

Immigrant Community Blueprint: From Plan to Action

All for All Impact 2016-2019



Mission

All for All connects people, organizations, and communities to actions that build a welcoming and inclusive region for all. Driven by collaboration with community and cross-sector partners, we aim to advance economic opportunity, break down barriers, and further immigrant inclusion across the Pittsburgh region. We are guided by the [Immigrant Community Blueprint](#), a comprehensive community-designed plan for Allegheny County.

Pathway Towards Change

All for All launched in 2016 to advance economic opportunity, break down barriers, and further immigrant inclusion across the Pittsburgh region. The mission was rooted in the idea that if communities are designed to meet the needs of foreign-born residents, systems are more accessible not only to immigrants, but to everyone. Guiding All for All was the [Immigrant Community Blueprint](#); a comprehensive plan put out by the Allegheny County Department of Human Services to address the gaps, inefficiencies, and missed opportunities in creating a more welcoming and inclusive region. The 130 action items that make up the Blueprint laid out a clear path for driving change.

In a region that had not had significant immigration in the mid part of the century, there was a growing need to address systems that weren't built to accommodate diverse residents. In 2014, 1700 children were enrolled in English as a Second Language (ESL) programs in Allegheny County schools -- an increase of 87% since 1999.¹ Simultaneously, the region was losing population -- data showed that that the only thing offsetting population loss in our post-industrial city was the migration of foreign-born residents to the region.² Pittsburgh needed immigrants. In order to attract and retain a diverse population of newcomers, there needed to be concrete changes to make systems like healthcare, employment, education, and local government more inclusive.

In order to develop accurate and community-driven priorities, the Immigrant Community Blueprint was created in collaboration with about 180 local residents including immigrants and leaders from government, education, philanthropy, and social services. Through a series of focus groups and interviews, a set of 33 priorities broken out into 130 action items was developed to be implemented over the next five years. The finalized action items fell into six priority areas: Education, Economic Development, Civic Engagement, Health + Wellbeing, Family Supports, and Language Access.

Blueprint Priority Areas

Education	Economic Development	Civic Engagement	Health + Wellbeing	Family Supports	Language Access
Support immigrant families' access to early intervention and early childhood education	Create coordinating entities to lead immigrant economic development efforts jointly in the city and county	Increase supports for obtaining citizenship	Increase Neighborhood based outreach, education and service provision tailored to the needs of communities, including the use of Community Health Workers	Improve the continuum of services for families in crisis, including prevention and support services for domestic violence, substance abuse and family therapy.	Create a Central Language Coordinating Entity
Strengthen supports for academic success from Pre-K to 12 and support college readiness	Increase career development opportunities for immigrant residents	Create opportunities for leadership development and engagement with local organizations	Promote appropriate and regular use of interpretation and translation services in physical and behavioral health care	Provide expanded supports for immigrant parents including strengthened family centers with immigrant-specific programs	Increase awareness of language access responsibilities and rights

¹ Census 2000; 2009 American Community Survey; 2014 American Community Survey

² [New American Economy 2017](#)

Ensure that immigrant parents can meaningfully participate in their child's education	Make entrepreneurial opportunities readily available	Support and develop strong ethnic community organizations	Increase access to affordable healthcare services	Provide expanded supports for older adults	Increase use of best practices for ensuring meaningful access to essential services for residents with LEP
Expand community-based ESL classes and provide supports needed to increase access to classes such as child care and flexible hours	Educate employers and the workforce system to recognize the value of immigrant talent and experience	Support social integration, cultural understanding, and acceptance between I&I communities and established, local communities	Ensure that health care workers are trained and able to serve people from multiple cultures	Promote access to quality childcare resources	Collect and share language-related data
Increase availability and use of post-secondary education and training opportunities for immigrant residents	Advance opportunities for and access to safe and affordable housing, transportation, child care and other resources that remove barriers to and accelerate economic progress	Develop welcoming points of access for I&I residents	Increase the number of multilingual health care providers and raise awareness about their services		Establish mechanisms for learning and sharing information
Utilize data to increase understanding of immigrant populations and needs	Promote ESL for Career Development				Increase standards and use of interpretation and translation services
					Leverage new developments in language technology

These actions and priorities were written with the intention of building on the efforts of organizations and individuals already doing valuable work in our communities. While the stakeholders involved in the planning of the Blueprint were invested in the outcomes, and are by their nature often times also working towards accomplishing the actions, they did not at the time have the capacity to fully take a step back and organize a coalition to implement the Blueprint's priorities. All for All was created to be that accountability initiative. By working with community partners and building capacity in already existing efforts, we aimed to accelerate change and advance the priorities set forth by the community.

Guiding the Work: The Pittsburgh Landscape

“[All for All] has been making the region better for immigrants and advocates for many years, but the work is even more important now with the anti-immigrant rhetoric and policies at the national level. All for All’s approach to this work is grounded in strengths, social justice, and genuine transformation and it’s inspiring!”

- All for All survey respondent

The Immigrant Community Blueprint looked to build on the existing work of organizations such as the area refugee resettlement agencies and community and ethnic organizations, and identify areas for collaboration. Resettlement agencies worked to provide basic needs and support to refugees coming to

Pittsburgh, and community and ethnic organizations served to convene and provide support to specific ethnic communities. The Blueprint provided pathways for these organizations to collaborate with other social service agencies, government, and educational institutions in order to make meaningful and actionable steps towards the goals it laid out.

Simultaneously, in 2014, Mayor William Peduto launched Welcoming Pittsburgh, a plan to improve the lives of Pittsburgh's immigrant residents, create more diverse and informed welcoming experiences, and to guarantee Pittsburgh is livable for all. While Welcoming Pittsburgh served a role of addressing needs within the City of Pittsburgh, the Blueprint reached past City limits and into the surrounding municipalities. The idea was for the Blueprint and Welcoming Pittsburgh to work in conjunction -- for Welcoming Pittsburgh to address issue areas in City government, while the Blueprint took a more 'ground-up' approach. The Blueprint would be a roadmap for how community based organizations, schools, as well as social services could work together to create a more inclusive Allegheny County, while Welcoming Pittsburgh addressed the areas that the City of Pittsburgh could improve.

While the work of All for All is guided primarily by the Blueprint, the partners who helped shape it and our Steering Committee of 15 community leaders consistently acted as a sounding board for the work. The Blueprint was launched in September of 2016, however, the 2016 election and the ensuing administration's rhetoric and policy decisions surrounding immigration distinctly shifted the messaging and urgency of our work. All for All took on much more of an advocacy role than expected, responding to the immediate needs of communities and producing statements, messaging, and tools meant to counteract violence and hatred coming from the national level with action locally. Because of the changing needs of immigrant communities, and with the guidance of our partners and steering committee, we approach our programming and the Blueprint in a way that allows for evolution and a flexible reading of the document that responds to cultural and political shifts.

Some of our programs do align with specific action items -- such as the Immigrant Artisan Network, which aligns with the action item of 'developing smaller pop-up markets' under the priority area of "making entrepreneurial opportunities readily available" within the Economic Development Action Plan. Others, such as some of our advocacy work, address the Blueprint's priorities in a way that is more responsive to the environment and landscape changing rather than implementing a specific action item.

In the past year, Pittsburgh has had to face a police officer's murder of Antwon Rose, a seventeen-year old Black boy, and the devastating attack at the Tree of Life building. The shock from each of these events sent ripples through our community as residents processed the initial shock, pursued justice, searched for ways to heal, and ultimately began laying the groundwork to restructure our region to center the issues of marginalized communities.

"All for All excels at communication -- getting good messaging out about our immigrant communities, and having African American and indigenous voices in the mix, and paying attention to and working on the various pillars from the Blueprint."

-All for All 3 Year Survey Respondent

The intersection of the issues at hand highlighted the importance of our work having a racial equity lens. By threading racial justice into our work, our actions are built to dismantle the systems that perpetuate bias and racism, and work to build systems that support residents of all intersections -- inclusive of those of all status, race, religion, or nationality. Our ability to do this is possible as our role as a 'connector' initiative. By knowing stakeholders in all fields and being able to do the work of putting together pieces

of a puzzle, we've been able to bridge divides and connect immigrant service providers, activists, and community leaders so that we are working in tandem.

Spotlight On: All for All Summit

“The change over the years in the Summit has been amazing to see; I think 2019's Summit brought together the themes of your work in brilliant ways - education/community building, advocacy, and community celebration were all reflected in the 3 days of events.”

- All for All 3 Year Survey Respondent



Left: Farooq Al-Said of 1Hood speaks at the 2019 Summit.

Right: Attendees watch the performances at the All for All Block Party.

The All for All Summit is an annual, interactive gathering on the role of immigrants in entrepreneurship and the local economy, as well as the intersection of immigrant inclusion with local politics, the arts, and more. Each summit has featured speakers including employers, leaders from the business community, politicians, service providers, and immigrant community members. The summit functions as a key gathering for community members to come together and discuss immigrant inclusion in the region -- both what is going well, and what still needs to be done. The Summit serves to support social integration, cultural understanding, and acceptance between I&I communities and local communities, a priority area in the Civic + Community Engagement plan of the Immigrant Community Blueprint.

2017:

Our first annual All for All Summit brought together about 100 attendees representing nonprofits, business owners, elected officials, and academia to hear from local and national leaders on best practices in immigrant inclusion. We talked candidly about where we were and what steps needed to be taken in the region to better engage, empower, and grow our immigrant communities. Full program [here](#).

- ~100 people engaged
- 1 day of programming, 10 workshop sessions/plenaries
- Focus on building connections, laying the ground for what needed to be done over the next 5 years.

2018:

“ This is the first time I have felt this seen, heard, included, welcomed, accepted, and visible at a conference.” - 2018 Summit attendee Kari Kokka, University of Pittsburgh

Over 150 people came out to connect with other leaders and hear from experts at our second Summit. Attendees broke out into small group sessions to dive deep on topics such as immigrant entrepreneurship, political inclusion, workplace equity, and how big data can be applied to immigrant inclusion. Full program [here](#).

- ~150 people engaged
- 1 day, 10 workshop sessions/plenaries
- Focus on diving deeper on best practices in target areas.

2019:

“Because of what I learned at the Summit, I will work harder to speak up when I see injustice - whether that injustice exists on a large-scale or in my day-to-day interactions with other people.” - 2019 Summit survey responder

The 2019 Summit spanned three days and included neighborhood tours to amplify voices, a day-long forum to discuss action and ally-ship, and a block party to close us out and celebrate. We had 1000+ Pittsburghers come together to celebrate, discuss, and work together.

- 1000+ people engaged
- 3 days of programming including neighborhood tours, a day-long forum, and a neighborhood block party
- Focus on spotlighting immigrant voices and coming together in community.

Room for Growth:

As we look towards the future, we’ve gotten valuable feedback from past participants on how they would like to see the Summit grow and engage in 2020 and beyond.

“There is room for growth in how to bring this information, messaging, events, to folks who are not ‘in the choir,’ who are skeptical or suspicious, to employers who say they want to hire immigrants but don’t/won’t/can’t do anything truly transformative.”

-All for All Survey respondent

- Each year something that seems to resonate in all the surveys we send out is: How do we engage people outside the choir?
- We’ve gotten positive feedback in our ability to bring in subject matter experts on specific best practices in advancing immigrant inclusion.
- As the landscape and policy changes on the national level, many have echoed the importance of coming together in celebration. While having tangible ways we can take action is vital, there is also value in providing space and time to be with one another and celebrate through the arts.

Spotlight On: Municipal Engagement

“All for All does an excellent job of ensuring that Pittsburgh is included in regional, state, and national conversations about immigrant inclusion; accessing and leveraging policy makers at the local, regional, and state level; and promoting visibility and creating partnerships in the local area.” - All for All survey respondent



*Left: Whitehall Mayor Nowalk at our Fireside Chat, where local municipal leaders heard from Dayton Mayor Whaley.
Right: Panelists LaTrenda Leonard-Sherrill, PA Rep. Ed Gainey, Ana Maria Mieles, Dormont Councilwoman Joanna Boudin, and Mayor William Peduto discuss ‘Building a More Welcoming US’ at the 2019 All for All Summit.*

Actions and initiatives by local and regional governments affect residents ability to work, go to school, and feel welcomed in a place. With more accessible transportation, housing, or access to information about government services, priorities in all areas of the immigrant become more attainable. Throughout the past three years, All for All has done some engagement of local governments, though not nearly as much as is needed.

Shortly after launching, we attempted an ‘All for All Communities Program,’ aimed at engaging local municipalities in welcoming work. Due to limited capacity of working with a small team, the program never quite got off the ground. Instead, throughout the next couple of years we hosted several events aimed at engaging elected officials and municipal leaders. For example, in Spring 2019 we brought Dayton Mayor Nan Whaley to Pittsburgh for a Fireside Chat with Pittsburgh Mayor William Peduto. They discussed Dayton’s tactics for being ‘welcoming,’ and how the process has been a positive step for the City of Dayton. Attendees included elected officials and government employees from throughout the region. Additionally, we hosted a language access training with Global Wordsmiths, aimed at engaging local governments in learning about translation and interpretation services, and how to create a language access plan.

One area of success in sustained programming was in our efforts to consolidate efforts at the statewide level. Through a technical assistance grant through Wes Global Talent Bridge’s Skilled Immigrant Integration Program (SIIP), we began monthly statewide calls between welcoming initiatives across the state. Each month leaders in the Mayor’s Offices in Erie, Philadelphia, and Pittsburgh joined in for a 60 minute call on what each office was working on and the priorities in those regions. Through these collaborative calls, we are able to consolidate efforts for statewide action. The objective of the calls so far has been in coordinating action to push for an Office of New Americans in

the Governor's Office. Although it has not yet been instituted, there have been concrete steps towards making it a reality.

Overall, we have been successful at getting elected officials to the table -- at events such as the Summit, the Welcoming Interactive, and at our smaller events such as the Fireside Chat with Mayor Nan Whaley. However, where we fell short were in our long term and recurring engagement activities with local governments here in the Pittsburgh region -- we simply did not have the capacity to carry out the work with the depth and comprehensiveness that was originally intended.

Room for Growth:

- As we branch out into a broader coalition, greater collaboration with the City of Pittsburgh and Welcoming Pittsburgh is key to success of municipal engagement.
- With greater capacity, an initiative such as a [Civic Leadership Academy](#) for engaging immigrant residents would be beneficial for smaller municipalities that are home to large percentages of our immigrant population. All for All has developed a curriculum and promotional materials, the next steps lie in encouraging municipalities to implement the program.
- Instead of creating a local program that 'certifies' municipalities in being welcoming, we recommend further promoting adoption of Welcoming America's '[certified welcoming](#).'

From Plan to Action: The Method Behind the Work

In order to effectively implement the intent behind the actions, the work of All for All has manifested itself in three ways: in building capacity by supporting and partnering with organizations who are doing the work, and also creating new programs or solutions where they didn't previously exist; through community engagement, which is about building connections and the importance of neighbors coming together for intentional conversation; and lastly through advancing institutional fluency, or systems change -- which is working with institutions and systems that need to be doing a better job to be inclusive of immigrants, whether that's school systems, local government, or employers.

In designing what All for All would be, it became clear through conversations with funders and other organizations in the region that creating another nonprofit would not be the most effective way of implementing the Blueprint. In its design, the entity holding the region accountable for change would eventually put itself out of business -- by creating and instigating connection, systems change, and building capacity in long standing institutions. For this reason, All for All was created as a project of [Change Agency](#), with the idea that through time, the projects and actions that All for All was helping implement would be adopted by longer standing institutions and organizations.

For the past three years, All for All has been a team-led initiative, relying on the work of a one, and then two person staff of Project Director and Project Manager, and then three rotations of five [AmeriCorps VISTA](#) fellows, who were brought in to build capacity in focus areas such as health, community engagement, economic development, local government, and education. The first cohort of VISTAs concentrated on building connections and expanding the reach of All for All, the second cohort furthered capacity of the programs and relationships that the first cohort established, and the third cohort is now concentrating on laying the groundwork to build a coalition that will create more shared ownership of the work among a wider group.

Growing Beyond the Plan: Impact

Blueprint Priority Spotlight:

Increase Career Development Opportunities for Immigrant Residents

([Economic Development Action Plan](#))

- 239 people participated in career development programming
- 43 volunteers recruited to offer career advice
- 100+ institutions advised on how to improve practices to be more welcoming towards foreign-born or foreign-trained applicants.



Left: Participants in the Immigrant Workforce Program discuss an assignment.

Right: Dr. José Ramón Fernández-Peña talks to local employers about the Welcome Back Center at our Healthcare Employer Roundtable.

In tackling this Blueprint priority area, we concentrated on several methods of change: upskilling immigrants and refugees, creating systems change through educating employers, and expanding networks with our Connector Program. There is a gap between employers and the immigrant workforce in Pittsburgh, and our programs are designed to bridge that gap by engaging immigrants in job seeking activities, better preparing employers to hire immigrant talent, and facilitating the connection.

The [Immigrant Workforce Program](#) is a partnership with Literacy Pittsburgh and JFCS Career Development Center. The 9 week program introduces immigrant and refugee job seekers to the American job market and provides them with the essential skills necessary to succeed both in the job search and in the workplace. The program proved effective because of the specialized and intensive support participants were able to receive. They received tailored advice from career counselors from the Career Development Center at JFCS, who worked with participants on their individual needs; classroom teaching and English language support from Literacy Pittsburgh; and crisis intervention support through Immigrant Services and Connections (ISAC). Intensive support often leads to more comprehensive successes because of the one-on-one, specific support participants receive. By working with participants to better their lives as a whole -- by addressing issues such as homelessness, transportation, and childcare -- and recognizing that overcoming these barriers is integral to their success, participants were able to make significant steps in their career searches.

The [Pittsburgh Connector Program](#) is modeled after a program based in Halifax, Canada, and designed to benefit both job seekers and employers -- focusing on industries that have a high demand for workers, while providing a structured way for participants to expand their networks and meet people in their field. In Pittsburgh, leveraging connections is an integral part of finding meaningful employment in your field. This is an issue commonly faced by newly arrived foreign-born professionals. By providing a structured avenue for connection, although not explicitly a job placement program, participants are more likely to find meaningful employment in their field, simply through the connections made. Simultaneously, through having face time with qualified candidates in their fields, employers begin to break down biases against foreign-born and foreign-trained applicants.

- **How it Works:** Through this program a foreign-born community member (Connectee) - who has valuable skills and professional experience but lacks an extensive professional network is matched with a Pittsburgher (Connector) in their field for a networking opportunity. The Connector then introduces the Connectee to three other people in their professional network.
- **Testimonial:** Jose Matos joined the Pittsburgh Connector Program after arriving in Pittsburgh as an asylum seeker from Venezuela. There he had a successful career as a financial analyst, but in the United States he was underemployed and working outside of his field as the Assistant Manager of a Mexican restaurant. After being connected through the program, Jose had this to say:

“As a result of the Pittsburgh Connector Program and through all the connections that I was able to make with the help of my connector, I’ve been selected as a Personal Banker for Dollar Bank at the Squirrel Hill Branch. I’m very excited and happy about it. I have to thank you for running such a interesting/ helpful program but more specifically for the effort that you put into it, because the translation of that is it’s me getting my step into the door in an institution that I believe meets very well my values and it’s going to be a great start for me here in Pittsburgh.”

While the Connector Program and the IWP address career opportunities for individual immigrants, we have also worked to broker partnerships with institutions such as UPMC in order to forge sustainable pathways for immigrant workers to secure employment. By helping companies and specific departments create programs that streamline the hiring of foreign-born and foreign-trained talent, there will be a long term impact on employment opportunities for immigrants in the region. The Healthcare Employer Roundtable we hosted in late 2019 is an example of an event that facilitated these discussions and outcomes. We brought together leading healthcare employers to discuss pain points they’re seeing, and how immigrants can help fill gaps in their workforce. From here, we hope that we can lay the foundation for concrete pathways for hiring foreign born talent.

Room for Growth:

- As we look towards sustainable examples of ways to maintain support for foreign born and foreign trained individuals in the region, we have turned towards models that have been tried and tested in other regions. Regional employers, service providers, and educational institutions have expressed support and excitement over bringing a [Welcome Back Center](#) to Pittsburgh. As healthcare is a high growth industry in the region, with consistent and reliable open positions, providing a clear pathway for individuals with the knowledge and expertise to be either re-trained, or provided with alternate pathways towards employment, is a

sustainable and viable solution for filling some of our regions workforce gaps, while simultaneously providing avenues for meaningful employment for our under-employed neighbors.

- Now with two iterations under our belt, the Immigrant Workforce Program is a tested model, with supports and practices in place for subject matter experts (JFCS CDC and Literacy Pittsburgh) to take the model and run with it. While All for All originally provided the funding and administrative support for the program, our partners have negotiated their budgets to allow for funding for the Immigrant Workforce Program to be sustained.
- The Connector Program is a model we buy into from Nova Scotia, Canada. Because this program has best practices, templates, and a platform that are used internationally, adoption of the program could be taken on by an organization whose mission aligns with the goals of growing networks for immigrant professionals and addressing regional workforce needs.

Blueprint Priority Spotlight:

Strengthen Supports for Academic Success from Pre-k to 12 and Support College Readiness
([Education Action Plan](#))



Left: ARYSE and Global Minds high school students speak on a panel at our Educator Forum.



Right: Odeese Ghassa-Khalil presents her team's Participatory Action Research project at the final PLC meeting.

- 203 teachers + educators engaged in programming
- 128 teachers said they would take action in their schools based on what they learned through All for All programming

We looked to English as a Second Language (ESL) educators as key players in implementing this priority area. Teachers are often the primary introduction into the USA for both students and their families. This puts a responsibility on ESL instructors to provide more than English teaching: they must also navigate the other challenges faced by their students and families - trauma, cultural fluency, and access to services.

In the Pittsburgh Public School system, the ESL program is designed to be 'immersive'. Based on their skill level, ESL students are enrolled in up to three ESL-specific classes in addition to attending their classes in general education classrooms. In other words, while these students are learning a new language, they are simultaneously expected to continue their education through homework assignments, readings, and participation. This also means they are never given very much one-on-one attention or instructor time. While immersion seems effective, in actuality it leaves ESL students feeling isolated from their general classroom peers. Disadvantages extend to the ESL program more broadly due to a lack of funding that leads to less instructors, textbooks, and online resources. We heard from teachers that they simply didn't have the resources or training to provide individual instruction and guidance to their students. Many teachers were operating as the only ESL teacher in their district, and didn't have peers they could go to for advice on how to support their students.

By engaging teachers in the Professional Learning Community (PLC) for ESL Teachers, an Educator Forum, and Refugee Education Workshops with Dr. Xia Chao, we are able to create spaces for educators to connect to resources and to one another. We provided instruction on best practices in areas such as parent engagement, trauma and healing, and cultural fluency. Additionally, our PLC cohorts were introduced to service providers in the area to get to know how and where to direct students and their families when they are struggling.

Part of the goal of our educator initiatives, like the PLC, is to fight the isolation ESL educators feel within their institutions and to forge communities of educators that support and learn from one another. These methods of fighting isolation and creating and sharing resources results in teachers gaining more confidence in their ability to help their students and to actively create more welcoming spaces within their schools. When asked what they gained from the program, one PLC member wrote,

"It was such a great experience to be able to meet so many different people who are involved in so many important programs and resources for immigrant families. I felt honored to have the chance to sit down with them, meet them face to face, and ask questions."

Connection and community are difficult to quantify outside of anecdotes, but are vital to the success of programs like the PLC. Further, initiatives and programming should inspire participants to bring what they have learned into their own spaces and create new more inclusive practices. One Refugee Education Workshop participant wrote,

"I learned how to better understand an individual's background and how to incorporate that into my preparation for creating a safe teaching environment."

Room for Growth:

- After two PLC cohorts, participants expressed a need for greater reach -- engaging educators and education professionals outside of just ESL teachers. Instead of a designated cohort model, it was recommended that we implement more informal 'Meetup' style events, open to a wider spectrum of educators.

Blueprint Priority Spotlight:

Support Social Integration, Cultural Understanding, and Acceptance Between Immigrant & International Communities and Established, Local Communities

[\(Civic Engagement Action Plan\)](#)

- 2300+ people engaged in events and programming aimed at advancing social integration and understanding
- 90% of survey respondents indicated that hosting events that bring together diverse communities is one of the most important aspects of All for All's work.
- 81% of survey respondents said that All for All's work succeeds in bringing together diverse communities that would not have otherwise occurred.



Left: Participants prepare a meal together at a From Other to Us dinner in partnership with BCAP.

Right: Attendees listen to Pecha Kucha talks at the first All for All Summit in 2017.

All for All's community engagement strategy builds on the idea that with increased exposure to new ideas comes greater understanding. We aim to bring communities together to bridge divides and understand one another. The social amalgamation of foreign-born communities and established local communities impacts the ways in which immigrants and their families put down roots, feel truly welcomed, and consider Pittsburgh their home. In raising the voices and visibility of immigrant communities in Pittsburgh, we do not speak for them but rather set up the stage and hand them the mic.

Our efforts to bring people together can be seen on the largest scale with our role as the local host of the national Welcoming Interactive + Welcoming Economies Convening in May 2019, as well as with our annual Summit. We have hosted three Summits, each year bigger than the last. Our most recent Summit in October of 2019 was a three day convening that included neighborhood tours led by local leaders, an interactive forum that covered the employment and economic development issues facing immigrants in the region, and a block party that created a moment of celebration for immigrant entrepreneurs, artists, and communities. At our Interactive Forum, immigrant leaders, entrepreneurs, artists, and students sat on panels, led panels, and gave testimonials -- quite literally holding the mic.

We host other types of community based events that are geared towards bringing people together in a more informal setting - such as around a dinner table. Our From Other to Us dinner series brings together foreign-born community chefs and Pittsburghers. Through collaboratively cooking a

communal meal and sitting down to eat together, participants are able to learn through interpersonal connection and grow their understanding through friendships and the distinct bond of sharing a meal.

Room for Growth:

- Our From Other to Us community dinners have received positive feedback. Community chefs gain new experience, and attendees meet new people and are able to meet neighbors that they did not know before. Now, what is needed is an organization that can adopt the model and continue to host dinners that bring together newcomers and longtime Pittsburghers. We envision possible adopters are Repair the World, World Affairs Council, and the Global Switchboard.
- The Summit has grown and evolved throughout the three years of its implementation. As we look towards future events, we recommend growing and expanding the Neighborhood Block Party which was implemented in 2019.
- Throughout the past three years, we have seen events aimed at engaging and promoting cultural collaboration expand. Events like [World Square](#) aimed to bring together diverse communities to promote understanding and celebrate through the arts. Continuing to support and promote events like this will only work to further bridge divides and bring people together.

Blueprint Priority Spotlight:

Make Entrepreneurial Opportunities Readily Available

(Economic Development)

- 55 entrepreneurs or aspiring entrepreneurs interviewed to gauge needs of emerging immigrant business owners in the region
- 15 partnerships formed to eliminate barriers to access for emerging entrepreneurs
- 44 entrepreneurs provided with new entrepreneurial experiences



Left: Dariana and Jordin Molina, members of the All for all Immigrant Artisan Network, posing with their jewelry.

Right: We interviewed Elsa Santos, owner of Azorean Cafe in Bloomfield, for our Immigrant-Owned Small Business Report.

Here, our approach has been twofold-- research to identify barriers and work to address them through institutional change; and providing entrepreneurial experiences for emerging business

owners who do not have the networks or institutional knowledge to have those beginning experiences themselves. This has included working with community chefs during our [From Other to Us](#) community dinners, and forming an [Immigrant Artisan Network](#) that provides opportunities for emerging artisans to sell their crafts at local markets.

Through interviews with 40 business owners we were able to identify barriers to entrepreneurship namely in the food space. Conversations with the Health Department and other service providers such as La Dorita raised awareness of systemic barriers for those who may not speak English or may not have the cultural knowledge to participate in the systems currently in place. We were able to draft a [set of recommendations](#) that systems like the Health Department, lending institutions, and resource providers could implement that would make their practices more inclusive.

Additionally, engaging business owners to provide a "first" opportunity to showcase their cooking, or their crafts, introduced aspiring business owners to systems and avenues for marketing and selling their work. Since 2016, we have consistently participated in markets with immigrant artisans, and worked with 18 community chefs to host community dinners.

Room for Growth:

- While we were able to have initial conversations with the Health Department and other institutions as a result of our [Immigrant-Owned Small Business Report](#), further engagement with regulatory and lending institutions to ensure adoption of effective language access and culturally appropriate policies and practices is necessary. We hope that this work can be absorbed by efforts such that of the Pittsburgh Food Policy Council given the similarities and alignment of the work.
- Adoption of the Immigrant Artisan Network by an institution that has the capacity to provide one on one guidance and support. While this does not necessarily have to be a resource provider with expertise in one field, it would be helpful to have a career navigator of sorts, who can work with entrepreneurs with varying levels of English and formal training on pathways towards sustainability in their entrepreneurial goals.

Opportunity to Go Deeper: All for All the Coalition

It would be remiss to say that the actions in the Blueprint have been ‘accomplished’ -- in fact, we have a long way to go. However, in order to ensure that the work we have put in so far is sustainable and provides a pathway for growth and viability, it is necessary to find long term solutions and homes for the projects and programs that we have tested and gotten off the ground.

In order to encourage buy-in and ownership, in 2020 All for All is transitioning to a coalition-led model. The current team of AmeriCorps VISTAs will finish out their term, laying the groundwork for programs and initiatives currently underway to be transitioned. By building collective ownership of the work, we hope that adoption will be seen as an imperative of the region as a whole, and not the task of one organization.

As All for All has, throughout the years, been an initiative that very much operates as a ‘connector,’ leveraging status as an organization at the intersection of economic development, community building, and advocacy, we recognize that we are not experts in this work. We have consistently leaned on our partners and the community at large to guide the work that we do. Now it is time to hand over the

reigns to those who have been leading us the whole time. All for All, the team, has been able to build capacity by helping develop programs like the Immigrant Workforce Program, the Connector Program, and our Immigrant Artisan Network. We've been able to survey communities to find out what is needed in areas like entrepreneurship. Now that we've been in the role as connector and capacity builder for three years, we look towards our partners to continue to guide our region on the path forward.

As we enter the next phase of All for All, it is important to maintain the momentum and drive that has been there since day one. With a collective of community, government, non profit and businesses all working towards a more inclusive region, we believe we truly can be All for All.

Thank you to all those who have served on the All for All Steering Committee:

Angélica Ocampo (co-chair), World Affairs Council

Frederick Thieman (co-chair), Buhl Foundation

Bishnu Timsina (co-chair), JF&CS Career Development Center & Bhutanese Community Association of Pittsburgh

Dr. Ariel Armony, University of Pittsburgh

Bob Hurley, Allegheny County Economic Development

Furkan Ertem, Allegheny Health Network, WhiteTulip Health Foundation

janera solomon, Kelly Strayhorn Theater

Dr. Karen Hacker, Allegheny County Health Department

Kheir Mugwaneza, Allegheny Health Network

Reverend Liddy Barlow, Christian Associates of SWPA

Mike Capsambelis, Google & Awesome Pittsburgh

Dr. Quintin Bullock, CCAC

Rosamaria Cristello, Latino Community Center

Suad Yusuf, Global Minds

Dr. Thuy Bui, UPMC

Wasi Mohamed, Forward Cities

Yu-Ling Behr, Kidsburgh & Sandra Cadavid