

LAWRENCEVILLE TOGETHER

Strategic Plan 2025 - 2030



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LAWRENCEVILLE CORPORATION (LC)

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INTRODUCTION

Opening Letter
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OPENING LETTER

For over a century, our Doughboy Statue has watched over Lawrenceville, bearing witness to profound neighborhood change and standing as an abiding icon. Protective yet welcoming, resolute even in weariness, and with a flair of individual style even in the service of collective duty, he embodies a community spirit that has survived in the people whose forebears are honored beneath him and in the neighbors that continue to live and work around him.

How this memorial to local veterans came to be is perhaps even more representative of that enduring character: the funds came not from a government grant or a wealthy benefactor, but from everyday Lawrenceville community members coming together through a carnival in Arsenal Park that was led by a neighborhood organization. Since then, the Lawrenceville community has turned toward each other time after time to take action, through pancake breakfasts, porch crawls, interracial basketball leagues, midnight chess games, welcome baskets to new neighbors, grassroots arts festivals, and so much more.

Lawrenceville United (LU) and Lawrenceville Corporation (LC) were born out of this proud tradition and have continued it for over 20 years, serving in our own unique ways as the organizations through which the Lawrenceville neighborhood can come together to tackle its most pressing challenges and shape its own future. Out of a close partnership strengthened by our differences, the work of LU and LC has led to tremendous outcomes within Lawrenceville, the development of two high-capacity organizations, and regional models for how to effectively confront neighborhood issues and improve quality of life.

Yet needs persist. Far too many have been excluded from the opportunities of a growing Lawrenceville. Emerging funding trends threaten the capacity of the organizations to address these disparities or to sustain the programs and community spaces the Lawrenceville community worked hard for. Faced with these realities, LU and LC found themselves turning once again toward each other, taking a leap of faith to go through a strategic & capitalization planning process jointly. The result of that process is captured in this document, along with a bold vision for a merged organization, Lawrenceville Together, that will grow from the legacy and strengths of each organization and be newly repositioned to build opportunity and community for all who live and work in Lawrenceville.

At this time of great change, we're resolved - like our beloved Doughboy - to continue to inspire and to last. We're determined to sustain the work that neighbors have built and to confront head on the challenges that we still face. As the Doughboy's story and our own remind us, the key to our success will be our capacity to work together. We thank you for being together with us through all these years, and we invite you to join us once again.

“We’re determined to sustain the work that neighbors have built and to confront head on the lingering barriers to opportunity and community that neighbors still face.”



**Sarah Trbovic,
Executive Director,
Lawrenceville Corporation**

Sarah Trbovic



**Dave Breingan,
Executive Director,
Lawrenceville United**

Dave Breingan



EXECUTIVE SUMMARY

The Lawrenceville Together Strategic Plan will guide the organization for the next five years.

Lawrenceville Together (LVT) is a new organization born from the merger of Lawrenceville Corporation and Lawrenceville United, combining the strengths and accomplishments of both organizations to create new opportunities. The Lawrenceville Together Strategic Plan serves as a vital tool to guide LVT's growth and position it to lead on neighborhood issues, while embracing collaboration to confront regional challenges in support of a more equitable society. At its core, the Strategic Plan redefines what a community development corporation (CDC) and a community-based organization (CBO) can achieve together.

Lawrenceville Corporation (LC), a community development corporation (CDC), was established in 2000 to address neighborhood decline resulting from Pittsburgh's economic crisis in the 1970s and 1980s. It earned recognition for its innovative marketing, business recruitment, and planning efforts, including the creation of western Pennsylvania's first community land trust. Lawrenceville United (LU), a community-based organization (CBO), formed in 2001 to focus on resident advocacy, reducing crime, and fostering community culture through block watches, youth and elder programs, and events, with special attention given to community members in need.

LC's and LU's roles have changed as the neighborhood has transformed. In recent years, each organization has had to reposition itself as funding sources have become more limited and the market has shifted. The organizations have felt the stress of these changes, but have become agile decision-makers. This strategic planning process was a proactive response to chart the next step for both organizations.

The 16-month strategic planning process (September 2023–December 2024) was facilitated by evolveEA and allowed the Board and Staff of LC and LU to assess their efforts and evaluate potential future models for increased collaboration. The strategic planning process was led by a Joint Planning Committee with representatives from both organizations and included input from numerous Lawrenceville stakeholders. It was structured into three phases guided by key questions to inform the outcomes, detailed on the adjacent page.

Through deliberative exercises and conversations, the boards determined that merging would be the most effective way to achieve their vision for Lawrenceville. This new endeavor sets the foundation for a unified organization that will drive equitable and sustainable outcomes in the neighborhood for years to come.

The Lawrenceville Together (LVT) Strategic Plan builds upon each organizations' strengths and robust history, and creates new opportunities that were not possible before.

It is a critical tool that will guide organizational growth and ensure LVT is positioned to fulfill its mission.

Process & Key Activities



We are

LAWRENCEVILLE TOGETHER

We are cultivating a new approach to what a **CDC** and **CBO** can be.

We lead on **neighborhood issues**, while embracing collaboration to confront **regional challenges**.

We believe Lawrenceville needs strong **places** and empowered **people** for the community to thrive.

We act through **housing & quality of life**, **business & economic opportunity**, **open space & public realm**, **community planning & development**, and **empowerment & identity**.

		Our Vision A welcoming, diverse, and empowered community that works together to ensure all residents, businesses, and workers have what they need to thrive.		Our Mission We build opportunity & community for all who live & work in Lawrenceville.	
				LVT	
				PEOPLE	PLACE
HOUSING & QUALITY OF LIFE		We strive for a high quality of life for Lawrenceville residents that is underpinned by robust housing choices.		Resident Support & Education Advocacy & Coalition Building	Site Assembly & Development
BUSINESS & ECONOMIC OPPORTUNITY		We support a diversity of businesses to be integral partners in creating a thriving, equitable, and accessible community.		Lawrenceville Farmers Market Business Support & Education Economic Opportunity Development	Business District Infrastructure
OPEN SPACE & PUBLIC REALM		We foster a healthy, sustainable, safe, and accessible community with high-quality infrastructure and public spaces.		Mobility & Safety Capacity Building	Parks & Open Space Planning Tree Canopy Improvement & Maintenance Community Garden Network Mobility Planning & Enhancements
COMMUNITY PLANNING & DEVELOPMENT		We facilitate proactive and inclusive neighborhood planning that guides development to reflect community values and goals.		Lawrenceville Community Process	Commercial Real Estate Management Hinge Properties Community Planning & Implementation
ENGAGEMENT & IDENTITY		We cultivate a community where all are invited to learn, contribute to, and enjoy the neighborhood's identity and culture.		Fiscal Sponsorship of Volunteer Groups Community & Membership Meetings Community Events Intergenerational Programming Connecting with Institutions	Third Spaces



LAWRENCEVILLE TOGETHER'S CONTEXT

History and Impact
Context Analysis
Discovery Methods
Key Takeaways

HISTORY & IMPACT

Since 2000, **Lawrenceville Corporation** has acted as the catalyst and conduit for responsible and sustainable growth in Lawrenceville.

The Lawrenceville Corporation (LC) was established in January 2000 through the merger of the Lawrenceville Development Corporation (LDC) and the Lawrenceville Business Association (LBA), both formed in the mid-1980s in response to neighborhood decline during Pittsburgh's economic crisis. The LDC, Lawrenceville's first community development corporation, was founded to redevelop Doughboy Square after 1960s riots and to counter the industrial exodus of the 1980s, focusing on physical development, site location assistance, and business recruitment.

The LBA concentrated on revitalizing Lawrenceville's commercial corridors, administering the Lawrenceville Main Street Program, and facilitating the renovation of more than 80 building facades in the business districts. The LBA also spearheaded community projects, including holiday events and lighting. Together, the work of the LDC and LBA laid the foundation for the creation of LC and its ongoing commitment to neighborhood renewal.

With a strong combined board of directors, LC's organizational mission, membership, and much of the programming trace back to the original two entities. Since the merger, LC has developed innovative marketing programs and recruited numerous destination-type retail and restaurant businesses, as well as commercial and residential planning and development efforts throughout the neighborhood (including the first community land trust in Western PA).

117
business memberships
in 2024

40+
business events since
2000

16
community plans
facilitated



Community planning has been central to LC's work. In tandem with community planning, LC has a history of advocacy by working towards policies that better the Lawrenceville neighborhood and Pittsburgh region. LC real estate development has focused around assembling parcels to create affordable residential and commercial spaces. LC was a central partner in the revitalization and current ownership of the Ice House Studios, re-using a long-abandoned, historic building and its attraction of artists and new businesses to the neighborhood. LC still manages the property, which is affordable studio space for 30 artists and creatives.

LC has honored its LBA roots by continuing to manage and support the Lawrenceville Business District. With dedicated business district staff, LC helps business owners with city processes, fields questions and concerns, provides marketing support, and advocates for Lawrenceville's 300+ businesses. Event planning has been a key part for the LC business district, which LC launched at its inception and continue today.

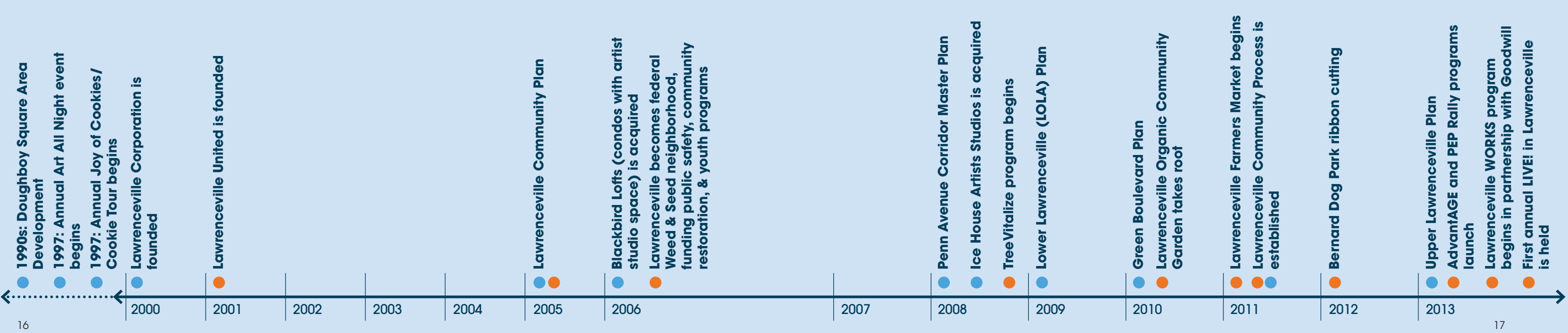
The LC has moved forward with its mission of being driven by the Lawrenceville community—acting as the catalyst and conduit for responsible and sustainable growth. Today, Lawrenceville Corporation continues to build a more inclusive, equitable, accessible, and sustainable community through real estate development, policy and advocacy, community planning and development, business district management, and communications and marketing.

30+
businesses receive
support each year

\$255,000
grants provided since
2023

26
Cookie Tours

- Lawrenceville Corporation
- Lawrenceville United



Since 2001, **Lawrenceville United** has worked to improve quality of life for neighborhood residents in an inclusive, community-driven manner.

Lawrenceville United (LU) was founded in 2001 by a grassroots group of residents to focus on the quality of life needs of Lawrenceville residents. Early efforts focused on addressing high incidents of criminal activity through “block watches,” tackling rampant blight and slumlords, and carrying out programs like the Lawrenceville Halloween Party and the Lawrenceville Summer Celebration.

This work was highly effective and within a short period resulted in a 60% decrease in crime and the recycling of 30 blighted properties as side-yards, community gardens, and affordable homes. Through this work, LU also developed a robust membership program to engage directly with residents. In short order, LU grew a strong working relationship with its “sister organization,” Lawrenceville Corporation (LC), working closely together on community development & community planning.

LU became an institutional booster for many grassroots efforts in the community, such as the Lawrenceville Tree Tenders and the Lawrenceville Tree Park, the Bernard Dog Run, the Lawrenceville Organic Community Garden, the Lawrenceville Independence Day Celebration, Rock All Night Tour (RANT), and Friends of Arsenal Park.

Successes and changing neighborhood conditions led LU to shift focus to emerging challenges and to find innovative solutions. LU helped develop the Responsible Hospitality program, using national best practices to shape the future of Lawrenceville’s growing night-time economy. With one of the highest concentrations of older adults in the City of Pittsburgh, LU created the AdvantAGE program to

904
active members in
2024

650+
community meetings
since 2001

1,800+
trees planted or
adopted since 2008



support the unique needs of residents aging in place. Through the PEP Rally program, LU piloted and expanded a regional effort to advance positive changes at Lawrenceville’s neighborhood schools. Thanks to PEP Rally, parent organizing has led to a variety of changes across Lawrenceville schools and the entire school district.

To address the neighborhood’s status as a food desert, a group of residents formed the Lawrenceville Farmers Market under LU’s fiscal sponsorship, until fully handing it off to the organization as a flagship program. Taking cues from the Upper Lawrenceville Vision Plan, LU championed the revitalization of decommissioned Duncan Park into an urban food forest. LU also became one of the first partners to the then-fledgling non-profit 412 Food Rescue, decreasing food waste and food insecurity by finding homes for food that would otherwise be thrown away.

In the wake of a growing affordable housing crisis, LU refocused efforts to develop programs and advocate for housing policies, working in coalition to help pass the Housing Opportunity Fund, Pittsburgh’s first inclusionary zoning policy, and a Right to Counsel. Following the pandemic, LU quickly pivoted to providing further social services like the Neighbors In Need emergency grant program and the Buddy System, matching scores of residents with vulnerable neighbors to keep each other safe.

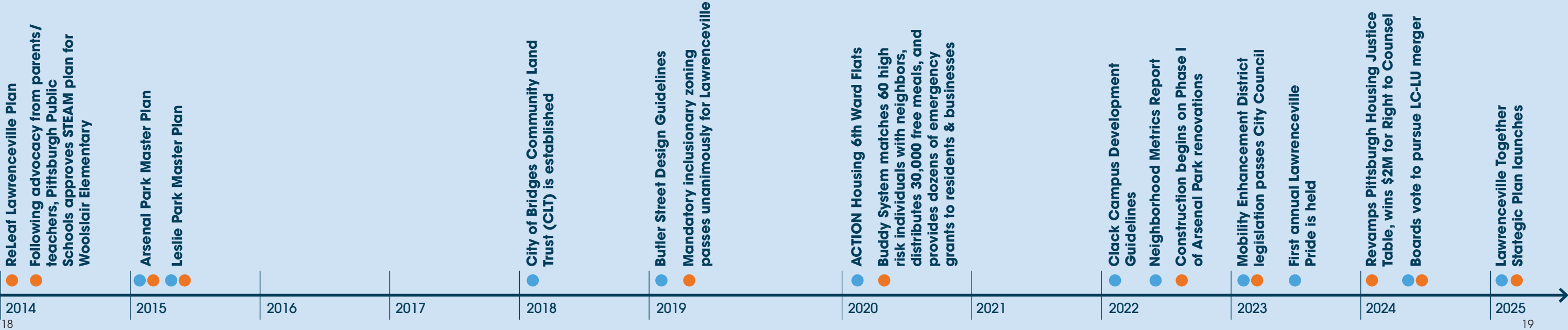
Through all this, LU has demonstrated that it can nimbly respond to anything that comes the neighborhood’s way when the community works together.

30,000+
meals distributed
annually

68
resident grants
provided since 2020

116
affordable residential
units in the pipeline
through inclusionary
zoning

● Lawrenceville Corporation
● Lawrenceville United



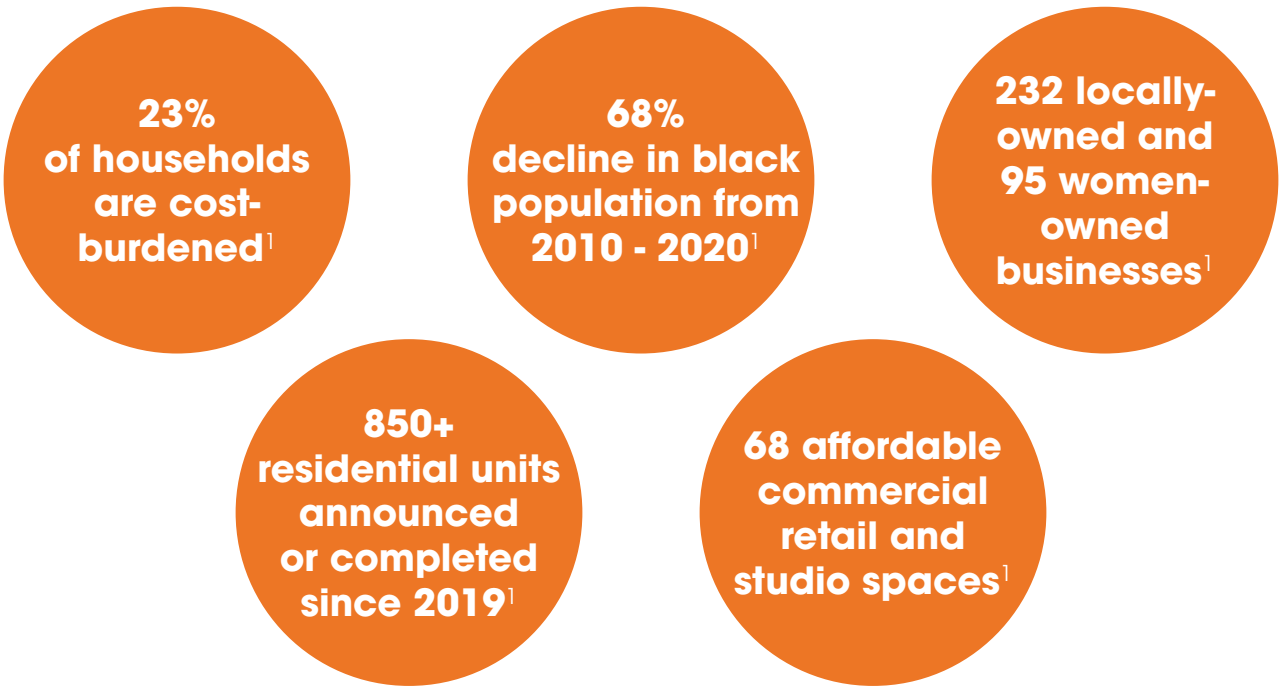
CONTEXT ANALYSIS

Lawrenceville Corporation and Lawrenceville United have been fostering neighborhood vitality since the early 2000s.

Lawrenceville Corporation and Lawrenceville United were established in 2000 and 2001 respectively, when Lawrenceville was considered a disinvested community. The neighborhood had high crime rates, high vacancy rates in the business district, and while Lawrenceville residents represented a diversity of races and cultures, the majority were low-income.

Due in part to the work of LU and LC, Lawrenceville has developed a robust private market over the past twenty years, and has become a community of choice for residents and businesses. In many ways, the community has improved. Lawrenceville has lower crime rates, a vibrant business district, new development, and more. However, not everyone has been able to access the benefits of a growing neighborhood. Nearly a quarter of Lawrenceville households are cost-burdened, residential and commercial rent is unaffordable for those earning the area median income, and many do not feel welcome or like they belong in the neighborhood.

Lawrenceville is at a pivotal moment. The evolution of the neighborhood has had a ripple effect that has impacted residents, business owners, and the two organizations. As a result, LU and LC have evolved over time too, in order to best address the needs of the community.



¹ Lawrenceville Corporation Neighborhood Metrics Report, 2022



Lawrenceville’s evolution has had wide-ranging impacts, including:

Popular misconceptions overshadow the neighborhood’s reality

With rising median incomes and a growing population of 25-36 year-old residents, Lawrenceville has a reputation as a mecca that attracts young, creative, and increasingly affluent residents. However, 23% of households are cost-burdened, 10% live in poverty, and many face challenges like accessing affordable housing, healthy food, and reliable internet. The market growth creates a narrative that risks overshadowing low- and modest-income households, leaving their needs vulnerable to being overlooked. In response, Lawrenceville United and Lawrenceville Corporation have intensified efforts to preserve affordability, prevent displacement, and support underserved residents.

Community need is not understood by funders

Local philanthropy who helped fund the neighborhood efforts that enabled Lawrenceville’s transformation do not perceive the magnitude of need that remains in Lawrenceville and it is challenging to make this story known. The demographic shifts that the neighborhood has experienced make Lawrenceville less competitive for funding as foundations focus on disinvested communities with higher concentrations of low-income households. Although Lawrenceville is experiencing a different problem—hyper-investment, displacement, and gentrification—it is one that other communities could soon face. While they are opposite market extremes, both are systemic issues that deserve attention.

What’s good for the region is good for Lawrenceville

Most challenges in Lawrenceville do not stop at the neighborhood boundary, but are seen in the broader region as well. Conversely, what happens in the region impacts the quality of life and prosperity of the community. To address these challenges, both organizations have demonstrated a willingness to lead on issues of regional importance. They have often served as a model to be replicated and scaled, which has impacts beyond Lawrenceville’s borders. LC and LU are uniquely positioned to pilot new approaches due to the trust they have built with the community, the diverse knowledge held by staff, and the history of strategic partnerships developed with regional organizations.

DISCOVERY METHODS

The strategic planning process utilized the following methods to understand the organizations’ history, assess their current status, and identify opportunities for the future.

Review of Existing Documents

Through the course of their more than 20 year history, LU and LC have produced several documents, including planning documents, guidelines, and presentations. A review of past documents revealed several recurring organizational values, a history of successful efforts, and organizational capacities to build upon.

Stakeholder Engagement

Over 100 LC and LU stakeholders participated in interviews, focus groups, and surveys. Participants included board and staff members (past and present), elected officials, subject matter experts, partners, community members, and funders. Participants discussed the biggest challenges and opportunities facing Lawrenceville, regional and national trends for CDCs and CBOs, the history and impact of the organizations, and suggestions for their futures.

Organizational History & Strategy

Interviews with past and present board and staff members, organizational profiles and timelines, and past strategic planning documents revealed the history of both organizations. This history exposed historic and current strengths and weaknesses, and the intentional strategy behind the evolution of their efforts.

Reputation Assessment

Over 350 newspaper articles and website mentions were assessed to understand how the public discusses and perceives the organizations. Mentions from the past ten years revealed how often the organizations are associated with neighborhood successes and what topics they are most closely associated with.

Financial Analysis

An assessment of financial audits and statements revealed the financial health of LC and LU. This assessment included a review of historic cash flow trends, the value of organizational assets, percentage income from various sources, and projected future income and cash flow trends.

Board Operations Analysis

A self-assessment was facilitated for the Executive Committees of both organizations to identify areas for improvement and areas that are thriving. The results were compared between the two organizations. This also included a review of relevant board documents and internal policies.

Regional and National Trend Analysis

Research and interviews of regional and national organizations and subject matter experts was performed. The outcomes of this work provided best practices and lessons learned for CBOs and CDCs in communities that have transitioned from weak market to strong market.



100+
people engaged in interviews, focus groups, and surveys



6
Joint Board Meetings



10
Joint Planning Committee Meetings



60+
documents reviewed



350+
newspaper articles and website mentions reviewed



35+
LC/LU & evolveEA working meetings

KEY TAKEAWAYS

Key takeaways from the process informed various components of the strategic plan.

DEEPEN LU/LC COLLABORATION

Lawrenceville Corporation and Lawrenceville United have always been naturally aligned, but have only formally collaborated on a per-project or program basis. Both organizations are at a critical moment that requires change to ensure sustainability. Collaborating together more formally and deeply would create opportunities in terms of funding, increased impact, and operational efficiencies that were not possible before.

ACT LOCALLY, WITH REGIONAL IMPACT

Both organizations’ primary concern is addressing community needs. However, they have a history of testing ideas in the community that can be scaled to address regional concerns. LC and LU are well positioned to lead on efforts that address the root causes of structural inequities through systems change, instead of just addressing disparities. Investing more intentionally in these efforts would not only benefit the community, but the broader region.

ECONOMIC DEVELOPMENT TO ECONOMIC INCLUSION

Now that Lawrenceville’s market has shifted, there is a need to manage growth instead of catalyze it. Articulating a theory of change about how the market can be leveraged to create a more economically equitable community will elevate existing economic inclusion work, and set the stage for future efforts. This new model flips the traditional CDC approach.

BRING THE VISION TO LIFE

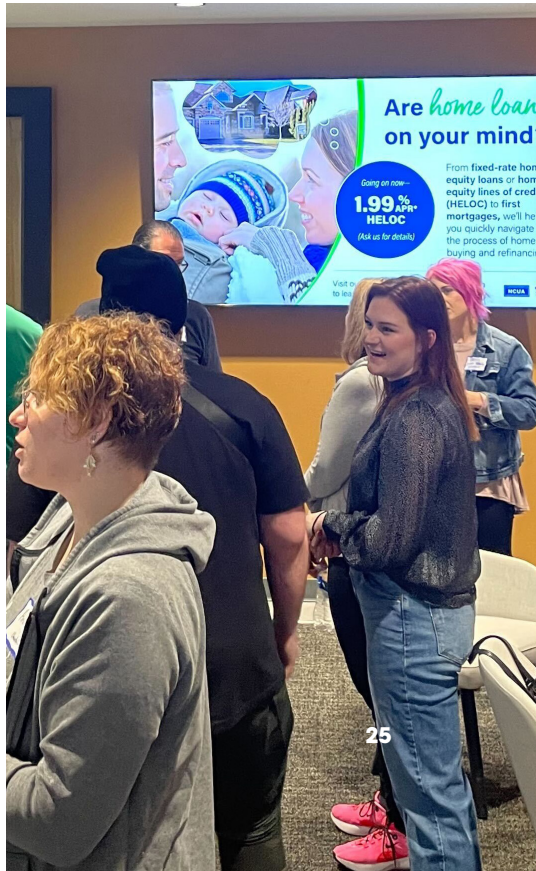
LC and LU stewarded several community plans that are in varying levels of completion. Additionally, key properties throughout the community are undergoing transitions. Completing the vision plans and guiding hinge properties to contribute to the broader community vision is essential to creating a complete, connected, and thriving community.

DIVERSIFY FUNDING WITH INNOVATIVE APPROACHES

Lawrenceville is now less competitive for grant funding due to shifting neighborhood demographics and funder priorities. The organizations must diversify their income streams to ensure sustainability. Thinking like an entrepreneur, being visionary, purchasing income-producing properties, engaging in partnerships, and identifying efforts that are innovative and scalable will diversify revenue streams.

THERE IS NO PLAYBOOK

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, and this is being felt broadly across the country. This is a unique opportunity to reinvent the traditional CDC and CBO models for the future, and Lawrenceville can be at the forefront.





FUTURE VISION

Bedrock Statements
Equity
Organizational Model
Workplan

VISION

A welcoming, diverse, and empowered community that works together to ensure all residents, businesses, and workers have what they need to thrive.

MISSION

We build opportunity & community for all who live & work in Lawrenceville.

VALUES

Equity

We recognize that structural and institutional barriers exist for many, and we measure our organization and our work by how we create opportunity for all.

Accessibility

We prioritize community engagement & transparency in meeting all community members where they are, regardless of ability, and we work together to create an access-centered neighborhood.

Diversity & Inclusion

We believe Lawrenceville is defined and strengthened by its diversity and we prioritize meaningful opportunities for belonging and leadership across identity.

Community Participation

We work to empower people, we believe in the power of community organizing, and we welcome the opportunity to partner and to share.

Accountability

We commit to transparency and honesty with the neighborhood and being a credible, responsible steward of community trust.

Neighborhood Character

We strive for quality design and a built environment that prioritizes people, planet, and place to meet the needs of the Lawrenceville neighborhood for years to come.

BEDROCK STATEMENTS

Lawrenceville Together’s mission, vision, and values are the foundation of the organization and strategic plan.

Lawrenceville Together’s (LVT) mission, vision, and values are the bedrock of the organization. All that LVT does should be measured or informed by these statements in some way. The vision describes the ideal, aspirational state that they would like Lawrenceville to achieve. The mission is a concise explanation of LVT’s reason for existence and how they support achievement of the vision. LVT’s values act as the core principles that guide the organization and its culture.

Key themes within the bedrock statements include:

Welcoming, diverse, and empowered

LVT is working towards a Lawrenceville where everyone feels like they belong, diversity is celebrated, our differences strengthen the community, and everyone has a platform to make their voice heard and to create change.

Thrive

LVT recognizes that people require different resources and opportunities to succeed. This could include comfortable and affordable housing, fresh and healthy food, clean air and water, access to healthcare, job opportunities, transportation options, and more.

Opportunity and community

LVT is building opportunity by providing access to resources that people need in order to thrive. This includes creating new programs that foster economic inclusion. LVT is building community by fostering connections between neighbors and stewarding neighborhood identity and history.

Live and work

LVT serves the Lawrenceville community by improving quality of life for residents, business owners, and workers.

Equity

LVT is contributing to a more equitable society by implementing projects and programs that disrupt existing systems to remove structural and institutional barriers.

EQUITY

A note from Lawrenceville Together about equity as the overarching lens to guide and measure its work.

For both Lawrenceville United and Lawrenceville Corporation, Lawrenceville’s revitalization has underscored the need to embrace equity as a core way of orienting ourselves towards our community, our work, our organizations, and the broader region. While there’s much to celebrate about improvements to quality of life in Lawrenceville that came through hard work, too many community members haven’t benefited from revitalization in Lawrenceville. A growing real estate market has perversely excluded many of the very people who made Lawrenceville an attractive place to live and visit, disproportionately affecting low-income neighbors, BIPOC residents and businesses, and single-parent households with children. While public safety, job and educational opportunities, and recreational spaces have improved, many disparities still persist. And despite Lawrenceville’s strong walkability, many mobility barriers still exist for people with disabilities, older adults, parents with strollers, and people who lack access to a personal vehicle. Moreover, the pace of change places strain on the identity and neighborly connections that have been the backbone of Lawrenceville’s social fabric for generations, while persistent poverty and need risks going unseen.

We recognize that these gaps are both the result of local conditions as well as situated within the larger context of systems that regularly discriminate against some groups and benefit other groups. The challenge before our organization today is to confront these gaps head on and to ensure that all community members can thrive in Lawrenceville. Consequently, **we see equity as the overarching lens to guide and measure Lawrenceville Together’s work.**

“While to a casual visitor the test of a good city may be the architectural quality of its buildings or the beauty of its parks, to those who live in it, the test of a good city is how well it works, how well it provides each resident or worker with resources, opportunity, and a dignified standard of living and quality of life.” - Alan Mallach

To be effective, we recognize that this will need to build on years of existing equity & anti-oppression practice and infuse itself throughout all programs, policies, projects, and success metrics of Lawrenceville Together. This will minimally require:

- Commitment and accountability at all levels of the organization to clearly defined goals, to be led and supported by an Equity & Inclusion Committee.
- Continual collection of data, stories, and input to measure progress and adjust regularly.
- Intentional focus on creating opportunities for marginalized populations within the Lawrenceville community.
- Attention to organizational policies and culture that embody the equitable community we want to build.
- Regular training to sharpen our analysis, our practice, and our learning as a community.
- Inclusive and authentic engagement that prioritizes the leadership of marginalized populations within our organization and the community.
- Willingness to organize our community and use our advocacy to address systemic issues and root causes of inequality.
- Humility to learn from other organizations and communities, and the responsibility to share our resources and work across neighborhood lines, especially with more disadvantaged communities.

As we move forward, Lawrenceville Together redoubles our commitment to advance equity in our workplace, our community, and our region. We embrace this challenge as essential to realizing our vision for a community where everyone can thrive.



“Equitable development is a positive development strategy that ensures everyone participates in and benefits from the region’s economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making accountable and catalytic investments to assure that lower-wealth residents:

- **Live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them);**
- **Connect to economic and ownership opportunities; and**
- **Have voice and influence in the decisions that shape their neighborhoods.”**

- Equitable Development: The Path to an All-In Pittsburgh

ORGANIZATIONAL MODEL

Lawrenceville Together's organizational model is designed to create strong places and empowered people so that Lawrenceville can thrive.

Lawrenceville Together seeks to create a community that is centered around equity, which requires a new kind of organizational model. This iteration of a traditional community based organization (CBO) and community development corporation (CDC) enables LVT to lead on neighborhood issues, while embracing collaboration to confront regional challenges. LVT approaches Lawrenceville's needs in a way that other communities can learn from and/or benefit from the solutions. This approach is intended to influence systems change at the regional, or even national, scale.

Lawrenceville Together **empowers people** through activities led by its **Engagement department**. This department connects residents to resources and opportunities so they can thrive, and they center community voices in planning and development projects. LVT's community events and programs encourage relationship building, and contribute to a community identity that reflects all residents. LVT accomplishes this through the activities listed in the adjacent graphic.

Lawrenceville Together **creates strong places** through activities led by its **Economic Development department**. This department establishes economic opportunities for wealth building, especially among marginalized populations. They steward community visions and plans that balance development with identity and resident needs. Through property acquisition and development, they reimagine key properties to align with community goals. LVT accomplishes this through the activities listed in the adjacent graphic.

Lawrenceville Together's activities are organized into five program areas: Housing & Quality of Life, Business & Economic Opportunity, Open Space & Public Realm, Community Planning & Development, and Engagement & Identity. Each program area contains people and place-related activities.



		LVT	
		PEOPLE	PLACE
HOUSING & QUALITY OF LIFE		Resident Support & Education Advocacy & Coalition Building	Site Assembly & Development
BUSINESS & ECONOMIC OPPORTUNITY		Lawrenceville Farmers Market Business Support & Education Economic Opportunity Development	Business District Infrastructure
OPEN SPACE & PUBLIC REALM		Mobility & Safety Capacity Building	Parks & Open Space Planning Tree Canopy Improvement & Maintenance Community Garden Network Mobility Planning & Enhancements
COMMUNITY PLANNING & DEVELOPMENT		Lawrenceville Community Process	Commercial Real Estate Management Hinge Properties Community Planning & Implementation
ENGAGEMENT & IDENTITY		Fiscal Sponsorship of Volunteer Groups Community & Membership Meetings Community Events Intergenerational Programming Connecting with Institutions	Third Spaces

ORGANIZATIONAL STRUCTURE

Over the next five years, Lawrenceville Together anticipates growing its capacity to fulfill its mission and implement its workplan.

Governance

Lawrenceville Together is governed by a Board of Directors, who act on behalf of LVT’s Membership. The board includes representation from residents, businesses, and subject matter experts who meet the needs of the organization and have ties to the community. The Board contains several standing committees and advisory groups.

Staffing Plan

Lawrenceville Together contains two departments (Engagement and Economic Development), which are supported by Operations and Administration Staff. Planning staff span both the Engagement and Economic Development functions. The organization plans to slightly reorganize and grow its staff capacity over the next five years to fulfill its mission and implement its workplan. The short-, mid-, and long-term organizational charts reflect planned and sustained changes to position LVT for success.

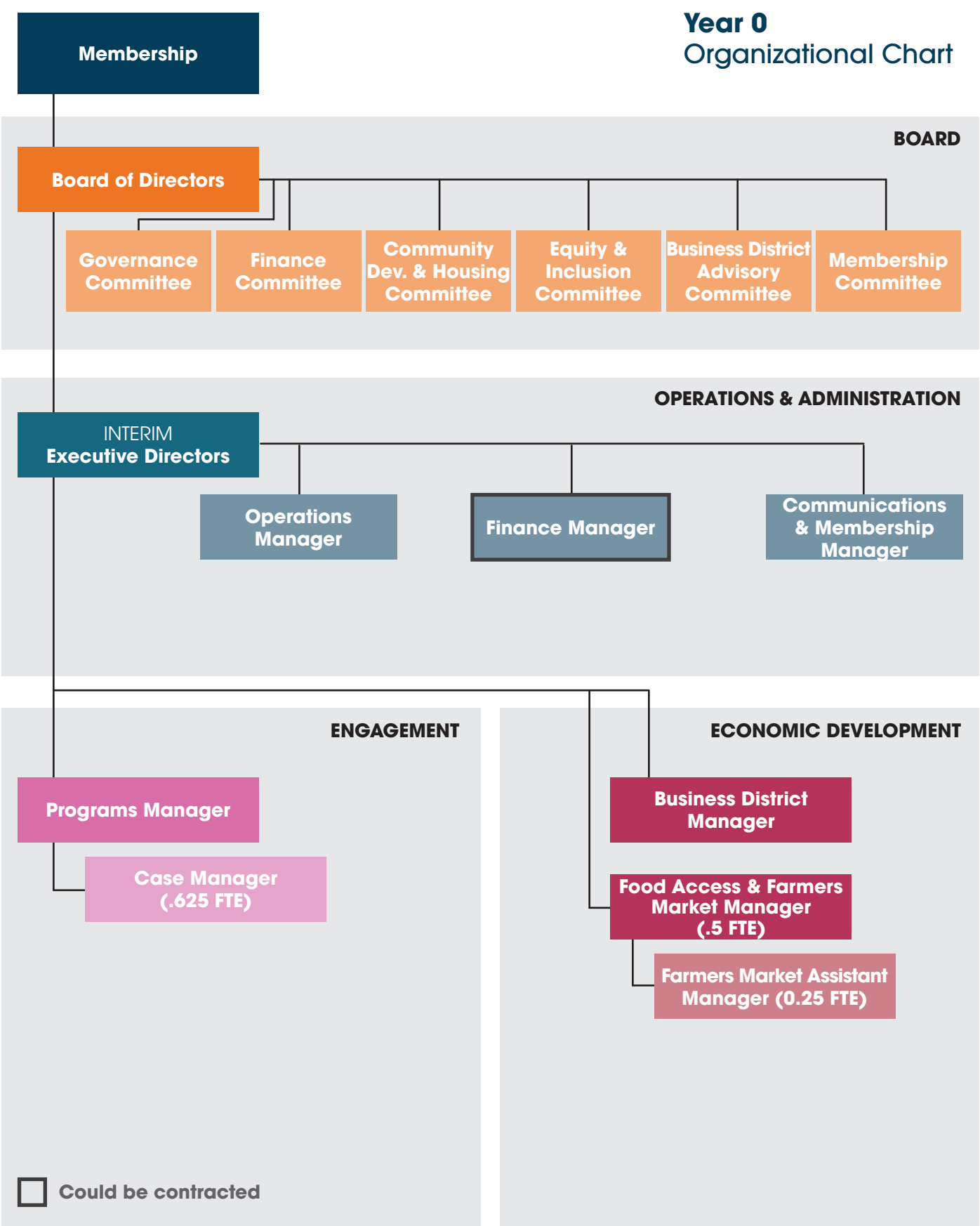
In **year 0**, while the merger is being finalized and before the new Executive Director is hired, LVT will operate with Interim Executive Directors (each current ED) and core operations and administrative staff. The Engagement Department will include a Programs Manager and part-time Case Manager. The Economic Development Department will include a Business District Manager and two part-time Farmers Market staff.

In **year 1**, with a single Executive Director on board, LVT will support the Executive Director with an Operations & Development Manager to help the organization focus on the fundraising goals that will be necessary to achieve the goals in this strategic plan.

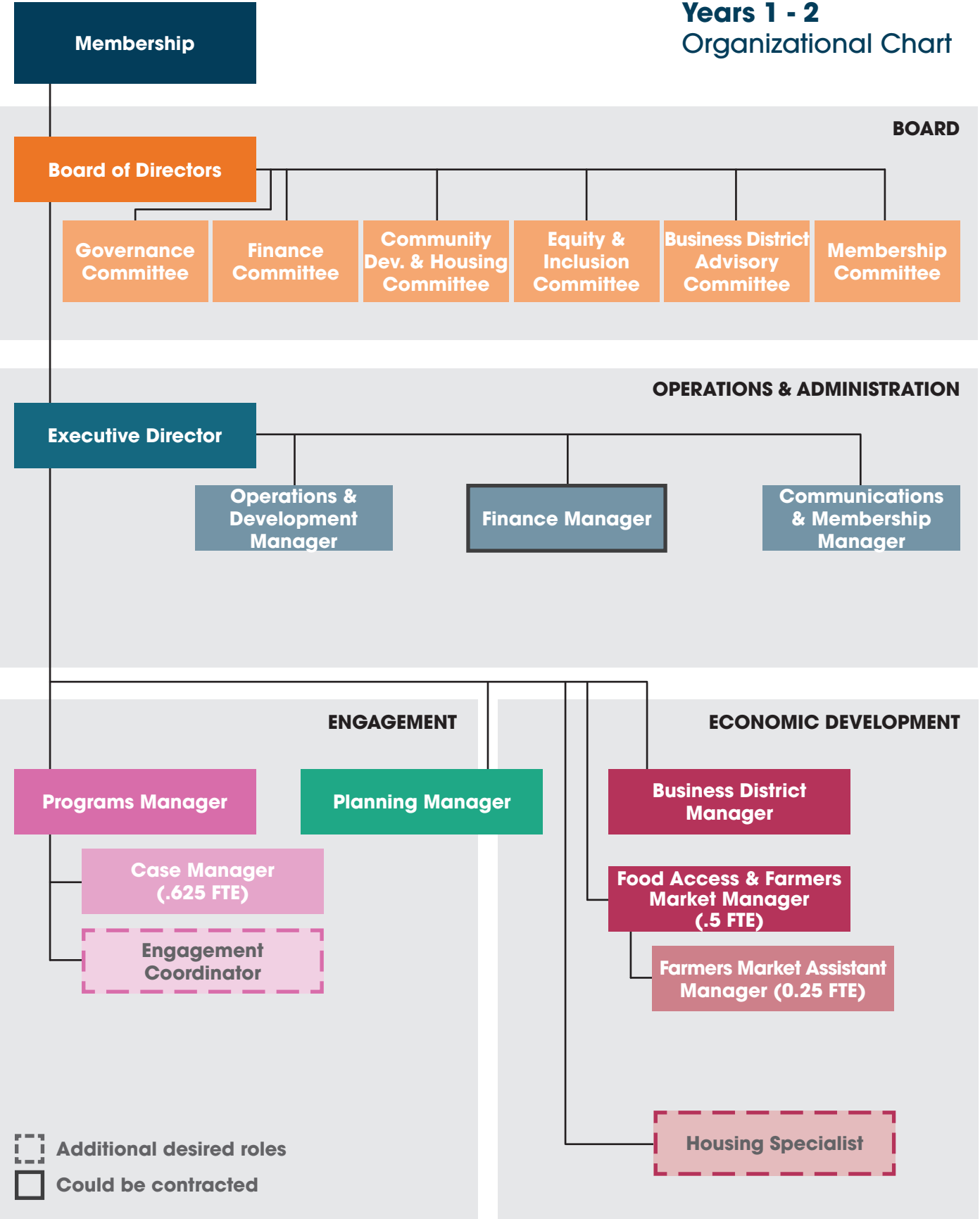
In **year 2**, LVT will invest in a full-time Planning Manager who will manage implementation of LVT’s community plans and provide support to the more ambitious community development, housing, and business district projects outlined in this plan.

In **years 3 - 5**, this role will shift into a real estate manager who understands development mechanisms, power brokers, stakeholders, and the means of real estate production.

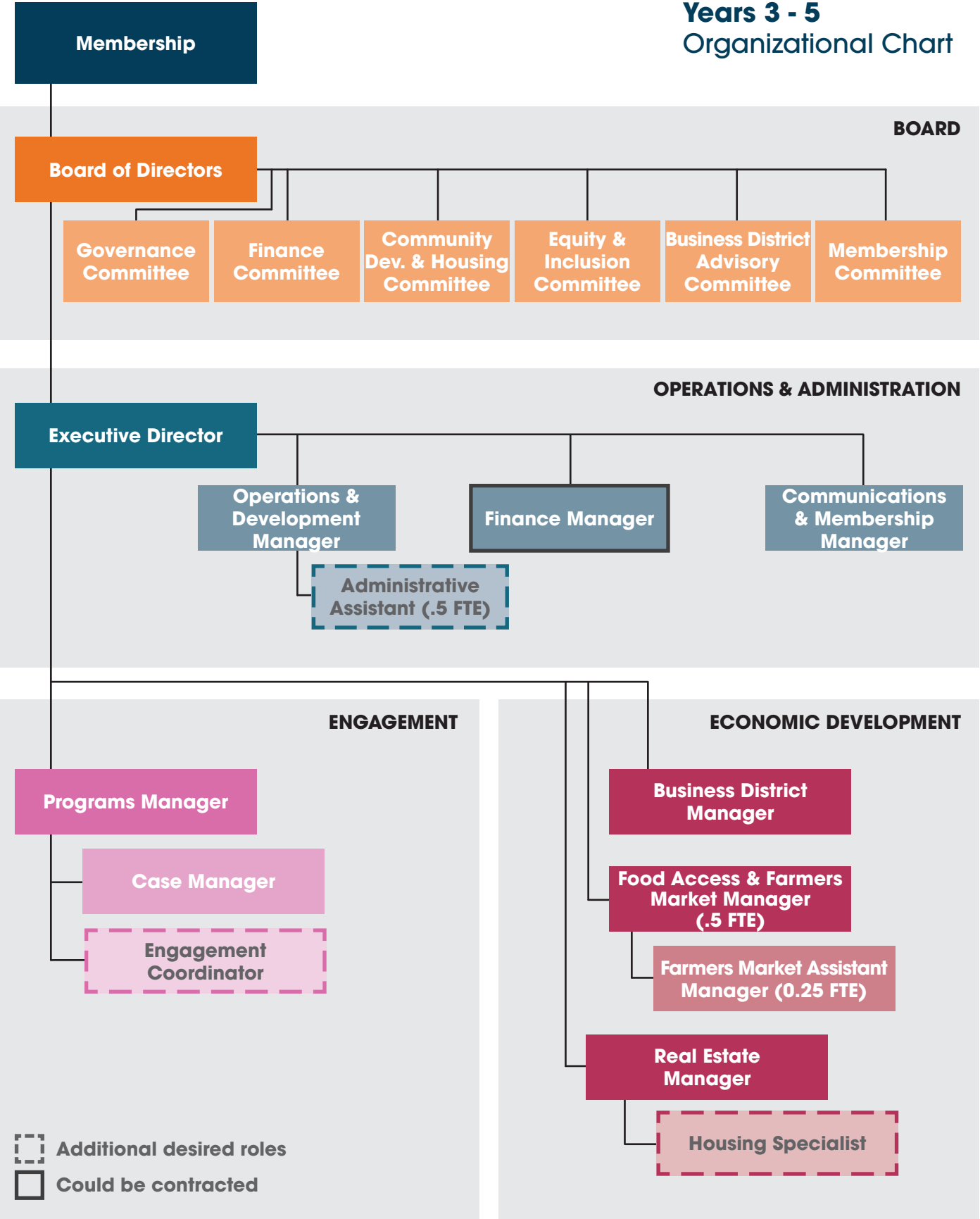
In addition to the essential positions described above and depicted on the following pages, LVT identified additional roles that would enhance the organization’s ability to fulfill its mission. These roles include an Engagement Coordinator, Housing Specialist, and an Administrative Assistant, which are depicted using a dashed border.



Years 1 - 2
Organizational Chart



Years 3 - 5
Organizational Chart





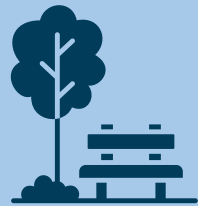
HOUSING & QUALITY OF LIFE

We strive for a high quality of life for Lawrenceville residents that is underpinned by robust housing choices.



BUSINESS & ECONOMIC OPPORTUNITY

We support a diversity of businesses to be integral partners in creating a thriving, equitable, and accessible community.



OPEN SPACE & PUBLIC REALM

We foster a healthy, sustainable, safe, and accessible community with high-quality infrastructure and public spaces.



COMMUNITY PLANNING & DEVELOPMENT

We facilitate proactive and inclusive neighborhood planning that guides development to reflect community values and goals.



ENGAGEMENT & IDENTITY

We cultivate a community where all are invited to learn, contribute to, and enjoy the neighborhood's identity and culture.

WORKPLAN

Lawrenceville Together's workplan will guide the organization's efforts for the next five years.

Lawrenceville Together will accomplish its mission by acting on five program areas, and this workplan will guide its efforts for the next five years. The workplan prioritization was informed by the results of the context analysis, community need, organizational capacity, and funding availability. It will be evaluated on an annual basis to develop more detailed staff workplans. The organization will also remain flexible so it can cultivate, evaluate, and pursue mission-aligned opportunities that may arise over the next five years but are not currently outlined in this workplan.

Key components of the workplan include:

Program Areas

The five sets of activities that LVT acts through to fulfill its mission.

Strategies

The high-level categories of activities that LVT will pursue within each of the program areas. Some strategies are more closely related to place, whereas others are more closely related to people.

Activities

The projects and programs within each strategy. More detail about the activities is provided in LVT's annual detailed workplans.

1 HOUSING & QUALITY OF LIFE

We strive for a high quality of life for Lawrenceville residents that is underpinned by robust housing choices.

1a Site Assembly & Development

Acquire and develop housing that maintains affordability, prevents displacement, and provides choices to existing and future Lawrenceville residents.

1a.1 Perform a **housing study** including an analysis of current housing conditions, trends, and needs. The study should detail opportunities and the resources (financial, staffing, skills, etc.) required to implement.

1a.2 Act as a **convener and catalyst for affordable housing** by providing resources and advice to developers.

1 HOUSING & QUALITY OF LIFE

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- 1a.1 Act as a **convener and catalyst for affordable housing** by providing resources and advice to developers, and developing capacity for community-led development.

1b Resident Support & Education

Provide the community with tangible resources and strong connections to existing programs to improve their quality of life and serve their housing needs.

- 1b.1 Administer the **Homeowner Assistance Program (HAP) and Home Accessibility Program for Independence (HAPI)** to all qualifying Lawrenceville homes.
- 1b.2 Complete an annual **“Housing For All” Resource Fair** to provide direct connections between housing agencies and residents.
- 1b.3 Support displaced/vulnerable residents with **accessing inclusionary units** as they become available.
- 1b.4 Develop the **“Housing Legacy Project”** with the City of Bridges Community Land Trust (CBCLT) to help low-income homeowners access value from the equity in their homes and expand the supply of permanently affordable homes in Lawrenceville
- 1b.5 Work with the URA to develop guidelines and deploy the **Upper Lawrenceville Affordable Housing Fund**.
- 1b.6 Deploy \$5,000 annually through the **Neighbors in Need Fund**. These small one-time grants provide assistance to neighbors experiencing a crisis or emergency.

- 1b.7 Perform **Friday Food Distributions** by supplementing existing food banks with free food for food-insecure households.

- 1b.8 Provide individual **case management** to vulnerable neighbors.

- 1b.9 Conduct **informational sessions** for residents to understand how to access public benefit programs.

1c Advocacy & Coalition Building

Organize impacted community members and work with partners to achieve policy changes that will meaningfully support the housing needs of Lawrenceville and beyond.

- 1c.1 Work with the **Housing Justice Table coalition** to secure anti-displacement protections for tenants and homeowners, and expand the supply of social housing in Lawrenceville and beyond.
- 1c.2 Organize Lawrenceville residents through the **Housing Committee** to share resources and impact policy locally. The committee will identify and enact a policy agenda each year, and organize an annual resource fair focused on education and sharing resources with the community.

2 BUSINESS & ECONOMIC OPPORTUNITY

We support a diversity of businesses to be integral partners in creating a thriving, equitable, and accessible community.

2a Business District Infrastructure

Provide supplemental services and improvements to the physical places and infrastructure within the business districts.

- 2a.1
- 2a.1 Evaluate the potential of establishing a **Business Improvement District (BID)**.

2b Lawrenceville Farmers Market

Operate the Lawrenceville Farmers Market to expand food access, bolster the regional food economy, and create a community gathering space.

- 2b.1
- Operate the **Lawrenceville Farmers Market**, including weekly programming targeted at food insecure populations. Continue to offer the SNAP Match program to double SNAP benefits, as well as full scholarships for underrepresented vendors.
- 2b.2
- Find a **permanent and possibly indoor home for the Lawrenceville Farmers Market** with exploration of a year-round market.

2c Business Support & Education

Support and assist businesses through promotion and networking, events, and educational resources and programming.

- 2c.1
- Coordinate **networking events** for business owners to meet and discuss opportunities and challenges.
- 2c.2
- Coordinate and plan **neighborhood-wide events** to promote the district and celebrate the diversity and uniqueness of the business district.

- 2c.3
- Market and promote** Lawrenceville businesses and events through social media.

- 2c.4
- Provide **resources and guidance** to existing businesses as they expand, grow, and/or offer additional services. Provide resources and guidance to new businesses that want to relocate to Lawrenceville.

2d Economic Opportunity Development

Create pathways for new businesses and employees to grow and contribute to the local economy.

- 2d.1
- Establish programs that **expand opportunities for marginalized populations** in the business district. This could include a business incubator, workforce development programs, and more.
- 2d.2
- Establish a **business incubator** for community-serving businesses, including resources and/or affordable rents. Include priority selection for Farmers Market vendors.
- 2d.3
- Connect residents to **workforce development opportunities** for workers across the region.
- 2d.4
- Provide **affordable rent commercial space** through LVT-owned properties. Investigate the potential of a commercial community land trust (CLT).

3 OPEN SPACE & PUBLIC REALM

We foster a healthy, sustainable, safe, and accessible community with high-quality infrastructure and public spaces.

3a Parks & Open Space Planning

Plan, design, and improve existing and new parks to create an enjoyable, connected, and robust green space network.

3a.1 Advocate for the funds for phase 2 of the **Arsenal Park redesign**.

3a.2 Coordinate and advocate for the **master planning of Leslie Park**.

3b Tree Canopy Improvement & Maintenance

Increase and maintain Lawrenceville's tree canopy to provide shade, improve air quality, and contribute to community character.

3b.1 Implement the **ReLeaf Lawrenceville Plan** and program to educate residents and business owners about the benefits of trees and increase the overall tree canopy cover.

3b.2 Support the **Lawrenceville Tree Tenders** as they submit TreeVitalize applications, plant trees, and host pruning and mulching workshops.

3b.3 In addition to the **ReLeaf Lawrenceville Plan**, **identify** and support other **tree planting opportunities** as needed and as funding allows.

3c Community Garden Network

Support the network of community gardens for residents to grow food and enjoy nature.

3c.1 Support existing **Lawrenceville community gardens**, including the Lawrenceville Organic Community Gardens, Duncan Park Neighbors, Lawrenceville Tree Park, and Sherrod Garden, through fiscal sponsorship, communications, and outreach.

3d Mobility Planning & Enhancements

Make Lawrenceville a safer and more enjoyable place to bike and walk through safety & mobility improvements.

3d.1 Work with stakeholders and property owners to plan a route for the proposed **Allegheny Green Boulevard** project, which includes multi-modal pathways and street network recommendations.

3d.2 Implement the **Mobility Enhancement District** & deploy funds for infrastructure projects based on community priorities.

3d.3 Advocate for **mobility infrastructure improvements**, such as improved sidewalks, traffic calming, and accessibility projects.

3d.4 Complete a **Comprehensive Mobility Plan**, including a transportation analysis, future projections, recommended infrastructure improvements, transportation demand management, and accessibility and equity considerations.

3e Mobility & Safety Capacity Building

Build community and improve safety through information, advocacy, and resident trainings.

3e.1 Facilitate an annual “**Crime in Review**” session for residents in collaboration with the City of Pittsburgh and Zone 2 Police.

3e.2 Develop safety trainings and community to **build collective safety** (e.g. bystander intervention, implicit bias, de-escalation, etc.).

3e.3 Provide relationship building support, advocacy, and administrative staff to help **Better Streets Lawrenceville** accomplish their goals through advocacy (prioritizing capital needs), communications/education, and outreach/events.

4 COMMUNITY PLANNING & DEVELOPMENT

We facilitate proactive and inclusive neighborhood planning that guides development to reflect community values and goals.

4a Commercial Real Estate Management

Maintain commercial affordability and support the many arts-based and women and minority-owned businesses.

- 4a.1 Continue to offer affordable studio space for artists and makers at the **Ice House Studios** and **Blackbird Studios**.
- 4a.2 Evaluate how to **reposition assets** to generate revenue while still fulfilling LVT's mission.

4b “Hinge” Properties

Acquire and develop “hinge properties” to ensure the community grows and changes in a way that equitably serves the Lawrenceville community, with a focus on housing and commercial affordability.

- 4b.1 Identify **hinge properties** and a strategy for development, and build the capacity to execute the strategy.
- 4b.2 Convene stakeholders to guide the URA's disposition process around the **62nd Street site**.

4c Community Planning & Implementation

Convene stakeholders to create and implement neighborhood plans to shape the future of Lawrenceville’s built environment.

- 4c.1 Develop a new vision and resources to invest in and sustain the **43rd Street corridor**, including the 43rd Street Overlook, riverfront trail, and Dog Park.

- 4c.2 Implement the **Butler Street Design Guidelines** at Butler St. & Main St.

- 4c.3 Complete the **Lawrenceville parking study** to identify changes to the Residential Permit Parking (RPP) program.

- 4c.4 Create a 5-year implementation plan charting how to complete **existing neighborhood plans**.

- 4c.5 Develop and implement a disposition strategy for the **Clack site** consistent with the Clack Campus Development Guidelines plan.

- 4c.6 Advocate for **infrastructure improvements** to enable resilience, stormwater management, and riverbank stabilization.

4d Lawrenceville Community Process

Convene neighbors around development projects and new liquor licenses, and build consensus around a position.

- 4d.1 Host **Community Development Activities Meetings** and develop positions around all projects that trigger the Lawrenceville Community Process, to ensure that new development conforms with neighborhood plans & priorities.

- 4d.2 Establish a **Community Process Rubric** for scoring projects.

- 4d.3 Become a **Registered Community Organization (RCO)**.

5 ENGAGEMENT & IDENTITY

We cultivate a community where all are invited to learn, contribute to, and enjoy the neighborhood’s identity and culture.

5a Fiscal Sponsorship of Volunteer Groups

Provide financial and administrative support to volunteer organizations in the community.

- 5a.1 Support existing **fiscal sponsorship** groups and update agreements, including the Lawrenceville Organic Community Garden, Lawrenceville Fireworks Committee, Art All Night, and Bernard Dog Run. Launch new fiscal sponsorship for the Pressure Chemical scholarship program at University Prep.
- 5a.2 Adopt a new fiscal sponsorship **template agreement and scoring rubric**.

5b Community & Membership Meetings

Create regular, transparent, accessible spaces for neighbors to learn about what’s happening in the community, provide direction on relevant projects, and build community.

- 5b.1 Host standing monthly “**Happenings**” **Community Meetings** with consistent and robust attendance.
- 5b.2 Host **membership meetings** annually to report on the activities of LVT, conduct elections, and receive feedback.

5c Community Events

Host inclusive community events that bolster Lawrenceville’s identity and sense of community.

- 5c.1 Host the annual **Cookie Tour & Cookie Mall**.
- 5c.2 Host the annual **Lawrenceville Pride**.

- 5c.3 Support the Lawrenceville **Independence Day Celebration** tradition.
- 5c.4 Host the annual **LIVE in Lawrenceville block party fundraiser**.
- 5c.5 Participate in the annual **Garbage Olympics** to encourage civic participation around trash removal.

5d AdvantAGE: Intergenerational Programming

Support Lawrenceville’s older adults to age in place with dignity.

- 5d.1 Grow **AdvantAGE membership** for adults above the age of 55.
- 5d.2 Host **intergenerational events**.

5e Connect with Institutions

Collaborate with community institutions to achieve shared goals.

- 5e.1 Engage in **partnerships** with neighborhood public schools, healthcare providers (including the Children’s Hospital of Pittsburgh), robotics row, and nonprofit institutions, to connect the Lawrenceville community to greater educational, health, and workforce opportunities.

5f Third Spaces

Cultivate physical spaces that promote community building.

- 5f.1 Identify and implement placemaking opportunities for **third spaces**.

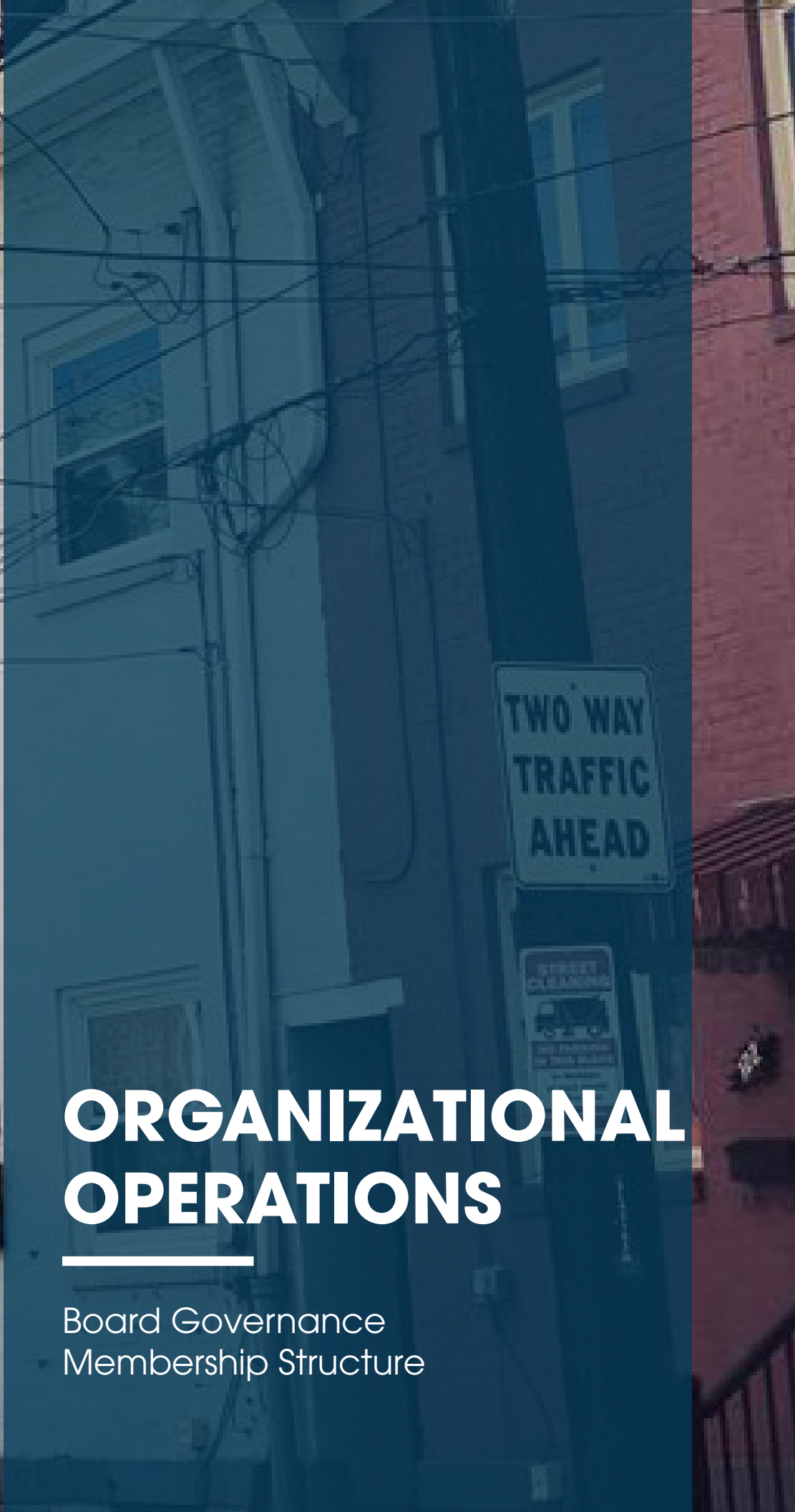
WORKPLAN

TIMELINE

Lawrenceville Together’s activities will grow as its capacity grows.

Lawrenceville Together has identified priority projects and programs that are essential to achieve its mission. The graphic below describes how the organization’s activities will evolve and grow over time, along with organizational capacity.

Year 0	Years 1 - 2	Years 3 - 5
<div>1a.2: Develop capacity for community-led development as convener & catalyst for affordable housing</div> <div>4c.5 Raise funds for & conduct pre-development on Clack site</div> <div>1b.5 Develop guidelines and deploy the Upper Lawrenceville Affordable Housing Fund</div> <div>4a.2 Evaluate how to reposition assets</div> <div>4c.2 Implement the Butler Street Design Guidelines @ Main/Butler</div> <div>4c.4 5-year implementation plan for how to complete existing neighborhood plans</div>	<div>4c.5 Implement disposition strategy for Clack site</div> <div>1b.4 Finance the Housing Legacy Project with the Community Land Trust</div> <div>2a.1 Evaluate the potential of establishing a Business Improvement District (BID)</div> <div>4a.2 Reposition assets</div> <div>4d.3 Become a Registered Community Organization (RCO)</div>	<div>2b.2 Find a permanent home for the Lawrenceville Farmers Market</div> <div>4b.1: Identify hinge properties & strategy for disposition</div> <div>2a.1 Implement Business Improvement District (BID)</div> <div>2d.2 Establish a business incubator</div> <div>3d.4 Complete a Comprehensive Mobility Plan</div> <div>4c.1 Develop resources to invest in and sustain the 43rd Street corridor</div>
<div>7 Full-time Equivalent Employees (FTEs)</div>	<div>Year 1: 7 FTEs with co-Executive Directors (ED) transitioning to 1 ED and 1 Operations & Development Manager</div> <div>Year 2: 8 FTEs with the addition of a Planning Manager</div>	<div>8 FTEs with the Planning Manager transitioning into the Real Estate Manager</div>



ORGANIZATIONAL OPERATIONS

Board Governance
Membership Structure

BOARD GOVERNANCE

Lawrenceville Together’s governance structure is a hybrid approach that balances the interests of residents and other community members, such as businesses and workers.

A nonprofit organization – especially one that claims to represent and serve a diverse neighborhood – is only as strong as its Board of Directors. As separate organizations, Lawrenceville United and Lawrenceville Corporation have historically had very different Board governance models that reflect the unique role and approach that each organization has taken towards neighborhood change. As the community development corporation for the neighborhood with significant real estate assets and development projects that often require long-term focus and specialized expertise, Lawrenceville Corporation has utilized a traditional nonprofit model of an appointed Board. LC’s Board is solely responsible for determining the slate of Board nominees, who are then ratified in a simple up/down vote by members. Under this model, the governance model seeks to ensure the organization has the proper skill sets, balance of interest groups (residents, businesses, institutions), and consistency of vision and values necessary to carry out its work.

By contrast, Lawrenceville United – leaning into its role as a resident advocacy organization – has utilized an open election process to determine Board seats. LU’s membership is readily accessible to all residents, eligibility requirements are minimal but strictly available for residents, and members are strongly empowered to choose between multiple candidates to determine the direction of the organization. Under this governance model, LU seeks to ensure that the organization has a strong mechanism for community feedback, the authority and trust to speak for residents on major issues, and the capacity and power that comes from being able to engage and mobilize large swaths of neighbors.

These different approaches to Board governance reflect the “yin and yang” relationship of LU and LC that has served each organization and the community well, but presents an obvious challenge for how to structure the Board of a single, merged organization. Consequently, it has been resolved to create a governance structure that’s a hybrid approach to these two models, the goal of which is to establish an equitable balance between nimble responsiveness to the community and long-term consistency to organizational priorities and values, as well as between the interests of residents and other community members like businesses and workers.

Consequently, the Board will be structured as:

- 4 residents with an open nomination process, who are elected by membership
- 4 business representatives with an open nomination process, who are elected by membership
- 8 Board-appointed members, who are ratified by membership
 - These seats are broadly reserved for people who meet the needs of the organization and have ties to the community
 - At least 5 members must be residents to ensure a majority of the Board are residents
- Each Board member will serve 2-year terms

The Election/Nomination Process

- The Governance Committee will be responsible for recruitment and overseeing the election process.
- There will be an open, transparent recruitment process for all seats, with public calls for interest.
- There will be open elections for 8 members; anyone who meets the eligibility criteria will appear on the slate.
- 8 members will be “appointed” – selected from responses to public calls for interest, approved by the full Board, and ratified up/down by membership.
 - Each candidate must get a majority approval of membership that voted in order to be seated.
- The process will:
 - Identify and prioritize skills, networks and relationships, expertise and experience (including lived experience), and capacity needed to best meet the organization’s mission at that moment.
 - Prioritize the Board of Directors reflecting the diversity of the neighborhood, especially including marginalized or underrepresented identities (black, indigenous, and people of color [BIPOC], low-income, LGBTQ+, people with disabilities, gender, age, tenure in the neighborhood, wards, etc.).

MEMBERSHIP STRUCTURE

A strong base of members has been an important strength of both LU and LC historically, and will be an increasingly critical component of Lawrenceville Together.

For one, a membership that broadly represents and looks like the Lawrenceville community is a tangible way that the organization integrates constant feedback and demonstrates that it's a credible, responsible steward of community trust. This will be essential as a merged organization reintroduces itself to the neighborhood, securing old relationships and building new ones under a different organizational model. A large membership demonstrates not only that initiatives and decisions made by the organization have legitimacy within Lawrenceville (especially when the community may be divided over a particular issue), but also that elected officials, funders, partners, and external stakeholders can place faith in Lawrenceville Together.

Secondly, a deep membership base expands the capacity and power of the organization to do its work effectively. While the work of recruiting and maintaining members requires organizational time and resources, having hundreds of community members who have actively joined Lawrenceville Together provides opportunity to tap volunteers, develop new leaders, recruit committee and Board members, and to communicate to every corner of the Lawrenceville community through word-of-mouth networks. Furthermore, the capacity to mobilize large groups of people is a timeless organizing strategy for advocating for resources and ensuring that policymakers and elected officials are responsive to the priorities of Lawrenceville.

Thirdly, membership can be a real way to financially sustain Lawrenceville Together over the long haul. Income from membership is not only more flexible than typical funding from government and foundations, it's likely to be far more consistent than the changing priorities of large donors and institutions. As a growing national movement has stressed, community-centric fundraising can be a way for organizations to align their development strategies with their values, by deepening connections to their communities, inviting more people into social justice movements, and reorienting the relationship between nonprofits and donors to be more rooted in partnership, shared commitments, transparency, and mutual accountability.

Finally, a quality membership program invites people not only to the organization, but to find belonging in their community and to connect with their neighbors. Consequently, membership is not just a way to sustain the organization, but it can also advance the mission of the organization in itself, if done right.

With all of this in mind, Lawrenceville Together proposes to integrate the existing memberships of each organization into a united membership structure, which should total over 1,000, while continuing to prioritize new membership recruitment. Reflecting the united and collaborative identity of the organization, all members will be equal, but there will be different categories for businesses, workers, and residents, including accessible categories for low-income residents and businesses. All members in good standing will have voting privileges for all elected and appointed Board seats. Additional benefits to membership will be eligibility to join committees, become a Board member, and access various benefits, services, and branding from the organization.



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