



# Lawrenceville Corporation & Lawrenceville United Joint Strategic Plan

February Happenings Meeting | 08 February 2024



LAWRENCEVILLE



UNITED

- **Mission:** to improve and protect quality of life for all Lawrenceville residents
- **Membership** of over 800 residents
- **Board** comprised of all residents: elected by our membership
- **Programs:** Lawrenceville Farmers Market, supporting older adults, free food distributions, cleaning & greening, direct support & case management, advocacy, and more.



# LAWRENCEVILLE



## UNITED

- **Major accomplishments:**
  - Massive decrease in crime
  - Created the Dog Park, the Tree Park, 2 organic community gardens, revitalized Duncan Park
  - Recycled 30+ blighted properties
  - Helped plant & maintain over 1,000 trees
  - Distribute 35,000+ free meals annually
  - 13 years of the Lawrenceville Farmers Market
  - Policy wins: Housing Opportunity Fund, inclusionary zoning, Mobility Enhancement District
  - Vetted 200+ development projects & liquor licenses and created many community benefit agreements
  - Helped spur STEAM program at PPS
  - Direct support to hundreds if not thousands of residents - rent assistance, home repairs, eviction prevention, and more.





- **Mission:** Driven by the Lawrenceville community, the Lawrenceville Corporation acts as the catalyst and conduit for responsible and sustainable growth.
- **Membership:** About 125, primarily business owners
- **Board:** Mostly comprised of residents, property owners, and business owners and elected by our membership - 16 members
- **Programs:** Business district management, mobility, policy and advocacy, community planning and development, real estate development, and communications and marketing
- **History:** Formed in January 2000 as a merger of the Lawrenceville Development Corporation (LDC) and the Lawrenceville Business Association (LBA)



- **Major Accomplishments:**

- 16:62 Design Zone Marketing Plan
- Affordable artist spaces @ Ice House and Blackbird Studios
- City of Bridges Community Land Trust
- Community Plans & Guidelines
  - Butler Street Design Guidelines
  - Various Ward plans
- Community Events - Pride and Cookie Tour
- Collaboration with LU
  - Liquor Licenses
  - Large New Developments
  - Affordable Housing
  - Shared funding
  - Shared Board members
  - Shared staff



We're embarking upon a  
**JOINT STRATEGIC PLAN**

Why now?

**Community needs** and the **funding landscape** have shifted.

This moment in time provides a unique opportunity for LU and LC to build upon a robust history of collaboration to consider how the two organizations can best position themselves to deliver their missions to meet the needs of the Lawrenceville community into the future.

We need to re-evaluate **who we are,**  
**what we do,** and **how we work**  
**together** to ensure sustainability  
into the future.



We need to re-evaluate **who we are,**  
**what we do,** and **how we work**  
**together** to ensure sustainability  
into the future.



**ESIECONSULT**  
SOLUTIONS INC.  
economics | strategy | insight



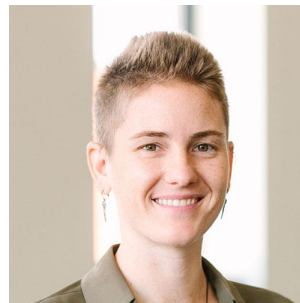
**Christine Mondor, FAIA**

Principal, evolveEA  
Faculty, Carnegie Mellon  
University



**Grace Cameron**

Project Support



**Mae Catino**

Stakeholder  
Engagement Specialist



**Anna Rosenblum**


Associate & Senior Project  
Manager  
LEED AP EBOM, EcoDistricts AP,  
LFA



**Breen Masciotra**


Subject Matter Expert

evolveEA is a nimble multidisciplinary practice situated at the intersection of sustainability and the built environment. We help individuals, communities, and organizations take strategic action. We look through three lenses of sustainability: **People, Process, and Place.**



PEOPLE

People's knowledge, beliefs, and actions must be understood to determine achievable goals and implementation strategies.



PROCESS

Process defines what we do, how we accomplish it and the material and energy flows that are needed.



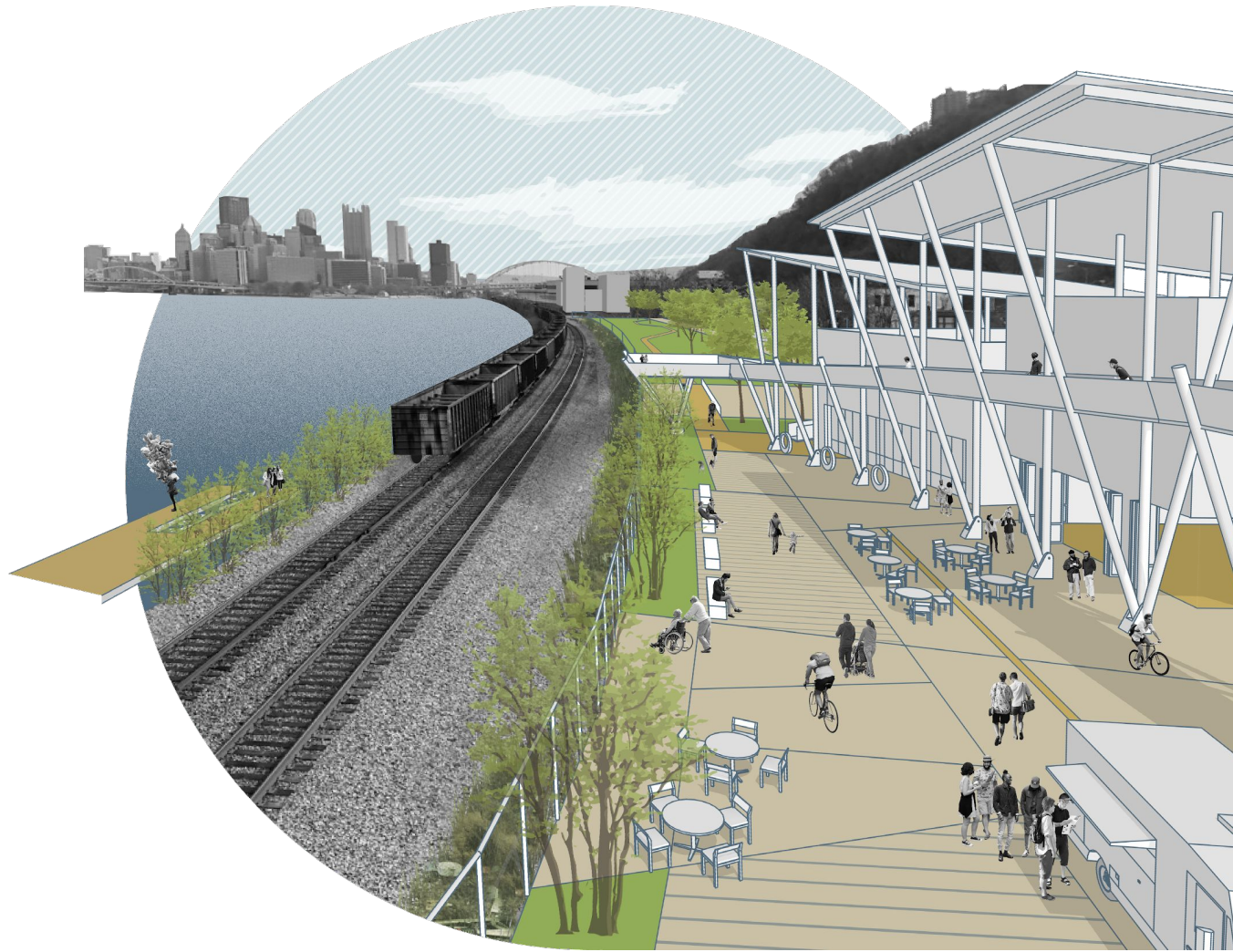
PLACE

Places influence our experience and understanding of sustainability, and can demonstrate environmental principles.



evolveEA holds a number of certifications and memberships including B Corp and WBE certifications, Green Building Alliance, American Institute of Architects (AIA), and US Green Building Council memberships.





**We help  
communities  
visualize  
change and  
imagine the  
future**



**We've helped  
Lawrenceville  
navigate  
change.**

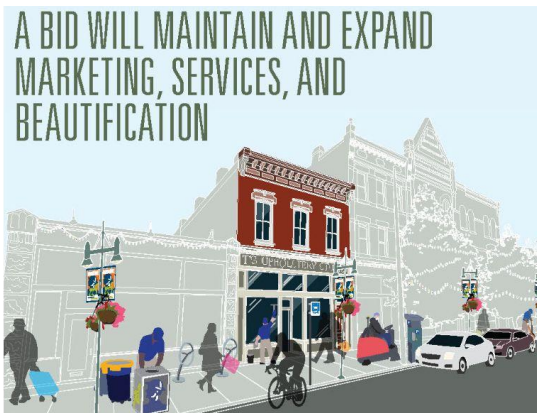
**Upper Lawrenceville  
Community Vision &  
Development Plan**

**Lawrenceville Corp.'s  
"Pivot LC" Strategic  
Foresight Study**

**City of Bridges CLT  
Expansion**

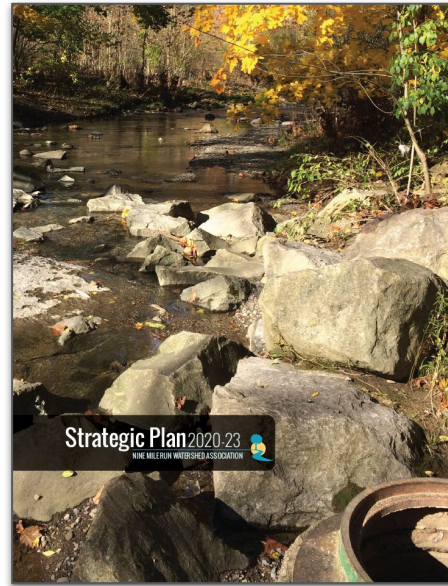
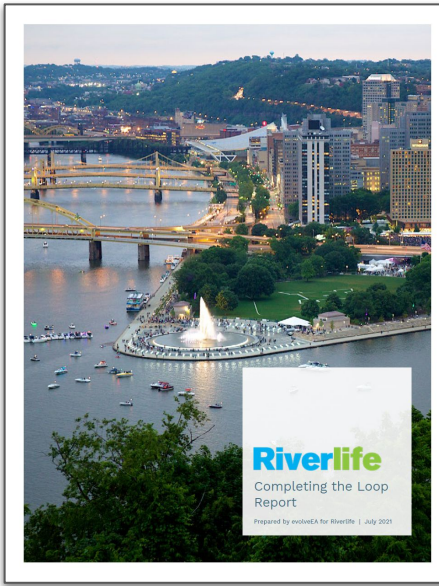
**Lawrenceville BID  
Graphics**

**10th Ward Fresh**



# Pennsylvania Resources Council

Strategic Plan 2023 - 2028



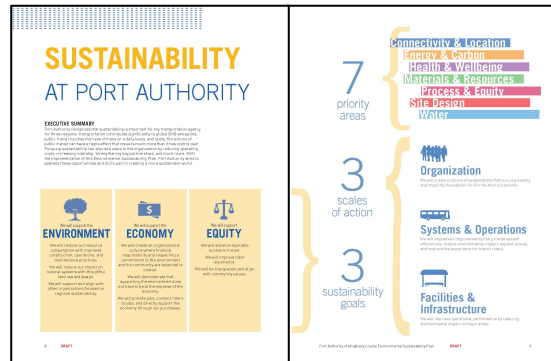
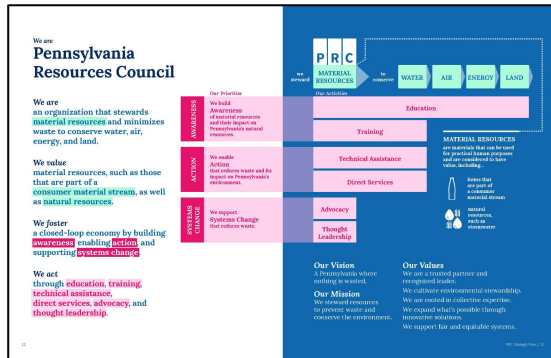
We help organizations develop a plan to achieve their vision

Pennsylvania Resources Council  
Riverlife

City of Bridges CLT  
Assemble

Sharpsburg  
Neighborhood  
Organization

Women's Center &  
Shelter



# Let us know what you think!

**What surprised you?**

This is the first joint strategic plan for LC and LU!

The loss of third spaces in the neighborhood

**What questions do you have?**

When will we see the outcome?

How will this impact the Farmer's Market?



**COMMUNITY SURVEY**

# WHAT IS A STRATEGIC PLAN?

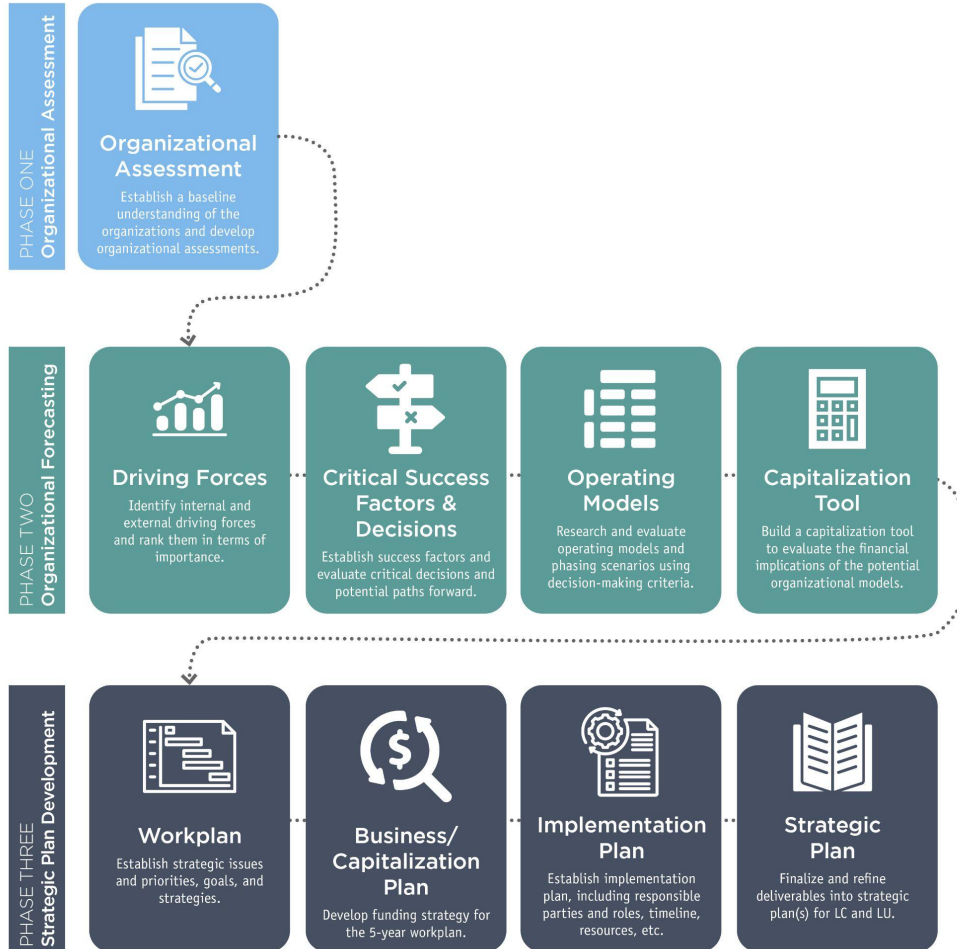
A strategic plan sets priorities, focuses energy and resources, strengthens operations, and aligns stakeholders to work towards common goals.

A strategic plan helps an organization plan ahead, stay accountable to its goals, and adjust direction when needed.



For both organizations, the process will result in:

- An **assessment of the organization**
- A clear 5-year **strategic plan**
  - A shared vision
  - Updated mission and values
  - Strategic priorities and goals
  - A preferred operational model
  - A 5-year workplan
  - A 5-year funding strategy
- A 5-year **business/capitalization plan.**



What we've  
learned so far



An aerial photograph of a city, likely Pittsburgh, featuring a prominent multi-arched bridge crossing a river. The city buildings and hills in the background are visible under a hazy, orange-tinted sky. The text is centered over the image, flanked by two horizontal white lines.

**COMMUNITY NEEDS HAVE SHIFTED  
OVER THE PAST 20 YEARS.**

WHAT WE'VE HEARD...  
LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

In many ways, the  
**neighborhood has improved**

Decrease in crime

Vibrant and diverse business districts

New development

**45%**

Decrease in violent crime  
over 5-yr avg (2021)

**350+**

businesses

Pittsburgh Arsenal  
performing in the

**top 15%**

Of schools in PA

*Source: LC Neighborhood Metrics report (2022), LU & Housing Presentation (2020), LU NED Presentation (2022)*

WHAT WE'VE HEARD...

LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

# The **physical environment** has changed

Increased density

Increased diversity in housing types

Shift in large industrial sites

**850+**

Residential units  
announced or completed  
since 2019



Source: LU & Housing Presentation (2020)

WHAT WE'VE HEARD...

LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

The **housing market** has changed

Rent is unaffordable for many

Homeownership is unattainable to many

Lawrenceville lost

**50% +**

of its HCV (section 8) units between 2011 and 2016 (120 units)

Loss of

**300 Somali Bantu residents**

**1/3 of black population**

**1/4 of long-time homeowners**

*Source: LU & Housing Presentation (2020), Pittsburgh Post Gazette, "the Limits of 8"*

WHAT WE'VE HEARD...

LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

# The **business district** has changed

Unique, small, locally-owned businesses define the character of the business districts

The transition to a regional destination has brought benefits and challenges

Commercial rents are increasing

**232**

Locally owned and operated businesses (72%)

**95**

Woman-owned businesses (27%)

**\$28 - \$32 psf: New construction retail lease rates**

**\$19 - \$26 psf: Renovated retail lease rates**

*Source: LC Neighborhood Metrics report (2022)*



WHAT WE'VE HEARD...  
LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

# The **population** has changed

Shift in demographics

Not everyone feels welcome or like they belong

**68%**

Loss of Black population  
from 2010 - 2020

**135%**

Increase in median  
household income from  
2010 - 2020

**40%**

Increase in population  
aged 25-36

*Source: LU NED Presentation (2022), LC  
Neighborhood Metrics Report (2022)*

WHAT WE'VE HEARD...

LAWRENCEVILLE HAS CHANGED OVER THE PAST 20 YEARS.

---

The **culture and identity** has changed, as well as the population

Lawrenceville's identity used to center around DIY culture

Now, people associate Lawrenceville more with its consumer amenities and nighttime culture

Loss of community spaces and third spaces ("the commons")

Shift in demographics



An aerial photograph of a city, likely Pittsburgh, featuring a prominent multi-arched bridge crossing a river. The city buildings and hills in the background are visible under a hazy sky. The entire image is overlaid with a semi-transparent orange filter. Two horizontal white lines frame the central text.

**LC & LU's ROLES HAVE CHANGED  
OVER THE PAST 20 YEARS.**

## WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

There is still **great need** in  
Lawrenceville

The housing situation is complex and  
dynamic

Lawrenceville is less competitive for  
funding

It is challenging to make this story known

**23%**

Of households are  
cost-burdened

**10%**

Of residents are below  
the poverty line

**>40%**

Of under 18 year olds are  
living below the poverty  
line

*Source: LC Neighborhood Metrics Report  
(2022)*

WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

# This need is **not** **broadly understood**

The housing situation is complex and dynamic

Lawrenceville is less competitive for funding

It is challenging to make this story known



WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

## As a result, **Lawrenceville United's** role has changed

LU is making real change in people's' lives

LU has been successful in organizing the community around policy changes

Recent priorities have resulted in less visibility and a different relationship with the broader community

LU needs sustainability, resources, and visibility



WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

## As a result, **Lawrenceville United's** role has changed

LU has been successful in organizing the community around policy changes

Recent priorities have resulted in less visibility and a different relationship with the broader community

LU needs sustainability, resources, and visibility



WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

The **business district identity** has evolved as well

The business districts have a strong identity defined by unique, locally-owned businesses

Balance has shifted from locally serving to a regional destination

The business districts are at a tipping point

**25**

More business openings than closures from 2019 - 2022

**68**

Programmed affordable commercial retail and studio spaces

*Source: LC Neighborhood Metrics Report (2022)*



WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

# As a result, **Lawrenceville Corporation's** role has changed

LC has a great legacy and history of success that is respected

LC is associated with the business community and not broader community development

WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

---

## As a result, **Lawrenceville Corporation's** role has changed

LC has a great legacy and history of success that is respected

LC is associated with the business community and not broader community development

LC's role has transitioned from invitational to growth management

LC needs a strong vision for their next chapter



WHAT WE'VE HEARD...

LC'S AND LU'S ROLES HAVE CHANGED OVER THE PAST 25 YEARS.

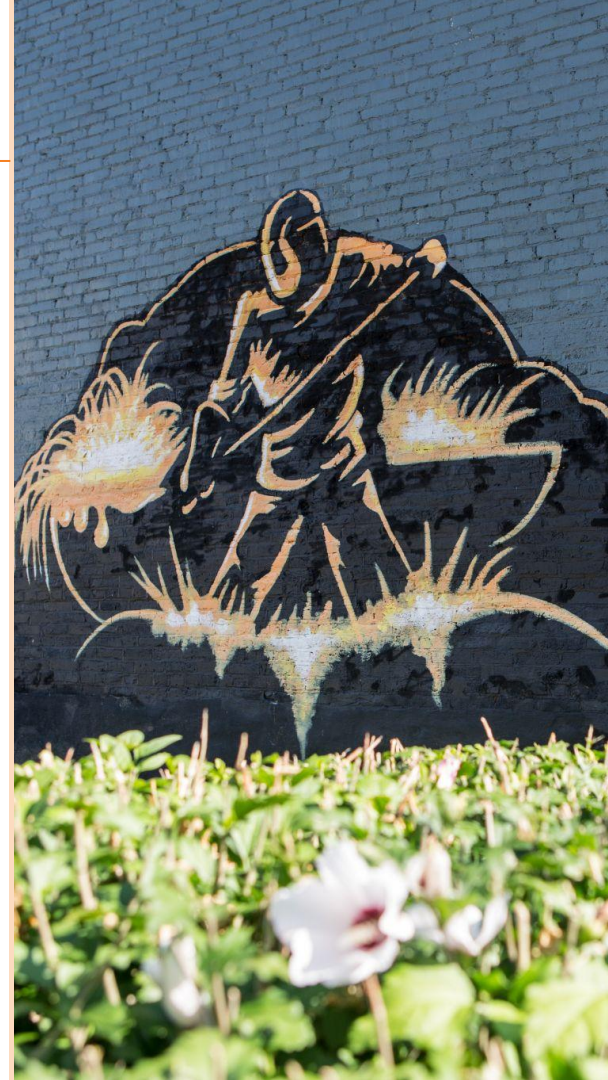
---

There has been **no formal joint strategic planning** (until now!)

No internal planning around a shared vision

Good dynamic is vulnerable to staff transitions

Best example so far is the NPP application



The image shows a panoramic view of a city, likely Pittsburgh, featuring a prominent multi-arched bridge crossing a river. The city buildings and hills in the background are visible under a hazy, orange-tinted sky. The text is centered horizontally and framed by two white horizontal lines.

**THE FUNDING LANDSCAPE HAS SHIFTED,  
REFLECTING A NATIONAL TREND.**

THE SHIFT IN CBOS & CDCS IS A NATIONAL TREND.

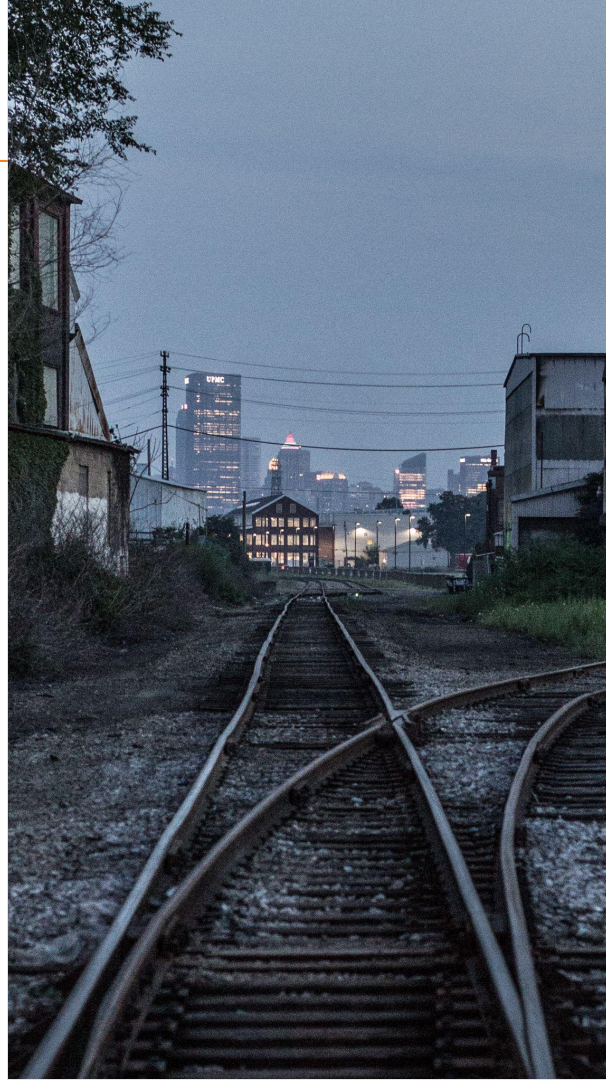
---

# Pittsburgh has changed over the past 20 years.

Market conditions have shifted

This is not an LC & LU crisis, it's a  
broader shift

The funding landscape has changed



## THE SHIFT IN CBOS & CDCS IS A NATIONAL TREND.

---

There is **no clear set of best practices** for CBOs and CDCs in communities that have transitioned from weak market to strong market.

Community development is at a pivot point

There is an opportunity to reinvent and be a regional (or national!) model



We are currently engaging in Organizational Forecasting with LC & LU to determine the future of both organizations.

Look for an update at a future Happenings meeting!

# Let us know what you think!

**What surprised you?**

This is the first joint strategic plan for LC and LU!

The loss of third spaces in the neighborhood

**What questions do you have?**

When will we see the outcome?

How will this impact the Farmer's Market?



**COMMUNITY SURVEY**



# LC/LU STRATEGIC PLAN

For each organization, the plan will include:

- Executive summary
- Shared vision
- Mission and values
- Strategic priorities and goals
- Identification of a preferred model for future operations
- 5-year workplan and implementation plan
- 5-year funding strategy and business and capitalization plan