



# FOCUS AREAS + RECOMMENDATIONS

FOR A MORE WELCOMING 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.

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. 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.



all photos by Larry Rippel



# 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 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 14 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 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 the 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.



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. 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. 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. Our immigrant population is the most highly skilled in the nation, with four skilled immigrants for every one immigrant with lower-level skills.

The largest portion of respondents to the Welcoming Pittsburgh immigrant survey 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 Somali 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.



# 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.

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

- *Welcome, Neighbor!,*
- *Bridge to the City, and*
- *Prospering Together*

## 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 and the City of Pittsburgh 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 to provide the capacity that will ensure successful implementation. The Mayor will support community-driven implementation through the creation of three Welcoming Action Teams that will advance collaboration and implementation of recommendations in our three focus areas.



# 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

### 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. **PARTNERS:** *Citiparks, Carnegie Library of Pittsburgh (CLP), Greater Pittsburgh Literacy Council (GPLC), U.S. Citizenship & Immigration Services (USCIS).*

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

#### 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, including the launch of an online platform that will allow thoughtful assessment of future Sister City partnerships. **PARTNERS:** *Sister Cities International, World Affairs Council of Pittsburgh, Jewish Federation of Greater Pittsburgh, Amizade Global Service-Learning, Pittsburgh Regional Alliance, GlobalPittsburgh, Honorary Consuls.*

### 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. **PARTNERS:** *USCIS*

#### 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 community-based organizations to promote neighborhood connections. **PARTNERS:** *Immigrant Services and Connections (ISAC), Jewish Family & Children's Services of Pittsburgh (JF&CS), CLP, Bank On Greater Pittsburgh (BOGP), Neighborhood Allies.*



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

### 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, leveraging City Hall as an exhibition space to celebrate Pittsburgh's global community, which began last fall and will continue with the Summer 2015 "Shared Borders, Shared Dreams" exhibit.

**PARTNERS:** Citiparks, Pittsburgh Public Schools, Luminari, GlobalPittsburgh, Amizade Global Service-Learning, CISV Pittsburgh, La Roche College.

#### 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 and the GrubUp 2015 summer meals program. **PARTNERS:** Citiparks, Greater Pittsburgh Arts Council (GPAC), Just Harvest, Grow Pittsburgh, Greater Pittsburgh Community Food Bank.

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

#### 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.

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

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



# WELCOME, NEIGHBOR!

## RECOMMENDATIONS

### 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

**PARTNERS:** Mayor's 200th Anniversary Committee, Pittsburgh Folk Festival, GPAC, Kelly Strayhorn Theater, VisitPITTSBURGH.

#### 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.

**PARTNERS:** Citiparks, GPAC.

#### 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.

**PARTNERS:** Citiparks.



# 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.

## RECOMMENDATIONS

### 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.

**PARTNERS:** *Citiparks, Pittsburgh Remake Learning Network, Pittsburgh Public Schools, CLP, 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 initiative and wish to serve as internal champions to build peer support of the welcoming work within government.

#### 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 initiatives that further Welcoming Pittsburgh recommendations and support more livable communities.

#### 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.

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

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

The Mayor will implement expansion of the Civic Leadership Academy to increase opportunities for immigrant and neighborhood leaders to participate (implementation began with the Fall 2014 class), provide additional opportunities for City 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.

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

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

The Mayor will advocate for broad immigration reform through a coordinated lobbying effort focusing on shared local and state action items.



# BRIDGE TO THE CITY

## RECOMMENDATIONS

### 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. **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.*

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

#### **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. **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, builds on the successful Commander on Your Corner, Cops with Kids, and Coffee with Cops programs.

**PARTNERS:** *Latino Family Center, Black Political Empowerment Project, Bhutanese Community Association of Pittsburgh, Casa San José.*

#### **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. **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. **PARTNERS:** *ISAC, JF&CS, DHS I&I, Northern Area Multi-Service Center, AJAPO, Catholic Charities of Pittsburgh.*



# PROSPERING TOGETHER OVERVIEW

The success of our new Americans 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.

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

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

### EMPLOYMENT + EMPOWERMENT

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

The Mayor will convene Pittsburgh labor unions and immigrant service providers to provide multi-lingual training for immigrant workers on employee rights and support. **PARTNERS:** *U.S. Steelworkers, SEIU, UNITE HERE.*

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

#### 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. **PARTNERS:** *The Conference, TRWIB, Ethnic Chambers of Commerce, Community Chambers of Commerce, Bidwell Training Center, CLP.*



# PROSPERING TOGETHER

## RECOMMENDATIONS

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

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

### 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 C.E.O., 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. **PARTNERS:** The Conference, Greater Pittsburgh Nonprofit Partnership, Vibrant Pittsburgh.

