and to expand the network in the years ahead. The initial phase will focus on the deepening of relations with approximately 5 of our 18 Sister Cities.

The participation of key leaders, decision-makers, and community members in Pittsburgh and each of our focus cities is important to ensure more productive working relationships. Active members and leaders within Pittsburgh's immigrant community offer the potential to serve as local "champions" and act as key drivers for the exchange. Active immigrant community leadership in Pittsburgh's Sister City relationships can help build stronger partnerships to support implementation of recommendations in each of the Welcoming Pittsburgh focus areas. Opportunities include Prospering Together's commitment to economic development and trade partnerships; increasing international learning exchanges as part of the Welcome, Neighbor! recommendations (Learning + Teaching); and further supporting Welcome, Neighbor! goals by promoting Pittsburgh's international presence, and building artistic and cultural exchanges.

**PARTNERS:** *Sister Cities International, World Affairs Council of Pittsburgh, Jewish Federation of Greater Pittsburgh, Amizade Global Service-Learning, Pittsburgh Regional Alliance, GlobalPittsburgh, Honorary Consuls, University of Pittsburgh Confucius Institute, Rotary Club.*



## CIVICS + CITIZENSHIP

### 4. Host and publicize naturalization ceremonies SHORT TERM

The Mayor will implement a regular schedule of U.S. naturalization ceremonies in City Council Chambers, including five ceremonies in 2015 that will honor Pittsburgh's newest citizens, celebrate citizenship, and promote greater awareness of welcoming resources. The first ceremony was held on June 1 in conjunction with the release of the Welcoming Pittsburgh Plan. It was an historic and symbolic event that underscored the Mayor's commitment to ensuring the Plan's implementation. Understanding, qualifying for, and completing the process of attaining U.S. citizenship can be an arduous task for many due to numerous barriers. However, U.S. citizenship has for many immigrants been the culmination of a lifelong journey, and the City will provide a celebration of new citizens worthy of these great efforts and aspirations.

These naturalization ceremonies will serve also to honor the institution of U.S. citizenship and our City government, utilizing our grand City Council Chambers as a setting for ceremonies numerous times during the year. These ceremonies provide a regular opportunity to reinforce the message of a more welcoming city, build public awareness of Welcoming Pittsburgh recommendations, and introduce our newest Americans to the opportunities offered them through these efforts. The Mayor will use the ceremonies at City Hall to promote partner organizations' resources and create opportunities for new citizens and their families to better connect with the city. New Americans will be able to learn about cultural activities, sign up for a library card, register to vote, and familiarize themselves with City resources such as Citiparks, 311, and the Civic Leadership Academy (CLA).

**PARTNERS:** USCIS, League of Women Voters, CLP.

### 5. Host Citizenship Days SHORT TERM

The Mayor will implement regular Citizenship Days beginning June 27, 2015 in partnership with service providers, pro-bono legal resources, and financial empowerment partners to provide multi-lingual "one-stop" naturalization service events, hosted with nonprofit organizations to promote community connections. Welcoming Pittsburgh will host Citizenship Days at least twice a year with the possibility of increasing to once per quarter based on community interest. Citizenship Days will provide a consistent series of more accessible, visible opportunities for immigrants to connect with the range of resources necessary for the naturalization process. The events will support individuals considering U.S. citizenship through access to free legal assistance, local service providers, and financial empowerment resources.

Citizenship can bring significant benefits to the estimated 8.5 million eligible lawful permanent residents (LPR) nationwide.<sup>13</sup> Naturalized new Americans can exercise their right to vote, are eligible for scholarships and government programs, and can access better paying jobs that require citizenship. The returns on citizenship are realized both by naturalized individuals and their communities, as naturalization brings an average 8% - 11% increase in individual earnings<sup>14</sup>, and naturalization of all eligible LPR residents nationally would bring an estimated \$37 billion - \$52 billion increase to the US economy over 10 years.<sup>15</sup>

**PARTNERS:** USCIS, Immigrant Services and Connections (ISAC), Jewish Family & Children's Services of Pittsburgh (JF&CS), Greater Pittsburgh Literacy Council (GPLC), Allegheny Intermediate Unit (AIU), Goodwill of Southwestern PA, CLP, Bank On Greater Pittsburgh (BOGP), Neighborhood Allies, network of attorneys providing pro bono services.

## NATIONAL LEADERSHIP MODEL *from The White House Task Force*

The White House Task Force highlighted the Department of Homeland Security (DHS) launch of a national, multilingual citizenship public awareness campaign to raise awareness about the rights, responsibilities, and importance of U.S. citizenship, and available citizenship preparation tools.<sup>16</sup>



# WELCOME, NEIGHBOR! RECOMMENDATIONS

## COMMUNICATIONS

### 6. Launch an awareness-building campaign SHORT TERM

The Mayor will implement the creation and rollout of a communications plan with media, business, labor, and education partners to support Pittsburgh's immigrant integration and welcoming work. The campaign will focus on providing information on access to resources, and sharing the compelling immigration stories of both new Pittsburghers and lifelong residents.

The range of Civic + Citizenship recommendations provide numerous opportunities to connect efforts with the media and the public, and offer venues to capture the compelling heritage stories of immigrants and all Pittsburgh residents. The Welcoming Pittsburgh survey identified 376 U.S.-born participants who were willing to share immigrant and heritage stories from their own families, providing a base of residents willing to add their own experiences to help build a more welcoming city. Their active support and participation will go a long way in helping to address the largest concern expressed by U.S.-born residents in the Welcoming Pittsburgh survey regarding attracting new immigrants and residents - the attitude of current residents.

The work of Welcoming Pittsburgh and its Advisory Council provides important connections and tools to hit the ground running in initiating this campaign. The outreach activities and community meetings provided the opportunity to capture photos, videos, and individual stories of many of the hundreds of attendees, creating a ready inventory from the diverse participants. This process built a body of nearly 200 partner organizations and individuals who committed to connect their networks to the Welcoming Pittsburgh planning work, and over 730 survey respondents who indicated they would volunteer to support immigrants and their community. These community assets provide the foundation for continued connections and awareness.

We'll also celebrate historic Pittsburgh champions who have come to our city to find their success and who add to our city's greatness, by spotlighting our beloved sports teams' popular immigrant athletes, and leveraging Pittsburgh's love of football, and our foreign-born residents' love of futbol and other global sports.

**PARTNERS:** *VisitPITTSBURGH, Allegheny Conference on Community Development (The Conference), Vibrant Pittsburgh, Pittsburgh International Airport, The Global Switchboard.*

### NATIONAL LEADERSHIP MODEL *from The White House Task Force*

The White House Task Force will use the inspirational stories of new Americans and others to promote naturalization and raise public awareness of the contributions of immigrants to our country.<sup>17</sup>

In spring 2015, DHS will launch a national, multilingual Citizenship Public Awareness Campaign, working with communities and key partners to promote the campaign and integrate the stories of new Americans into USCIS web-based tools.<sup>18</sup>

The national nonprofit Welcome.us launched Immigrant Heritage Month to celebrate a United States that is fueled by immigrant tradition, providing the opportunity for individuals and communities to tell the story of their immigrant heritage.<sup>19</sup>

## LEARNING + TEACHING

### 7. Promote international learning exchanges ONGOING

The Mayor will convene partners to develop and implement international exchange and experiential learning opportunities that will serve as the key component of an expanded cultural educational system for Pittsburgh students. Welcoming Pittsburgh will leverage City Hall as an exhibition space to celebrate Pittsburgh's global community, which began last fall and will continue with the Summer 2015 "Shared Border, Shared Dreams" exhibit. The La Roche College Design Division exhibit creates an experience that conveys the obstacles faced by undocumented immigrants, and its exhibition in City Hall invites Pittsburghers to spend a few moments walking in their shoes.

The focus on international learning exchanges will coordinate closely with the Mayor's efforts in developing a revitalized Sister Cities network, connecting immigrants with their native countries, exposing more international visitors to the wonders of Pittsburgh, and building international cultural experiences with Pittsburgh residents from a range of backgrounds and communities. Partner organizations will provide programs, expertise, and international networks that will assist the Mayor's office in realizing the vision of a cultural shift in our city.

**PARTNERS:** *Citiparks, Pittsburgh Public Schools, Luminari, GlobalPittsburgh, Amizade Global Service-Learning, CISV Pittsburgh, La Roche College, UAC, LACU, Center for Latin American Studies.*





# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 8. Expand immigrant youth activities SHORT TERM

The Mayor will implement strategies to increase awareness, access, and participation of immigrant youth in Citiparks activities and enrichment programs, beginning with focus on free youth pool access for all Pittsburgh youth 15 years and under beginning Summer 2015, and the launch of the GrubUp summer and after-school meals program. Youth is a natural time to learn, to build connections and friendships, and to explore the range of experiences that others have to offer. What better group is there than our youth to lead a cultural shift to a more welcoming community?

A focus on immediate action will include efforts to engage a more diverse selection of young people in the Citiparks summer 2015 pools, activities, and enrichment programs, and the City's GrubUp summer meals program. GrubUp is a year-round, citywide campaign to increase youth participation in summer and out-of-school-time meal programs across the city, ensuring the health and wellness of Pittsburgh's youth. Expansion of the summer pool program will encourage children to learn to swim and enjoy Citiparks aquatic facilities throughout the summer by promoting free swimming for low and moderate income families with children. Any City resident 15 years or younger who is member of a Citiparks Recreation Center will be able to use that pass at a pool for free admission.

By Fall 2015, Citiparks will grow its after-school programming at all 10 community recreation centers across the city to include meals for youth thanks, in part, to a grant from the National League of Cities. Additional funding from the National Recreation and Park Association will support GrubUp efforts on food nutrition education. Partnerships with the City's Healthy Together program will assist in pursuing its goal of enrolling all Pittsburgh children and teens in quality, free to low-cost healthcare programs, like Medicaid and CHIP. Increasing immigrant awareness and use of Citiparks facilities and programs will support a more successful launch of our Welcoming Hubs in many of these same facilities, while building connections that can last a lifetime for young people across cultures and backgrounds.

**PARTNERS:** *Citiparks, Greater Pittsburgh Arts Council (GPAC), Just Harvest, Grow Pittsburgh, Greater Pittsburgh Community Food Bank, CLP.*

## NATIONAL LEADERSHIP MODEL *My Brother's Keeper Recommendation*

Development of the "MBK playbook" that outlines effective strategies to support the success of young men of color.<sup>20</sup>



*"If we're at this moment where Pittsburgh is attractive to young people, and people born all over the globe, what can we do for people once they get here? How do we pay attention not just to the higher echelon of immigrants, but to the people whose children will become our next generation?"*

*Advisory Council Member*

# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 9. Promote culturally appropriate early learning LONG TERM

The Mayor will support early learning and immigrant community partners to advocate for effective cultural resources for the children of immigrants; increase access to child care, universal pre-K, and kindergarten; and encourage multi-lingual parental engagement.

Early learning programs have significant, demonstrable benefits for children, families, and society. These benefits are particularly significant for the children of immigrant families<sup>21</sup>, where parental engagement can be even more challenging for families where adults have limited English proficiency. Children who participate in high-quality preschool programs are less likely to fall behind in their education and more likely to attain academic success by graduating from high school and going on to higher education.<sup>22</sup> Children participating in high-quality preschool programs have improved health, socio-emotional, and cognitive abilities, and demonstrate increased educational attainment and higher income as adults.<sup>23</sup>

Only 6.4% of Pittsburgh's preschool aged children participate in a high-quality, Keystone Accredited preschool<sup>24</sup>, and Pittsburgh's education and civic leadership are increasingly committed to ensuring greater access to quality early education. Welcoming Pittsburgh's focus on this area reflects the unfortunate reality that the children of immigrants are less likely to participate in early learning than the children of parents born in the U.S.<sup>25</sup> Immigrant parents face cultural, language, and other significant barriers to enrolling their children in early education, including the reality that many are unaware of available resources. Given the demonstrable and widely-publicized knowledge that every \$1 invested in expanding early learning provides a return of \$8.60,<sup>26</sup> expanded investment in the early education of our immigrants is a productive investment in Pittsburgh's future.

**PARTNERS:** *Pittsburgh Association for the Education of Young Children (PAEYC), Mayor's Education Task Force, Allies for Children.*

### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

U.S. Department of Education (ED) and U.S. Health and Human Services (HHS) will create a parent toolkit to educate families, including new American families, on the importance of early learning for their children and provide resources to help find high-quality early learning programs.<sup>27</sup>

### **NATIONAL LEADERSHIP MODEL** *My Brother's Keeper Recommendation*

Continuing the region's focus on early childhood education.<sup>28</sup>



# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 10. Ensure access to our exceptional educational resources LONG TERM

The Mayor will convene partners in the birth-to-college pipeline—K-12 school networks, colleges, universities, and out of school programming—to champion increased access to Pittsburgh’s educational resources and scholarships, simple resource guides, and connections to international learning opportunities. As our city’s schools and other education providers continue to build on a commitment to high-quality early learning, strong public and private education, and a range of quality higher education resources at college, university, and trade schools, we’ll work with partners to ensure that immigrants are increasingly welcomed as assets within our local education system. We recognize the critical role that quality education plays in the success of young English learners, the unique challenges they face, and the important role that English-fluent children often play in families with adults who have not learned the language.

The Pittsburgh Promise is the keystone of Pittsburgh’s efforts to attract and retain residents through access to education, and it is a critical component of Welcoming Pittsburgh’s approach to ensuring educational resources connect to our immigrant community. The Pittsburgh Promise supports educational attainment in requiring a 2.5 GPA for qualifying scholars, and promotes higher education through awards of up to \$40,000 in scholarships for higher learning, toward the goal of sending all youth in the City of Pittsburgh to post-secondary education or training. In providing eligibility to all qualifying immigrants, the Pittsburgh Promise reflects the values of a more welcoming city.

In addition to developing well-educated, productive residents, our local universities provide Pittsburgh with a truly world-class resource for attracting - and potentially retaining - foreign-born students of exceptional quality, providing a positive resource for our region. Net contribution by foreign students to the Pennsylvania economy in 2009 - 2010 was \$887,895,000, and Pittsburgh universities attracted a total of 6,752 international students during the 2009 - 2010 academic year. We’ll work with partners in the university and business community through our Welcome, Neighbor! and Prospering Together recommendations to more effectively ensure that the qualified foreign-born students who benefit from our higher education resources have a better opportunity to connect with the city, build professional, personal, and employment networks, and have the opportunity to stay and build a lasting career in Pittsburgh.

**PARTNERS:** *Public, private, and charter schools, Pittsburgh Promise, Parent-Teacher Organizations, Mayor’s Education Task Force, PAEYC, Allies for Children.*

### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

ED will highlight promising practices and resources for serving English learners, including professional development for educators.<sup>29</sup> ED will identify and promote education grant programs with untapped potential to support new Americans, including place-based strategies. The issues of new Americans will be considered when awarding grants for existing programs for which new Americans are eligible, and in the development of new grant programs.<sup>30</sup>

### **NATIONAL LEADERSHIP MODEL** *My Brother’s Keeper Recommendation*

Supporting and promoting the Pittsburgh Promise.<sup>31</sup>



# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 11. Establish the Mayor's Youth Ambassador Program MID TERM

The Mayor will implement an ongoing initiative to highlight students who have demonstrated an interest and commitment to understanding global cultures. The Youth Ambassador Program will serve as a critical component of an overall continuum of leadership development and an early opportunity to connect promising young people from our immigrant communities with those whose families were born in the U.S. These shared opportunities to support and promote the message of Pittsburgh's commitment to celebrate cultural diversity and promote global learning will strengthen our efforts to build more welcoming educational resources and communities.

The Youth Ambassador program will work closely with efforts to implement increased international learning activities, empowering and developing young leaders to help play a prominent role in these efforts, and rewarding participants in those efforts to become a Youth Ambassador. Our efforts will help address key issues identified in the Welcoming Pittsburgh survey by both immigrant and U.S.-born respondents. Immigrant participants identified a need for Pittsburghers to go out of their way to connect immigrants to others (less than half - 48% - said we usually or always do), and this program represents a deliberate effort to build those connections among Pittsburgh's youth. U.S.-born survey participants indicated that top benefits of immigrants to Pittsburgh are improving our diversity (93%) and our culture (84%), and noted that the top benefit to their own neighborhood is providing more diverse culture (39%). The work and connections achieved through the Mayor's Youth Ambassador Program will build on these recognized assets to better connect, empower, and meet the needs of our immigrant communities.

**PARTNERS:** *Jefferson Awards Foundation, Amizade Global Service-Learning, GlobalPittsburgh, CISV Pittsburgh.*



*"It is good for all of us to meet new people and to learn new cultures, faiths, and share ideas. This is especially important for our children."*

*Survey Respondent*

## COMMUNITY

### 12. Celebrate immigrant heritage during Pittsburgh's 200th Anniversary and the Pittsburgh Folk Festival's 60th Anniversary SHORT TERM

The Mayor will implement tactics to promote a more welcoming Pittsburgh during the upcoming anniversary of the City's founding, and by bringing the Pittsburgh Folk Festival back to Pittsburgh, using these as first opportunities to leverage, support, and grow existing international, cultural, and heritage events, while attracting significant new international events. 2016 presents two remarkable opportunities to celebrate, promote, and expand the impact of our efforts as we move into the next phase of the work.

The broad planning initiative already underway to celebrate our city's 200th Anniversary provides a natural opportunity to focus on the historic impact of our cultural heritage and the benefits of welcoming activities in attracting new generations of immigrant Pittsburghers. The return to the City of Pittsburgh of the Pittsburgh Folk Festival during their own anniversary celebration provides visible platform to showcase cultural diversity and to connect the broader public with immigrants. Welcoming Pittsburgh will work closely with the Folk Festival team and other arts partners to support a refresh of the Festival, one that builds on Pittsburgh's historic and new immigrant communities to build the Festival back to the wildly successful cultural celebration the community remembers fondly. Both provide unique opportunities to expand our awareness-building campaign by presenting and capturing the stories of immigrant and migrant heritage of those whose families came to Pittsburgh and built this great city.

*PARTNERS: Mayor's 200th Anniversary Committee, Pittsburgh Folk Festival, GPAC, Kelly Strayhorn Theater (KST), VisitPITTSBURGH, City of Asylum, Vibrant Pittsburgh.*

### 13. Host new events to celebrate immigrant culture and neighborhood heritage SHORT TERM

The Mayor will assess existing opportunities to implement programming to celebrate international cultures, promote neighborhood heritage, encourage dialogue, and capture resident heritage stories at City-owned spaces in neighborhoods across Pittsburgh, beginning with the summer 2015 Spark! Film Series, which showcases films with cultural themes to spark dialogue as part of Dollar Bank Cinema in the Park. These projects provide another avenue to take our welcoming efforts to the people and connect with Pittsburgh's distinct neighborhoods to celebrate our immigrant cultures and community heritage.

These events will provide engaging, visible opportunities to highlight the recognized benefits of Pittsburgh's immigrants in improving the diversity and culture of our neighborhoods. We'll seek opportunities to tap the spirit of community-led innovation that have combined neighborhood revitalization, equity, and the arts, including City of Asylum's work on the Northside and East Liberty's Kelly Strayhorn Theater. Robert Morris University's Downtown walking tours provide an early opportunity to offer free language accessible versions to immigrants and international visitors.

*PARTNERS: Citiparks, GPAC, City of Asylum, Office of Public Art, KST, Robert Morris University.*



*"People are proud of the history of the city, and they wear it like a badge. But they are not sure about the incoming generation of immigrants. They have to see it. We have to do the work to help them to be accepting and welcoming of all shapes and races."*

*Advisory Council Member*

# WELCOME, NEIGHBOR! RECOMMENDATIONS

## 14. Establish Welcome, Neighbor! Days SHORT TERM

The Mayor will implement a regular schedule of activities at the newly established Welcoming Hubs that will celebrate immigrant, ethnic, and cultural heritage, while providing opportunities to examine the commonalities and challenges faced by new Americans and residents of our most challenged communities. These events will serve to promote and highlight the activities and resources offered by our Welcoming Hubs; provide focal points for our awareness-building efforts; and broaden our efforts to reinforce the message of a more welcoming city.

Neighborhood organization partnerships will be critical resources in connecting with our immigrant communities and residents to focus on our commonalities in developing our Welcome, Neighbor! Days and to best ensure that these events serve to better connect our communities, bring focus to the critical livability issues facing our neighborhoods, while building a more welcoming spirit block by block. The database of Welcome Pittsburgh survey participants offers an important outreach asset in continuing to build community buy-in, participation, and volunteer resources to support and promote these events. The City will kick off the Welcome, Neighbor! Days with first events in summer 2015 that will celebrate the opening of the pilot Welcoming Hubs. The events will encourage an informal gathering of neighbors, providing a special opportunity for cultural exchanges through food, fun, and family, including pot-luck dinners, board games and cards, and the chance to share and capture the stories of family cultural heritage.

**PARTNERS:** *Citiparks, CLP, GPLC, USCIS, BCAP, UAC, LACU, South Hills Interfaith Ministries (SHIM).*



*"I think all communities could benefit from the cultural exchange that immigrants can bring. I love learning about new cultures, trying new foods, and sharing my own stories and my city."*

*Survey Respondent*

# BRIDGE TO THE CITY OVERVIEW

More welcoming and accessible Government + Policy, Housing, and Services are critical to a people-driven focus on growth and sustainability, ensuring immigrants easier entry to our city, and that all of our residents have a path to resources that make them feel welcome, connected, healthy, and safe. Direct action from the City of Pittsburgh, as well as strategic partnerships with key service providers from the public and private sectors, will be instrumental in establishing Pittsburgh as a model welcoming city.

Arriving in a new home, neighborhood, and city can be challenging enough, but learning the ropes in a new country with a new language and culture can be daunting. Many immigrants report feeling disconnected from non-immigrant community members and also from other immigrant populations. As a result, immigrants can feel disengaged from the activities and resources available throughout our city.

Our approach promotes connectedness and engagement. We will create a city that is easier to navigate, more accessible, healthy, and a safe place to live. Building stronger networks and more accessible resources that are welcoming and attract more immigrants brings mutual benefits to our city and neighborhoods, too. Growing immigrant populations helps stabilize communities, contributes to their revitalization, and lowers crime rates.<sup>32</sup> The 19 states with the largest foreign-born populations saw a faster decrease in crimes than the rest of the country between 1998 and 2005.<sup>33</sup> Improved integration is mutually beneficial, as immigrants paid \$162 billion in federal, state, and local taxes in 1997.<sup>34</sup>

## WE'LL KNOW WE'RE MAKING PROGRESS IN OUR EFFORTS TOGETHER WHEN:

- We simplify and increase immigrant access to City services.
- Better language integration and access becomes part of the culture.
- Relationships between the immigrant community and first responders are safer and more informed.
- Immigrants and refugees have more accessible housing, services, and transportation.

*"This is not only a question of doing what is right, and doing what is owed to us by those that have been blessed because of the sacrifices of our family, but it's also a critical part of the growth of a new Pittsburgh, the next economy, and a part of seeing the full potential of every neighborhood to see revitalization." — Mayor William Peduto*



# BRIDGE TO THE CITY RECOMMENDATIONS

## GOVERNMENT + POLICY

15. Launch a municipal ID program MID TERM
16. Establish a Welcoming City employee resource group SHORT TERM
17. Pass a Welcoming City Ordinance MID TERM
18. Establish a City office to house immigrant integration efforts MID TERM
19. Implement City cultural awareness and access training programs MID TERM
20. Review, update, and translate key city documents MID TERM
21. Expand City civic engagement and leadership opportunities SHORT TERM
22. Develop and enforce a City language access plan MID TERM
23. Work for local, state, and federal immigration reform ONGOING

## HOUSING

24. Improve housing access systems MID TERM
25. Create accessible, multi-lingual housing information MID TERM
26. Rehab vacant housing stock MID TERM

## SERVICES

27. Commit to a community policing approach MID TERM
28. Promote increased transportation accessibility ONGOING
29. Improve and scale up refugee services LONG TERM



*"Our work aligns with a mayor who is intellectually curious, not intimidated by anything foreign, and sees the value of having a city that can be global."*

*Advisory Council Member*



## GOVERNMENT + POLICY

### 15. Launch a municipal ID program MID TERM

The Mayor will implement a municipal ID program modeled on successful efforts in other leading U.S. cities, providing access for all residents to cultural amenities, vital local resources, and marketable benefits. The Municipal Identification Card (ID) will be designed to provide an accessible identity resource, while delivering customized benefits to all Pittsburghers. IDs are useful tools that connect all residents, including marginalized populations, children, youth, and families, with critical services and to increased access to public services, spaces, and cultural institutions. The cards unify a population under a single system with multiple benefits and opportunities to participate.

Although Pittsburgh has an abundance of resources and amenities, for many residents these are often difficult to access. A City ID is designed to provide an easier way for all residents to share in these benefits, and has been particularly helpful to immigrant and other overlooked residents in other cities. For foreign-born survey respondents, 22% identified navigating city government as a hurdle, ranking third among identified factors.

A single photo ID specifically for all City of Pittsburgh residents would provide a simpler, more welcoming link to services and resources. The ID would be developed with support and features that would increase access and use of facilities, services, and amenities by children and adults; provide easier identity and residency verification with local law enforcement; increase transportation access; provide easy-entry access to financial institutions for unbanked individuals; and reinforce a culture of unity and welcome for all Pittsburgh residents.

In developing the Welcoming Pittsburgh recommendations, our Advisory Council and the Mayor's office reviewed best practice models from multiple cities whose experiences guided the development of our recommendation for a municipal ID program. Details from three leading programs were reviewed in depth with the Advisory Council. New Haven, CT established the first municipal ID card, which is available at a central City office location, and offers proof of identity; access to certain city facilities; a library card; and is accepted by participating banks to open accounts. The ID debuted with an associated fee, but a revised program will issue the ID for free. During the application process applicants have the opportunity to indicate if they would like support in obtaining a debit card or financial literacy training.

New York City's program is available at 12 enrollment centers and has two mobile pop-up centers across the City's five boroughs. The NYC ID is free to residents until December 31, 2015 and offers proof of identity; a library card that is integrated across all three library systems in the city; and is accepted by 12 participating banks and credit unions to open accounts. It provides additional benefits including free one-year membership at 33 cultural institutions; entertainment discounts to movies, theatre, and other cultural amenities; prescription drug discounts; and discounts to local fitness and health centers. In Oakland, CA, ID cards are available at one of three locations for \$15 for adults 18 years and older, as well as a discounted card for \$10 to seniors 65 years and older, offering a fee-based program that provides proof of identity; a pre-paid debit card; direct deposit to the card; the ability to reload card with cash at Western Union offices; withdraw cash at ATMs; and an online account.

The Mayor's office will evaluate established best practices as well as lessons learned by other cities in order to design features, benefits, and an application, fee, and support process that provides the best possible resource for Pittsburgh.

**PARTNERS:** *Citiparks, Pittsburgh Remake Learning Network, Pittsburgh Public Schools, CLP, PAEYC, BOGP, Sprout Fund.*



## 16. Establish a Welcoming City employee resource group SHORT TERM

The Mayor will implement a staff-driven affinity team of City employees who are passionate about the recommendations and wish to serve as internal champions to build peer support of the welcoming work within government. Our approach to supporting the implementation of these recommendations within City government is designed to engender a similar spirit of informed, broad, bottom-up ownership of implementation that was at the core of our community-driven planning process. We'll seek to empower City employees to take ownership and provide important input and support as we undertake our work, allowing us to better coordinate with ongoing modernization efforts in providing a more accessible government to immigrants and all Pittsburghers.

Modeled on PNC's Asian-American Employee Resource Group (ERG), the Welcoming Pittsburgh ERG can be a unique new internal asset. The Welcoming Pittsburgh ERG will help champion the work and vision the Advisory Council and community mapped out, while providing active input on necessary refinements for any of the long-term internal recommendations at the governmental level. The ERG can also provide critical support as the City actively pursues hiring a more diverse, language capable staff to help support a more language accessible government.

**PARTNERS:** *PNC Bank.*

## 17. Pass a Welcoming City Ordinance MID TERM

The Mayor will codify policies to establish City leadership in welcoming practices, and will challenge each City department and agency to identify and implement three significant activities that further Welcoming Pittsburgh recommendations and support more livable communities. The Mayor will work closely with the newly-established ERG to help in developing and defining the Welcoming City Ordinance to support goals and define projects that are employee-led, motivating and energizing employees to define and own their role in making a more welcoming city. Bringing the welcoming government challenge across all sectors of City government will mean an action-oriented approach to change at a scale than can demonstrate real progress to immigrants, and all consumers and residents interacting with the City.

## 18. Establish a City office to house immigrant integration efforts MID TERM

The Mayor will implement a dedicated office to move Welcoming Pittsburgh recommendations forward and ensure that equity serves as the keystone for implementation. The City will maintain and support its commitment to implementing these recommendations through the establishment of a City office dedicated to managing and sustaining the work of Welcoming Pittsburgh.

As an interim strategy, the Mayor will convene three Mayor's Action Teams whose mission will be to provide community leadership in implementing a first-priority recommendation in each of the three focus areas. These Mayor's Action Teams will engage community members, many of whom served on the project's Advisory Council, to focus on short-term recommendations that best provide opportunities for direct community involvement and visible, near-term progress. The Mayor's Action Teams' work will reflect what the name implies - action - to ensure immediate progress, providing a direct avenue for community involvement in leading the implementation of the Welcoming Pittsburgh Plan, and creating momentum leading into the formation of the City office.



*"One of the things I'm hopeful for is to have something at the city level like an office of immigration or an organization that monitors day to day happenings and develops information and programming."*

*Advisory Council Member*

### 19. Implement City cultural awareness and access training programs MID TERM

The Mayor will implement training programs for all City agencies, with a priority focus on the Pittsburgh Bureau of Police and emergency responders. This further supports advancements already being led by Chief Cameron McLay to expand existing police training, and complements efforts underway to strengthen community liaison networks—setting the standard for best practices and transparently sharing resources with the broader community.

It's important for the City to move forward both on implementing recommendations and providing leadership by example to the broader community. Under Chief McLay's leadership, the Bureau of Police has taken a lead among major cities in walking the walk on developing training and practices that allow more culturally aware policing. These efforts will expand within the Bureau of Police and with other emergency responders who are increasingly called upon to support the public safety of residents with differing cultural backgrounds and limited English language skills. These critically important City employees present the first opportunity to develop more culturally aware, empathetic interactions with immigrants, and provide the language access resources that Federal funding mandates in serving English learners.

Developing effective programs and working with first-line emergency providers will provide an important first step in expanding awareness and training throughout all City departments and staff. The Mayor's office will work closely with the established ERG to ensure continuing input, improvements, and partnership with employees who will be on the front lines of implementing, participating, and enforcing the program. The expanded practices and training tools will be made available transparently to the public and partners as a means of ensuring broad support and compliance in building accessible, culturally empathetic resources beyond City government.

**PARTNERS:** *JF&CS, DHS I&I, Vibrant Pittsburgh.*

### 20. Review, update, and translate key city documents MID TERM

The Mayor will implement improved and accessible protocols, policies, and resources to ensure a high level of cultural competence and language access. Modernization initiatives underway across City departments provide a context for innovation and improvement that will provide a natural point of convergence for updating City documents and practices to be simpler, more efficient, and provide better access—including language accessibility—for all City government customers.

Navigating City processes rooted in procedures and documents developed decades ago can be tedious for any resident or businessperson who rightfully expects effective service from local government. This was reflected in responses from foreign-born participants in the Welcoming Pittsburgh survey, 22% of whom listed difficulty navigating City government as a significant hurdle encountered in Pittsburgh. Working partnerships with key government management and staff in other welcoming cities and counties, and with the ERG, will encourage best practices in managing an effective approach to this ambitious, but common sense initiative. As a cornerstone of building a more welcoming experience for English learners, this upgrade and modernization process will reap broader benefits for all residents.

**PARTNERS:** *Pittsburgh Language and Access Network (PLAN).*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The General Services Administration's Multilingual Digital Group of federal, state, and local government web content managers works collaboratively to expand and improve digital content in languages other than English, helping to meet the growing demand for government information and services in multiple languages by sharing ideas, challenges, and best practices for managing multilingual content.



## 21. Expand City civic engagement and leadership opportunities SHORT TERM

The Mayor will implement expansion of the Civic Leadership Academy (CLA) to increase opportunities for immigrant and neighborhood leaders to participate (implementation began with the Fall 2014 class), to provide additional opportunities for leadership development pathways to prepare a diverse selection of candidates for service on City boards and authorities, and to improve access to City job opportunities.

The CLA is a free, 10-week course that encourages more informed, effective, and inspired community and civic leadership by giving City residents an opportunity to learn about their local government. Upon the launch of Welcoming Pittsburgh in 2014, the CLA began a process of deliberately engaging leaders from the immigrant community. As an important entry-level experience, the CLA serves a critical role in providing residents with an accessible path for leadership development and a broad, first-hand knowledge of the workings of Pittsburgh City government. By participating in CLA, new American leaders will be better equipped to share information with their community—creating better understanding, navigation, and utilization of City resources.

The diverse array of CLA participants, from a range of backgrounds and neighborhoods, provides an ideal opportunity to build connections that provide shared perspectives and create an improved, more welcoming experience for Pittsburgh's new Americans. The graduates of the CLA program and participants in the Welcoming Pittsburgh leadership mentoring match (see #37) will provide an experienced group of diverse, informed leaders for consideration in other City leadership and job opportunities.

## 22. Develop and enforce a City language access plan MID TERM

The Mayor will implement a plan to enhance language access and integration in all City of Pittsburgh agencies so that the rights and needs of immigrants are better supported. The City language access plan will provide a detailed roadmap and schedule for comprehensive implementation, compliance, and enforcement of more accessible language integration across City government. This plan will serve to support Welcoming recommendations for translation of key City documents, and cultural access and training, while leveraging both the ERG and the City office established to house the Welcoming Pittsburgh recommendations.

In Allegheny County, 22,913 residents are estimated by the 2011 American Community Survey to qualify as limited English proficiency (LEP) who “speak English less than very well” and face significant hurdles in securing employment, community connections, and accessing social services and governmental resources. Enrollment in English as a Second Language (ESL) services in public schools and nonprofit educational centers have both seen a steady increase, and enrollment in Pittsburgh Public Schools ESL programs has grown to approximately 700 students from 300 only a decade ago.<sup>35</sup> Increased need for immigrant and refugee language services has also grown across the human service sector in general. A 2009 DHS survey indicated that half of social service organizations who responded had worked with LEP consumers in the previous year, and more than a dozen providers reported serving consumers with LEP needs on a weekly or daily basis.

Language access planning will require collaboration across departments and agencies to ensure the development of an effective plan that attains language access goals. An innovative approach will be critical to meeting the goals for language access within the capacity constraints typical to local government resources. Working partnerships with other welcoming cities and counties will provide invaluable experience and resources to help in realizing this recommendation.

**PARTNERS:** DHS I&I, PLAN.



*“When I moved here I didn’t know much about the city of Pittsburgh. I came out of this program a whole new person, with a deeper understanding about the city than some life-long residents.”*

*2014 Civic Leadership Academy Participant*

## 23. Work for local, state, and federal immigration reform ONGOING

The Mayor will advocate for broad immigration reform through a coordinated lobbying effort focused on shared local and state action items. Input from all aspects of the project outreach efforts reinforced the importance of local leadership in moving forward with discernable action. Outreach also provided consistent reminders that local action is not enough and that national leaders must engage on immigration reform. While several of the most immediate immigration reform needs are being addressed through President Obama's executive actions, real and lasting reform requires dedicated, bi-partisan support and legislative action.

The Greater Pittsburgh region is uniquely situated to build collaborative support across party affiliation, from an array of elected officials, and from the alliance of the government, labor, business, education, and nonprofit sectors. The points of convergence and collaboration required to adopt the Welcoming Pittsburgh recommendations can serve as the basis for continued, effective advocacy for lasting Federal immigration reform.

## HOUSING

## 24. Improve housing access systems MID TERM

The Mayor will advocate to ensure that immigrant priorities are reflected in existing efforts by key City agencies, property owners, landlords, property management companies, and affordable housing service providers to promote the value of working with immigrants and resettlement agencies, while ensuring affordable housing is a priority in neighborhoods where it is most needed.

Pittsburgh's refugee resettlement community has consistently provided quality resources to allow the steady flow of new refugees into our city from a range of countries in crisis. Yet a persistent struggle to locate sufficient inventory of affordable, accessible rental housing of acceptable quality was identified as a continuing issue in project interviews and community meeting input. This not only impedes resettlement service providers in facilitating housing for our existing influx of refugees, but prevents planning for a comprehensive refugee response plan that could increase the number of new refugees that are able to resettle in Pittsburgh. The Mayor's advocacy and leadership efforts will seek to provide greater collaboration and more effective integration and support from of our city's housing sector for refugee resettlement agencies.

**PARTNERS:** *Urban Redevelopment Authority (URA), DHS, Housing Authority of the City of Pittsburgh (HACP), Housing Alliance of Pennsylvania, Neighborhood Allies, Affordable Housing Task Force, Homeless Advisory Board.*

photo by Welcoming Pittsburgh team



*"Safe, quality city public housing is needed desperately to move refugees and their families into. The main thing that keeps them out of the city is the housing."*

*Advisory Council Member*

## 25. Create accessible, multi-lingual housing information MID TERM

The Mayor will advocate to ensure that housing resource providers and immigrant community partners collaborate to better provide accessible resources that educate immigrants around affordable housing options, tenant rights, housing discrimination policies, and legal remedies. The Pittsburgh housing sector remains a predominantly mono-language system that proves inadequate to meet the diverse range of language needs of Pittsburgh's new Americans and leaves limited English proficiency individuals without sufficient knowledge of or access to tenant rights and remedies.

The Mayor's lead in building language accessibility within City government and agencies will offer the opportunity to develop and share key multi-lingual housing information resources, while advocating for broad adoption of language accessible housing resources across the sector.

**PARTNERS:** *HACP, DHS, Housing Alliance of Pennsylvania, PLAN.*

### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

HUD will launch "HUD Speaks," a two-year pilot to improve communication and efforts to serve English learners and limited English proficiency individuals, developing interactive tools and information in multiple languages to spread awareness about HUD programs and services.<sup>36</sup>

## 26. Rehab vacant housing stock MID TERM

The Mayor will advocate to ensure that immigrant priorities are reflected in planning efforts underway on neighborhood programs for vacant housing renovation, construction training, and homeownership.

The 40 million immigrants in the United States have helped to stabilize the housing market in communities struggling to become more livable for existing residents, particularly in many of our post-industrial cities that are attracting substantial numbers of immigrants.<sup>37</sup> In the Chicago metro area, expansion of the immigrant population by 13,000 has added an average of \$1,500 to home values since 1990.<sup>38</sup>

This demonstrable impact is particularly important to cities like Pittsburgh, which over the past decades experienced devastating population loss accompanied by persistent devaluation and abandonment of housing infrastructure that was once home to thousands of working families. Much of Pittsburgh's vacant housing stock has deteriorated to the point of requiring demolition at substantial expense. Yet in many neighborhoods, such as East Liberty, efforts are underway within our community development sector to inventory, assess, and stabilize vacant homes whose potential return on investment provides the opportunity to transform these current community liabilities into future assets for redevelopment. The enactment of Pittsburgh's land bank legislation provides an important tool for neighborhoods to warehouse this vacant housing stock to implement rehab and resale plans, and offers an opportunity to build equity for residents, a more stable neighborhood, and increased housing values.

Many resource providers within the community development and workforce training sectors have begun to explore the combination of vacant housing renovation, skills training, and first-time homebuyer programs. A collaborative effort to bring these programs to scale for qualified existing lower-income residents and new Americans could provide a keystone opportunity for significant community revitalization, increased immigrant housing, workforce development, and wealth building.

Immigrants are a demonstrable resource for increasing community homeownership levels. Immigrants represent 13% of U.S. population, yet are projected to account for 36% of the growth in new homeowners between 2010 and 2020<sup>39</sup>. Homeownership rates among Latino immigrants who arrived in the 1980s jumped from 15% in 1990 to 53% in 2010, and are projected to reach 61% by 2020.<sup>40</sup>

**PARTNERS:** *URA, HACP, Neighborhood Allies, Pittsburgh Land Bank, NeighborWorks Western Pennsylvania, Rebuilding Together Pittsburgh, Habitat for Humanity of Greater Pittsburgh, Affordable Housing Task Force.*



## SERVICES

### 27. Commit to a community policing approach MID TERM

The Mayor will implement a partnership that leverages the leadership of Chief McLay and Pittsburgh's selection as one of six pilot programs for the U.S. Department of Justice and John Jay College National Initiative. This partnership will actively engage immigrant communities to provide more accessible, multi-lingual education on legal rights, personal safety, and interacting effectively with law enforcement, and builds on the successful Commander on Your Corner, Cops with Kids, and Coffee with Cops programs.

Selection as one of the National Initiative's pilot locations provides the Bureau of Police with increased technical, research, and training resources that are designed to enhance procedural justice, reduce bias, and support reconciliation - each are critical resources to building closer, more effective working relationships with our immigrant communities. The increased community policing resources provided by the National Initiative follows the City's 2014 receipt of a \$1.875 million grant from the United States Department of Justice to provide additional capacity by hiring 15 new community-oriented police officers. Combined with an increased focus on training by Chief McLay and the Bureau of Police leadership, a deliberate approach to community policing and partnerships with immigrants and limited English proficiency residents comes at an opportune time. This is particularly true within Pittsburgh's Bhutanese community, where the Welcoming Pittsburgh community listening meeting provided input on persistent issues of wage theft as residents travel home from their places of employment.

**PARTNERS:** *Latino Family Center, Black Political Empowerment Project, BCAP, Casa San José.*

### **NATIONAL LEADERSHIP MODEL** *My Brother's Keeper Recommendation*

Create a community-oriented Bureau of Police and increasing opportunities for positive interaction between youth and police officers.<sup>41</sup>

### 28. Promote increased transportation accessibility ONGOING

The Mayor will advocate to provide expanded public transportation resources, funding, and access, including information that is available in multiple languages and utilizes easy-to-understand visual design. Transportation issues resonated throughout the project's community input, registering as the largest hurdle (41% of respondents), top challenge faced in Pittsburgh (17%), and top service or resource needed by the community (13%) among foreign-born survey respondents.

Transportation is also the best example of common priorities between our new American and U.S.-born residents. It was identified as one of the top five concerns about attracting new residents to the city, and U.S.-born respondents registered improved roads, sidewalks, or public transit as their top priority (14% of respondents) in making their own neighborhood most livable. This issue provides a natural convergence of interests not just between immigrants and other residents, but also between residents across income levels, and between employers and employees.

The efforts to successfully advocate for dedicated state funding for public transit took a decade of persistent, broad-based efforts. Equal commitment and advocacy support may be critical to meeting the needs of a growing population of new Pittsburghers and existing residents alike.

**PARTNERS:** *Southwestern Pennsylvania Commission, Port Authority of Allegheny County, Bike Pittsburgh, GoBurgh.*



## 29. Improve and scale up refugee services LONG TERM

The Mayor will convene and support key refugee-service partners in planning and coordination between leadership, experts, and partners around refugee-specific needs, including health and wellness, housing, and creating a comprehensive refugee response plan.

Refugees come directly to Pittsburgh through resettlement programs, and from other communities in the United States as secondary migrants who are attracted by Pittsburgh's employment opportunities, family ties, and other social and economic factors. Secondary migrants have been particularly significant in expanding the Bhutanese community, estimated to be as high as 5,000 residents—the largest refugee group in Allegheny County. Refugee resettlement in Pittsburgh is predicted to continue to increase, based on estimates by area resettlement agencies, with growing numbers of refugees expected from Bhutan, Burma, Iraq, and the Democratic Republic of Congo.

Four official Reception and Placement (R&P) refugee-service providers—Jewish Family & Children's Services (JF&CS); Northern Area Multi-Service Center (NAMS); Acculturation for Justice, Access and Peace Outreach (AJAPO); and Catholic Charities—are funded through the U.S. Department of State and serve as Allegheny County's major coordinated service providers for the immigrant and refugee population. These lead R&P providers also work with a range of organizations that provide non-comprehensive immigrant and refugee resources, including Family Support Centers, community groups and collaboratives, universities, physical and behavioral health organizations, and other community-based nonprofit organizations. The R&P organizations serve approximately 520 refugees per year with varying levels of capacity.<sup>42</sup>

In addition to managing a growing population of immigrant and refugee consumers, Pittsburgh area service providers are faced with the clear need to support consumers beyond program funding parameters. Refugee Social Services (RSS) funding allows support to any person with refugee status who has been in the United States for more than six months but less than five years. Although RSS is an employment program, providers must necessarily address the many issues that are impediments to work, including LEP, lack of childcare, and limited public transportation. Because of language hurdles, resettlement agencies often accept referral clients from the Department of Public Welfare (DPW) or from EARN (Employment and Retention Network) Centers, toward the programmatic goal of moving them off of Temporary Assistance to Needy Families (TANF). This is a challenging objective, with refugee-service providers finding they need to work with some refugees far beyond the resettlement time frame or the limited employment scope of RSS.<sup>43</sup> JF&CS estimates that 80% of the multi-generational households they resettle have at least one high-needs individual who requires longer case management to assist in managing a range of health, housing, education, and social service needs.

**PARTNERS:** ISAC, JF&CS, DHS I&I, NAMS, AJAPO, Catholic Charities of Pittsburgh, SHIM.

photo by Welcoming Pittsburgh team



*"Secondary migrant refugees, about 500 a year, originally settled in another city and they decide to come to Pittsburgh because of a better quality of life here and better services."*

*Advisory Council Member*



# PROSPERING TOGETHER OVERVIEW

The success of our immigrant community plays an important role in the overall success of our region, and recommendations for Business + Jobs Creation and Employment + Empowerment must necessarily strengthen and make best use of existing economic development and workforce resources that support residents. Welcoming Pittsburgh recommendations ensure that the prosperity of new Pittsburghers, existing residents, the City, and the region are greatest when we work toward our mutual benefit and growth.

As Pittsburgh's economic growth strengthens, it currently lacks approximately 25,000 workers needed to support our local economy.<sup>44</sup> The Pittsburgh metropolitan region also currently has the lowest percentage of African American, Hispanic, and Asian workers. Estimates show that during the next 20 years, immigrants and their children will account for 85% of the net growth in the national labor force.<sup>45</sup>

By 2018, it is projected that even if every science, technology, engineering, and mathematics (STEM) student graduates, more than 230,000 STEM jobs requiring an advanced degree will not be filled.<sup>46</sup> As 76 million baby boomers retire and only 46 million U.S.-born workers enter the workforce by 2030, immigrants represent a critical resource to fill these future labor gaps.<sup>47</sup>

Other cities are benefiting from their growing immigrant workforce. In metro Philadelphia, immigrants made up 5% of the population, 5% of the labor force, and 8% of small business owners in 1990. By 2013, data indicates that immigrants made up 10% of the population, 12% of the labor force, and 14% of business owners.<sup>48</sup> Foreign-born residents in St. Louis contribute an average of 29% more to the region's income than the average U.S.-born resident due to wage earnings and labor force participation rates.<sup>49</sup>

A stronger immigrant labor force brings mutual benefits to communities, as areas with higher levels of immigration enjoy higher wages for native workers because of greater resulting specialization and productivity. Immigration was associated with an increase of about \$5,100 in yearly income of the average U.S. worker between 1997 and 2007, with no evidence that immigrants hurt employment rates or hours-per-worker for U.S.-born workers.<sup>50</sup>

## WE'LL KNOW WE'RE MAKING PROGRESS IN OUR EFFORTS TOGETHER WHEN:

- Our business community is more receptive to hiring immigrants and more immigrants are hired.
- We create and support more immigrant-owned businesses.
- We have a continuum of workforce training, greater job access, and better workers' rights resources for immigrants.
- More immigrants—and employers—know their options for extended stays.
- We attract and retain more international students.



# PROSPERING TOGETHER RECOMMENDATIONS

## BUSINESS + JOB CREATION

- 30. Promote best practices to increase hiring of immigrants **MID TERM**
- 31. Grow immigrant and minority businesses **SHORT TERM**

## EMPLOYMENT + EMPOWERMENT

- 32. Provide multi-lingual employee-rights support **MID TERM**
- 33. Improve immigrant integration in workforce systems **MID TERM**
- 34. Host job fairs that are welcoming to the immigrant community **SHORT TERM**
- 35. Support immigrant wealth-building **MID TERM**
- 36. Improve U.S. professional recertification processes **LONG TERM**
- 37. Launch a leadership mentoring match **SHORT TERM**



photo by Welcoming Pittsburgh team

# PROSPERING TOGETHER RECOMMENDATIONS

## BUSINESS + JOB CREATION

### 30. Promote best practices to increase hiring of immigrants MID TERM

The Mayor will advocate for education and adoption of best practices in hiring and recruiting immigrants within the Pittsburgh business community, promoting a Welcoming Workplace Challenge that supports employer leadership in cultural awareness, internships, mentorships, networking, and the hiring of a diverse workforce.

Immigrants have demonstrably proved an effective workforce to fill gaps in key labor needs nationally and in other regions, including in some of Pittsburgh's key economic sectors. In healthcare, an aging national population means that the number of seniors 65 years and older will double by 2040, and the demand for personal and home healthcare aides is expected to expand by up to 50%. Despite accounting for only 13% of U.S. population, immigrants currently make up 28% of home health aides. By 2050 they are projected to make up 23% of the working age population nationally and play a critical role in filling the sector's workforce gap.<sup>51</sup>

Manufacturing has traditionally played a core role in the Pittsburgh region's economy and identity. In Minnesota, immigrants represent over 16% of the manufacturing workforce, although making up only 7% of the state's population base.<sup>52</sup> A study of Hennepin, MN indicates that between 1970 and 2010 over 6,500 manufacturing jobs were created or preserved due to immigration.<sup>53</sup> In Houston and surrounding Harris County, TX between 1970 and 2010, immigrants helped create or preserve 45,000 manufacturing jobs.<sup>54</sup>

**PARTNERS:** *The Conference, Vibrant Pittsburgh, Sustainable Pittsburgh.*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The Corporation for National and Community Service (CNCS) national service programs place service participants in nonprofit, faith-based, community-based organizations, and public agencies to develop programs that address critical unmet needs, and bring low-income individuals and communities—including new Americans—out of poverty.<sup>55</sup> The Mayor's office has already made use of one VISTA placement to support the Welcoming Pittsburgh work and a second placement will begin August 2015 to provide additional capacity for implementing Welcoming workforce recommendations.

#### **NATIONAL LEADERSHIP MODEL** *My Brother's Keeper Recommendation*

Creating citywide internship opportunities.<sup>56</sup>



*"By promoting and championing hiring people from other cultures, we don't just need immigrants at the top levels, we need them at all levels."*

*Advisory Council Member*

### 31. Grow immigrant and minority businesses SHORT TERM

The Mayor will convene Pittsburgh entrepreneurial resource providers to better offer a coordinated, comprehensive range of support for immigrant and minority owned businesses, including start-up expertise, supporting resources, traditional and alternate capital, real estate, international market access, management, mentorship, and leadership development, promoted by expanding the existing Mayor's Small Business Resource Fairs program to address the specific needs and barriers faced by this community of entrepreneurs.

Immigrant entrepreneurs and businesses support a substantial portion of American job creation, and increasing the scale and range of support for new American businesses can have a substantial impact in Pittsburgh as well. Immigrants employ 1 in 10 workers nationally and started 28% of all new U.S. businesses in 2011.<sup>57</sup> On average, for every 100,000 non-business owning immigrants, 620 of them are likely to start a business each month, compared to 280 new businesses among those born in the U.S.<sup>58</sup> Immigrant entrepreneurs founded or co-founded more than 25% of technology and engineering companies started between 1995 and 2005, employing 450,000 workers and amassing \$52 billion in sales in 2005.<sup>59</sup>

Immigration boosts trade demonstrably. A 10% increase in a country's immigrant population is estimated to increase trade volume by about 1.5%.<sup>60</sup> Immigrant businesses are more likely to engage in exports to the benefit of the national trade balance and regional economic impact. Over 7% of immigrant firms export goods and services, versus about 4% of non-immigrant owned firms,<sup>61</sup> and over 3% of these immigrant firms report exports accounting for at least 20% of their sales. Less than 1% of non-immigrant firms attain the same level of export business.<sup>62</sup>

Immigrant businesses have a strong impact on the economy and quality of our neighborhoods, as data reveals that immigrants make up 28% of Main Street business owners in the U.S., although accounting for only 16% of the labor force nationally, and 18% of business owners nationally.<sup>63</sup> Cities with significant immigrant populations reflect that strength, making up 64% of all Main Street business owners in the Los Angeles metro area, 61% in metro San Jose, 56% in metro Washington, D.C., and 54% in metro Miami.<sup>64</sup>

**PARTNERS:** *URA, Ethnic Chambers of Commerce, Community Chambers of Commerce, Duquesne University Small Business Development Center, Urban Innovation21, New Sun Rising, Kiva City, Vibrant Pittsburgh.*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The U.S. Small Business Association (SBA) will pilot new "101" classes in targeted cities in collaboration with local partners, and will create a new toolkit to help new American entrepreneurs become lender-ready.<sup>65</sup>

SBA's "Made It in America" Campaign will highlight new American entrepreneurs, and SBA's microloan program designates loans averaging \$13,000 to support intermediary lenders at nonprofit, community-based organizations with experience in lending, and provides management and technical assistance in administering the program.<sup>66</sup>

The U.S. Department of Commerce will promote immigrant entrepreneurship through the President's Ambassadors for Global Entrepreneurship program and the Business Sunday initiative.<sup>67</sup>



## EMPLOYMENT + EMPOWERMENT

### 32. Provide multi-lingual employee-rights support MID TERM

The Mayor will convene Pittsburgh labor unions, affinity groups, and immigrant service providers to provide multi-lingual training for immigrant workers on employee rights and support. Immigrant workers are more frequently vulnerable to unscrupulous employers, and often have little knowledge of legal recourse due to barriers of language and culture. Some of Pittsburgh's key labor unions and locals are actively engaged in support of immigrant workers' rights and education. A stronger partnership between Pittsburgh's immigrant communities, service providers, employers, and labor resources can help support immigrants as they strive to obtain and retain quality jobs that can support their families.

**PARTNERS:** *U.S. Steelworkers, SEIU, UNITE HERE.*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The U.S. Department of Labor (DOL) engages immigrant workers directly through federal partnerships, such as the White House Initiative on Asian American Pacific Islanders (WHIAAPI) initiative that offers train-the-trainer resources in targeted sectors that employ large numbers of Asian American workers.<sup>68</sup>

### 33. Improve immigrant integration in workforce systems MID TERM

The Mayor will convene workforce development partners to improve immigrants' access to employment by coordinating with existing systems that prepare the under-employed to fill regional employment gaps, providing language accessible pre-employment training, skills training, and job access. Jobs were identified by 11% of foreign-born Welcoming Pittsburgh survey respondents as a leading challenge, second only to transportation (29% of respondents), and ranked third as a service or resources needed in the community (7%).

A more accessible workforce system is critical to both providing sustaining income for immigrant families, and in allowing Pittsburgh's employers to meet critical current and emerging gaps in our labor market. Better language access, greater knowledge of job training and placement resources, and an employer culture that is more understanding and open to new American job applicants are all critical to the success of our immigrant workers and of employers seeking a capable workforce. By 2030, the U.S. will need to add 25 million workers to the labor force to sustain current levels of economic growth.<sup>69</sup> The construction sector alone is projected to add 1.8 million jobs nationally by 2020.<sup>70</sup> A study of Latino immigrant construction workers found that nearly 60% arrived in the U.S. with a deep and sophisticated knowledge of the trade.<sup>71</sup>

**PARTNERS:** *Three Rivers Workforce Investment Board (TRWIB), Community College of Allegheny County (CCAC), Bidwell Training Center.*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

Implementation of the Workforce Innovation and Opportunity Act (WIOA) will be supported by the DOL and the ED promotion of funding opportunities and best practices that provide new Americans the tools they need to succeed.<sup>72</sup>

DOL, the ED, and HHS will collaborate to release a career pathways and credentialing toolkit for states and localities, including examples of immigrant-focused career-pathways programs.<sup>73</sup>

## 34. Host job fairs that are welcoming to the immigrant community SHORT TERM

The Mayor will implement immigrant-friendly job and employment resource fairs by partnering with workforce and community organizations to host the fairs in Pittsburgh neighborhoods with high employment needs.

Well publicized, community supported job fairs are a good way to connect employers with unfilled job openings with residents who need those jobs or the training that will help them qualify to be hired. Many job fairs take place regularly in the city, held in partnership with community, nonprofit, and business partners. Yet a growing number of jobs continue to go unfilled in our largest employment sectors. Nationally more than 3.5 million jobs are predicted to open up in the healthcare sector between 2010 and 2020, representing about 17% of all predicted job creation.<sup>74</sup> Registered nurses (RNs) will experience the most growth of any occupation through 2020,<sup>75</sup> yet by 2020 estimates indicate that nearly half of current RNs will reach retirement age.<sup>76</sup>

One means of better filling these employment gaps is to focus on the language and cultural barriers that currently prevent Pittsburgh's growing immigrant population from accessing our existing recruitment systems. Foreign-born respondents to the Welcoming Pittsburgh survey indicated jobs (11%) and language access (7%) in the top six challenges faced in Pittsburgh, and in the top four services or resources needed by the community (jobs and language access both ranked at 7% of respondents). The Mayor's job fairs present another opportunity to take welcoming practices to the people in the communities where they live, making jobs, training, and ESL resources more available to residents with limited English proficiency. It's a key opportunity to provide better resources for our immigrant community while also bringing critical employment opportunities to other residents in communities with the highest employment needs. As is the case with transportation issues, better employment access provides a common focus area between our immigrant community and the residents of our least livable neighborhoods.

**PARTNERS:** *The Conference, TRWIB, Ethnic Chambers of Commerce, Community Chambers of Commerce, CLP.*

## 35. Support immigrant wealth-building MID TERM

The Mayor will convene Pittsburgh financial literacy service providers to increase immigrant access to financial empowerment resources, including banking, saving for college, home buying, and small business financing. A deliberate approach to increased financial literacy education and wealth-building resources ensures that Pittsburgh's immigrants can better support and plan their families' future. A number of Pittsburgh nonprofits provide at least basic financial literacy resources, but language accessible resources are rare for immigrants, particularly those outside Pittsburgh's refugee resettlement system.

Better language and cultural access resources among those nonprofit and private sector financial literacy providers can help Pittsburgh better realize the potential economic benefits as we grow our new American population. Homeownership has been the cornerstone of traditional wealth building for American families, and this is particularly true for our immigrant families. National estimates indicate that from 2010 to 2020 immigrants are projected to account for 36% of the growth in new homeowners, triple their current percentage of the overall population.<sup>77</sup>

**PARTNERS:** *CLP, Neighborhood Allies, NeighborWorks Western Pennsylvania, BOGP.*

### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The HHS Office of Refugee Resettlement's Individual Development Accounts Program (IDA) provides a targeted wealth building resource that helps match refugees' own savings from their employment to save for important investments, and has a current funding opportunity announcement for this fiscal year.<sup>78</sup>

The HHS OCS Assets for Independence Program (AFI) supports individual development accounts and financial capability for low-income individuals and incentivizes collaborations with refugee-serving organizations as a part of their current funding opportunity announcement.<sup>79</sup>



### 36. Improve U.S. professional recertification processes LONG TERM

The Mayor will convene local universities and colleges to increase access to U.S. professional recertification, in-language test support, G.E.D. preparation, and advanced ESL curricula. This furthers the comprehensive education access agenda included in the recommendations of the Bridge to the City focus area, ensuring greater access to continuing adult education as a bridge to better employment opportunities. Affording individuals the opportunity to tap their skills and educate themselves to the best of their ability allows residents to live up to their full potential, and to better themselves, their families, and the city.

It is critical for many immigrants with lower levels of education and skills to achieve greater proficiency in English in order to successfully participate in professional development offerings – from G.E.D. attainment to trade programs to higher education. Over 12 million foreign-born Americans speak English “not well” or “not at all,”<sup>80</sup> and over 60% of adult English learners lack high school degrees.<sup>81</sup> Broader access to basic ESL resources, in-language test support, and support for G.E.D. preparation helps better provide opportunities for our new Pittsburghers to ensure their own success. Immigrants with higher English proficiency levels are more likely to achieve greater educational attainment and higher wages,<sup>82</sup> while greater fluency in English is also associated with higher earnings later in life for adults who immigrated as children.<sup>83</sup>

Access to opportunity is a challenge to many of our most highly educated immigrants as well, many of whom left their home countries as skilled professionals. Yet, they are often unable to secure jobs at their former professional level due to hurdles meeting U.S. recertification requirements for professions they have, in many cases, practiced for years. Difficulty accessing the advanced English language skills necessary to pursue recertification adds to the challenge of finding employment at their former professional level – or at any level within their field of expertise.

Under-employment impacts not just the individual and their family, but also represents a lost opportunity for the city to fully realize the contributions of these skilled professionals. Increased access to language and recertification resources, and job placements within their fields of expertise will help in better accessing jobs at their former professional level.

**PARTNERS:** *University of Pittsburgh, CCAC, GPLC.*

#### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The DOL and ED will strengthen new Americans’ connections with job centers by hosting roundtables highlighting promising initiatives like the Welcome Back Center Initiative, a national model program that helps foreign-trained healthcare professionals obtain licenses to continue their careers in the United States.<sup>84</sup>

The U.S. DOL, ED, and HHS promote best practices around promising models for new Americans through the Career Pathways and Credentials Toolkit that provides information for states, localities, and workforce partners on how to develop and expand high-functioning career pathways, credentialing systems, and programs.<sup>85</sup>

AmeriCorps VISTA members can help research and identify local employers willing to hire refugees with limited English proficiency; create refugee employment readiness classes; and support professional refugees by identifying credentialing and career opportunities.<sup>86</sup>

# PROSPERING TOGETHER RECOMMENDATIONS

## 37. Launch a leadership mentoring match SHORT TERM

The Mayor will partner with Pittsburgh business and civic community leadership to launch a pilot mentorship program that matches 10 private sector CEOs, nonprofit Executive Directors, and other civic leaders with budding entrepreneurs and other rising stars from Pittsburgh's immigrant and minority communities, to support and elevate emerging new leaders. This leadership mentorship match will serve a critical role in Pittsburgh's continuum of leadership development, creating network connections that unite emerging business and civic leaders within immigrant and minority communities.

The leadership mentoring match will provide a pathway to connect with other leadership development resources, and the civic and business systems within our region. The program will promote and develop leadership networks within business sectors and within native communities, while building networks with African American leaders and with the broader civic, business, and entrepreneurship sectors.

**PARTNERS:** *The Conference, Greater Pittsburgh Nonprofit Partnership, Vibrant Pittsburgh, Mentoring Partnership of SWPA, Leadership Pittsburgh.*

### **NATIONAL LEADERSHIP MODEL** *from The White House Task Force*

The President's Ambassadors for Global Entrepreneurship (PAGE) inspires and promotes entrepreneurship in the United States and abroad. The U.S. Department of Commerce will seek out opportunities for PAGE Ambassadors, especially those who are immigrants or children of immigrants, to promote entrepreneurship around the country to other new Americans.<sup>87</sup>

The SBA "Made It in America" campaign promotes success stories by highlighting notable new American entrepreneurs who have used SBA as a small business resource.<sup>88</sup>

photo courtesy City of Pittsburgh



*"It's an amazing initiative. I have spent most of my adult life here and this is the first time I have seen anything like this. Make this welcoming initiative real."*

*Advisory Council Member*



# Methodology

The project pursued a deliberate and thorough approach to ensure a community-driven process that relied on the expertise of local community leaders, sought direct input from the public, and provided informed direction from the best practices of other communities.

## Advisory Council

Mayor Peduto convened an advisory council of 40 leaders representing Pittsburgh's business, academic, civic, and philanthropic communities. Beginning in October 2014, the Advisory Council met monthly through May 2015 to fulfill their charge to identify the challenges and opportunities for Pittsburgh's immigrants; develop core focus areas, priorities, and recommendations; and determine the components of a roadmap to guide implementation over the next five years. The Mayor contracted with Pittsburgh-based consulting firm Jackson/Clark Partners (JCP) to guide the planning process, facilitate public input, craft the final plan, and provide photo and video documentation of the process. The planning process employed three phases that included developing a shared framework for the work; community listening and participation; and creating the roadmap plan.

## Advisory Council Meetings

Phase one of the planning included three meetings. The project kickoff meeting reviewed project scope and schedule, developed shared values for the work, and identified who else needed to be involved in the planning process. Council members participated in a collaborative planning session to define the elements of a shared vision and community outreach tactics. The subsequent sessions reviewed baseline data and demographics on Pittsburgh's immigrant community, and examined consensus outcomes from the previous sessions and from Council member interviews. The final phase one session established shared values and vision points, and defined Council goals for community input.

The two meetings of phase two developed core priorities, set a consensus framework for the plan, and established the process for community engagement. Meeting four reviewed and refined the outreach plan, while reviewing best practices from other welcoming community initiatives. Collaborative work in the fifth meeting applied mission points to develop priorities within an initial set of five defined focus areas for the work, preparing the Advisory Council to best evaluate and incorporate public input during the final phase of the work.

The two meetings of the third and final phase reviewed the range of input from the project's public outreach efforts to craft final consensus recommendations reflective of the priorities identified by the Pittsburgh community. The final planning meeting reviewed draft recommendations and priorities framed within three unifying focus areas, capturing the Council's specific input to finalize the consensus plan recommendations.

## Community Meetings

A series of five community meetings across the city were designed to build public awareness of the initiative by convening members of the public and community leaders to provide detailed information on the Welcoming Pittsburgh planning initiative and learn how to empower others in the community to share input. The Advisory Council and the Welcoming planning team captured direct input from attendees through an interactive participatory process, while also encouraging attendees to connect with their own networks to facilitate broader public participation at subsequent meetings and via the project's on-line surveys. Participants were encouraged to commit to reach out to their own networks to promote the surveys, and to work with the Welcoming team to connect directly with community members unable to participate in an on-line survey.

## Community Input

Direct community input was secured at the five community meetings and through outreach at community events identified by community meeting attendees as best opportunities to connect with harder to reach immigrants and other residents. Welcoming team members provided outreach to promote the survey at additional partner events and meetings across the city, assisting immigrants otherwise unable to complete the on-line survey due to language barriers or lack of internet access. The on-line survey was made available in English, Nepali, Arabic, Portuguese, and Spanish to encourage participation in some of the city's most prevalent languages.

## Documentation

Larry Rippel, a Pittsburgh-based photographer specializing in public events and portraiture, was contracted to photograph working sessions with the Council and community outreach efforts. Additional video interviews with Advisory Council members and attendees of each community meeting captured individual stories of immigration and aspirations for building a more welcoming city. JCP created a repository of images and video clips for immediate use on social media and websites, as well as future branding, marketing, and communications initiatives.



# Acknowledgements

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