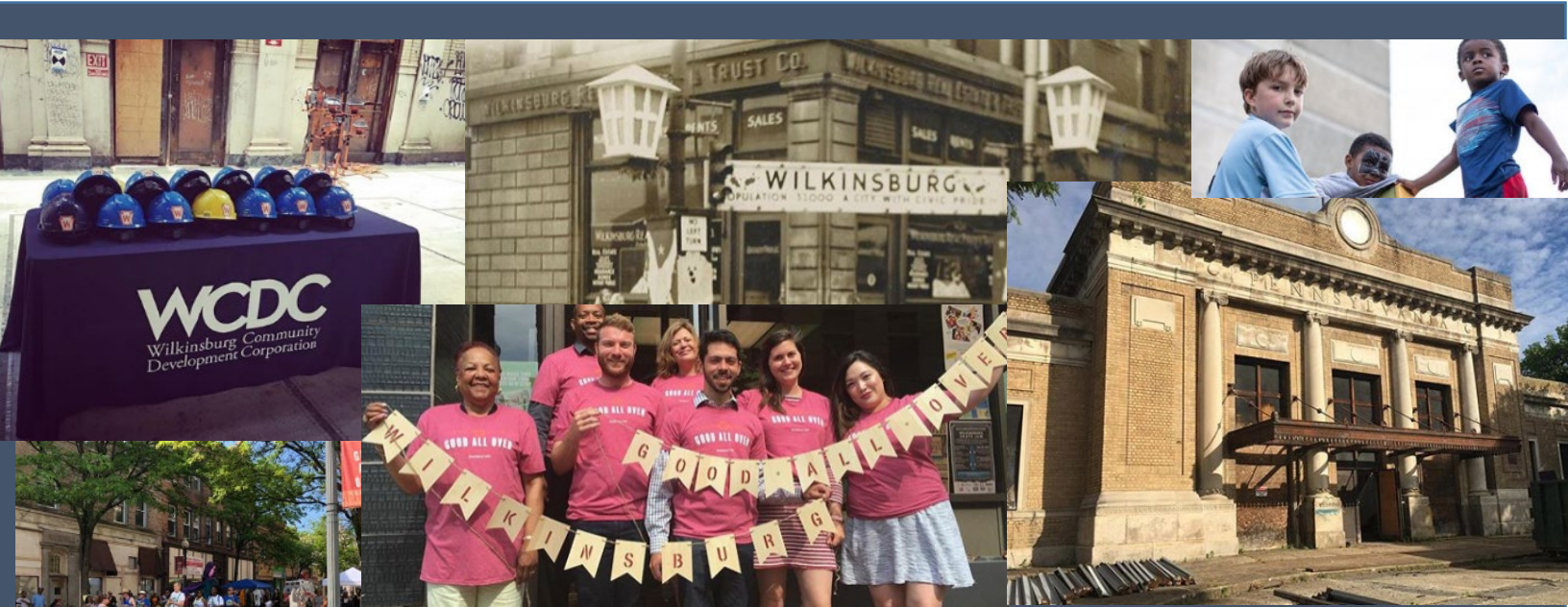


# WCDC

Wilkinsburg Community  
Development Corporation



## Strategic Plan

July 2019 – June 2025

Enhancing the Prosperity and Vitality of Wilkinsburg and  
the Excellence of our Organization

*Updated: February 2023*

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## Introduction

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The Wilkinsburg Community Development Corporation (WCDC) was formed in 2007 to foster positive community and economic development in the Borough of Wilkinsburg. Over the past decade-plus, WCDC has championed efforts to stabilize and transform the community in partnership with the Borough of Wilkinsburg and a number of other local, regional, and state-level agencies dedicated to strengthening Wilkinsburg.

Key impacts of WCDC have included, but are not limited to:

- Leading a 2015 campaign to allow liquor licenses in the borough for the first time since 1935, widely-considered a key precursor to commercial development in the business district
- Acceptance into the Pennsylvania Main Street Program in 2015 and designation as a National Main Street community in 2016
- Development and coordination of the Wilkinsburg Leadership forum in 2012, ultimately leading to the Pittsburgh Public Schools—Wilkinsburg High School Partnership
- Championing the \$6 million Wilkinsburg Train Station Restoration Project which became a key WCDC business district focus in 2016 and continues to inspire community and economic development

Now, as WCDC prepares for future success and impact, it has developed a new six-year strategic plan to guide the organization between July 2019 and June 2025. Over this time period, WCDC's mission is to **drive economic development in Wilkinsburg with an emphasis on strengthening the Central Business District**. Fulfilling this mission will require the organization to operate according to its core values of **inclusiveness, collaboration, forward thinking, impact, and integrity** and focus on three major strategic initiatives over the next six years.

1. **Business District Prosperity** – facilitating the redevelopment of the Wilkinsburg business district, its regional identity, and assisting the businesses that call it home.
2. **Community Vitality** – working in partnership with the Borough of Wilkinsburg, residents, business owners, and other community stakeholders to tackle issues that challenge us in ways that will enhance success for all.
3. **Organizational Excellence** – operating our community development corporation with efficiency and effectiveness to enable long-term impact

Each strategic initiative contains a series of goals, objectives, strategies, and tactics that will guide operations through 2025, articulating key milestones to be achieved over the next six years. As in the past, WCDC will periodically review this strategic plan to ensure its ongoing rigor and relevance while using it as a tool to evaluate its progress and impact.

If WCDC is able to implement this strategic plan, then it believes that **Wilkinsburg will be a prosperous, healthy, and inclusive community regarded for its strong business district and neighborhoods, historic charm, convenient location, desirable quality of life, and community pride**.

## Methodology

Prior to commencing the strategic planning process, board and staff reviewed and assessed progress versus plan on priority improvements identified in the organization's 2012 Organizational Capacity Assessment. By the start of this planning process, nearly all of the key improvements identified six years ago were addressed or determined to no longer be applicable.

WCDC also reviewed its 2014-2018 strategic plan (last updated in 2016) for progress on the implementation of goals. The organization successfully completed or made significant, positive progress on nearly all of its goals from the previous strategic plan, culminating in the key impacts and successes described in the introduction to this strategic plan report.

To define strategic direction, goals, and objectives for 2019-2025 (the scope of this strategic plan), WCDC board and staff engaged in a three-phase planning process consisting of situational analysis, strategy formulation, and strategy implementation. This process occurred from February through November 2018.

**Figure 1: Strategic Planning Process**



While WCDC Board Directors and staff participated in multiple half-day retreats to perform detailed planning work, additional stakeholders were engaged at various stages of the planning process to inform and validate the work of the core planning committee. Stakeholders included:

- Code Enforcement for Wilkinsburg Borough
- Members of Wilkinsburg Borough Council
- The Allegheny Conference on Community Development
- The Manager of the Wilkinsburg Borough
- The Mayor of Wilkinsburg Borough
- The Pennsylvania Department of Community and Economic Development
- The WCDC Holding Co. Board of Directors and consultants
- The Wilkinsburg Chamber of Commerce

## Vision, Mission, and Values

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### Vision

Wilkinsburg will be a prosperous, healthy, and inclusive community regarded for its strong business district and neighborhoods, historic charm, convenient location, desirable quality of life, and community pride.

### Mission

The mission of WCDC is to drive economic development in Wilkinsburg with an emphasis on strengthening the Central Business District.

### Values

**Inclusiveness** – We work to respectfully engage and be responsive to diverse constituencies in our efforts, including current and future residents and businesses.

**Collaboration** – We collaborate with other organizations to help facilitate the improvement of quality of life in our community.

**Forward Thinking** – We are innovative and fact-based in our approach to development and driven by our long-term vision for a prosperous, healthy, sustainable, and growing community.

**Impact** – We achieve tangible results and community development outcomes that evidence Wilkinsburg's progress.

**Integrity** – We act with transparency and make fact-based decisions to produce results that are worthy of emulation.

### By-law Purpose Statement

The WCDC is a non-profit corporation dedicated to enhancing the prosperity and vitality of Wilkinsburg. This purpose will be achieved through initiatives that support the development of a prosperous, healthy, and inclusive community recognized for its strong business district and vibrant neighborhoods. WCDC projects and programs will be defined by community input, fact-based solutions, and an ongoing commitment to address structural barriers to economic opportunity for marginalized residents. The WCDC operates from the belief that a sustainable vital community requires the embrace of equity and the full integration of people from all backgrounds and races.

### Defining our Commitment to Diversity Equity and Inclusion (DEI)

**Diversity** – Embracing and celebrating the cultural differences that exist in our community.

**Equity** – Acknowledging and addressing structural barriers to economic empowerment particularly for people who have been marginalized.

**Inclusion** – Welcoming and engaging deeply with people of all backgrounds and races to create economic opportunity and provide access, especially for marginalized residents.

**Measurement** – Tracking and publishing participation and impact data to ensure we are honoring our commitment to Diversity, Equity and Inclusion.

## Strategic Initiative Areas and Goals

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### 1. Business District Prosperity

- 1.1. Key Properties in the Central Business District will be renovated and occupied via partnership with the Holding Co. and used as models of redevelopment
- 1.2. The physical presence and aesthetics of the Central Business District will be enhanced through resources available for property owners and developers
- 1.3. The Central Business District will build a positive, regional reputation for economic diversity, and brand
- 1.4. Advisory services for business owners will improve their success and longevity

### 2. Community Vitality

- 2.1. Residents and business owners will be engaged in community planning and decision-making
- 2.2. Advocacy for reduced property taxes and improved service delivery will drive meaningful change
- 2.3. Vacant property and homeowner programs will help to improve quality of life for all residents
- 2.4. Collaborative data and advocacy efforts will help to guide public safety improvements throughout the Central Business District

### 3. Organizational Excellence

- 3.1. Our Board of Directors will exemplify standards for leadership, stewardship, and governance
- 3.2. WCDC vision and priorities will be integral in borough-wide initiatives through collaboration
- 3.3. New revenue sources will enhance our sustainability
- 3.4. Our staff and infrastructure will mature and specialize



## Strategic Plan July 2019 – June 2025

### VISION

Wilkinsburg will be a prosperous, healthy, and inclusive community regarded for its strong business district and neighborhoods, historic charm, convenient location, desirable quality of life, and community pride.

### MISSION

The mission of WCDC is to drive economic development in Wilkinsburg with an emphasis on strengthening the Central Business District.

### VALUES

**Inclusiveness** – We work to respectfully engage and be responsive to diverse constituencies in our efforts, including current and future residents and businesses.

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**Impact** – We achieve tangible results and community development outcomes that evidence Wilkinsburg's progress.

**Integrity** – We act with transparency and make fact-based decisions to produce results that are worthy of emulation.

<b>STRATEGIC INITIATIVE AREAS &amp; GOALS</b>		
<b>1. Business District Prosperity</b>	<b>2. Community Vitality</b>	<b>3. Organizational Excellence</b>
1.1. Key Properties in the Central Business District will be renovated and occupied via partnership with the Holding Co. and used as models of redevelopment  1.2. The physical presence and aesthetics of the Central Business District will be enhanced through resources available for property owners and developers  1.3. The Central Business District will build a positive, regional reputation and brand	2.1. Residents and business owners will be engaged in community planning and decision-making  2.2. Advocacy for reduced property taxes and improved service delivery will drive meaningful change  2.3. Vacant property and homeowner programs will help to improve quality of life for all residents	3.1. Our Board of Directors will exemplify standards for leadership, stewardship, and governance  3.2. WCDC vision and priorities will be integral in borough-wide initiatives through collaboration  3.3. New revenue sources will enhance our sustainability  3.4. Our staff and infrastructure will mature and specialize

<p>1.4. Advisory services for business owners will improve their success and longevity</p>	<p>2.4. Collaborative data and advocacy efforts will help to guide public safety improvements throughout the Central Business District</p>	<p>3.5. Our values and commitment to DEI will be reflected throughout our work and communicated clearly</p>
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## Action Plans

### 1. Business District Prosperity

1.1. Key Properties in the Central Business District will be renovated and occupied via partnership with the Holding Co. and used as models of redevelopment					
Objectives	Champion	Start	Finish	Measures	Status
1.1.1. Complete the Train Station project and highlight as development win	Exec. Dir. HC	Dec 2018	Sep 2021	Completed	Focusing on securing tenants for main level and unoccupied lower level space by EOY; working on additional tenant build-out needs
1.1.2. Pursue redevelopment of the Lohr Building for commercial and retail opportunities and package process as an example of viable redevelopment for future investors	Dir. Eco. Dev. HC	Jan 2019	July 2020	Completed	Building developed; fully leased 2 <sup>nd</sup> & 3 <sup>rd</sup> floors; working to finish tenant build-out in 622 South Ave. space
1.1.3. Partner to attract a marquee tenant to the Penn-Lincoln site	Exec. Dir. HC	Jan 2020	Dec 2021	Tenant acquired	In progress/ongoing; supporting work via quarterly Wilkinsburg development project/leadership meetings
1.1.4. Advocate for redevelopment of the 800 Block of Penn Avenue	Exec. Dir. HC	Jan 2019	Ongoing	Positive partnership formed	In progress/ongoing

1.1.5. Identify and prioritize Central Business District (CBD) key storefronts for targeted improvements	Dir. Eco. Dev. Bus. Dev. Sp.	Jan 2019	Ongoing	Targets identified	In progress/ongoing; will increase priority based on funding available
1.1.6. Identify and prioritize CBD properties ripe for 2 <sup>nd</sup> floor residential development	Dir. Eco. Dev. HC	Jun 2019	Ongoing	Targets identified	In progress/ongoing; will increase priority based on funding available
1.1.7. Reapply for Main Street status via Keystone Communities	Dir. Eco. Dev.	Jul 2019	N/A	Application submitted	To be determined
1.1.8. Develop a plan for in-fill development in CBD	HC Dir. Eco. Dev.	Jul 2019	Ongoing	Plan developed	Ongoing
1.1.9. Acquire vacant and underutilized parcels in 700 block to accommodate new mixed-use plans	Exec. Dir. HC	Jan 2020	Ongoing	Property acquired	To be determined
1.1.10. Secure final borough-wide awareness and approval of Wilkesburg Streetscape Visioning Study to build support for our redevelopment agenda	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Dec 2021	Plan endorsed by Borough	No activity
1.1.11. Continue to plan for and champion Wilkesburg High School building development opportunities	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Dec 2023	Plan developed and shared	Due Diligence Study completed; RFP and developer selection in process

<p>1.1.12. Develop tenant and property management strategy, including exploration of commercial property managers</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jan 2020</p>	<p>Ongoing</p>	<p>Strategy defined for future</p>	<p>In progress/ongoing</p>
<p>1.1.13. Redevelop railroad trestles as a gateway to the community (all four trestles)</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jan 2020</p>	<p>Dec 2023</p>	<p>Trestles rehabbed</p>	<p>One trestle rehabbed</p>
<p>1.1.14. Develop and nurture partnerships with developers who may invest in the CBD</p>	<p>Exec. Dir. HC</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>5-10 key partnerships developed</p>	<p>In progress/ongoing</p>
<p>1.1.15. Seek developers and partners with shared values and goals aligned with the community vision for equitable development</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Sept 2021</p>	<p>Ongoing</p>	<p>Use Equity Scorecard to evaluate developers and partners</p>	<p>In progress/ongoing</p>
<p>1.1.16. Provide opportunity for W/MBE investors, contractors, and businesses to engage in redevelopment activities</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Sept 2021</p>	<p>Ongoing</p>	<p>Meet County benchmarks for W/MBE Participation (13% minority, 2% women)</p>	<p>In progress/ongoing</p>
<p>1.1.17. Develop and seek funding for an anti-gentrification and affordable housing creation and preservation strategy</p>	<p>Exec. Dir.</p>	<p>Aug 2021</p>	<p>Nov 2022</p>	<p>HR&amp;A study complete; strategy developed</p>	<p>Study completed; including in Strong Neighborhoods planning</p>

1.2. The physical presence and aesthetics of the Central Business District will be enhanced through resources available for property owners and developers					
Objectives	Champion	Start	Finish	Measures	Status
1.2.1. Engage and secure commitments from property owners and developers for redevelopment agenda and CBD vision	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Ongoing	Commitments secured	In progress/ongoing
1.2.2. Partner with a funder to establish a revolving loan fund, grant program, or special financing mechanisms for CBD owners and developers 1.2.2.1. Secure commitments from owners to use the funds 1.2.2.2. Secure state and federal funds and partnerships (EDA), possibly Keystone Funding 1.2.2.3. Pursue McCune legacy fund, Allegheny Foundation, or others as match	Dir. Eco. Dev. Exec. Dir.	Jan 2019	Ongoing	RLF or other mechanisms established and operational	In progress/ongoing; currently partnering with Neighborhood Community Development Fund

<p>1.2.3. Identify and promote the process of establishing a Business Improvement District</p> <p>1.2.3.1. Business plan to understand revenue and expense projections</p> <p>1.2.3.2. Business engagement plan and marketing</p> <p>1.2.3.3. Assess and deal with overlap between TRID and BID</p>	<p>Dir. Eco. Dev.</p> <p>Exec. Dir.</p>	<p>Jan 2020</p>	<p>Ongoing</p>	<p>BID strategy outlined and shared with others</p>	<p>Priority; revisit in 2023</p>
<p>1.2.4. Define and promote “strategy guide” for owners to get up to standard and code (a how-to guide)</p>	<p>Dir. Eco. Dev.</p> <p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Guide developed</p>	<p>Provide zoning education workshops</p>
<p>1.2.5. Secure funding mechanisms for owners (possibly leveraging Keystone Opportunity Zone, PNC Program, tax credit programs, historic tax credit, Bridgeway, CDFIs, others)</p>	<p>Dir. Eco. Dev.</p> <p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Key mechanisms available for owners</p>	<p>In progress/ongoing</p>
<p>1.2.6. Secure resources and funding for business owners to improve their marketing with a focus on W/MBE</p>	<p>Dir. Eco. Dev.</p> <p>Bus. Dev. Sp.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Funding available for owners (50% W/MBE)</p>	<p>In progress/ongoing</p>
<p>1.2.7. Position the WCDC Design Committee in a leadership role with inclusive design decision-making in CBD, including design standards</p>	<p>Dir. Eco. Dev.</p> <p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Dec 2019</p>	<p>Decision making role established and respected</p>	<p>Design guidelines created; committee evaluates and approves façade grant applications for 2022-24</p>

<p>1.2.8. Prioritize W/MBE and provide resources to promote key CBD improvements like signage, window issues, and overall aesthetics</p>	<p>Dir. Eco. Dev. Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Improvements implemented (50% W/MBE)</p>	<p>Façade renovation grant renewed, 2022-24; working to secure additional funding</p>
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1.3. The Central Business District will build a positive, regional reputation and brand					
Objectives	Champion	Start	Finish	Measures	Status
<p>1.3.1. Enhance wayfinding and pedestrian-friendliness by implementing recommendations from parking and circulation studies (e.g. pedestrian improvements, bike access, TRID, and two-way streets)</p>	<p>Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Recommendations implemented</p>	<p>In progress/ongoing</p>
<p>1.3.2. Identify a CBD niche that may attract visitors (e.g. food retailers) and reduce barriers to food trucks, if any</p>	<p>Dir. Eco. Dev. Bus. Dev. Sp.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Niche identified and vetted</p>	<p>In progress/ongoing</p>
<p>1.3.3. Coordinate brand development and an inclusive CBD branding campaign reflective of Wilkinsburg’s diversity, promoting small businesses and community ownership</p>	<p>Dir. Eco. Dev. Bus. Dev. Sp.</p>	<p>Jul 2019</p>	<p>Ongoing</p>	<p>Brand developed by a diverse committee and inclusive process  Brand promoted through all channels</p>	<p>Build on existing Good All Over campaign</p>

<p>1.3.4. Develop plan and strategy to secure funding for bioswales and bump-outs and integrate in Borough and PennDOT capital planning</p>	<p>Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Plan and strategy developed</p>	<p>Long-term effort with Upstream, other partners</p>
<p>1.3.5. Host at least one annual WCDC signature event that highlights the CBD</p>	<p>Dir. Eco. Dev. Dev Comm.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>One event hosted per year</p>	<p>Hosted Summer at the Station series in 2022; gala planned for September 2023</p>
<p>1.3.6. Assist with the promotion of projects championed by others that align with our vision (e.g. Mercury Building)</p>	<p>Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Promotion strategy developed</p>	<p>In progress/ongoing</p>
<p>1.3.7. Develop a plan for improvement of nighttime activities within the CBD</p>	<p>Dir. Eco. Dev. Bus. Dev. Sp.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Nighttime strategy developed and implemented</p>	<p>In progress/ongoing</p>

1.4. Advisory services for business owners will improve their success and longevity					
Objectives	Champion	Start	Finish	Measures	Status
<p>1.4.1. Grow business planning and other advisory services for residents, incumbent businesses, and potential new businesses</p> <p>1.4.1.1. Workshops for new businesses at least 2 times annually</p> <p>1.4.1.2. Services for existing businesses</p> <p>1.4.1.3. Convene peer group related to business assistance</p> <p>1.4.1.4. Develop a focus on succession issues</p> <p>1.4.1.5. Invest in impact evaluation</p>	<p>Bus. Dev. Sp.</p> <p>Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Host workshops 2x annually</p> <p>Assist at least 10 businesses annually</p> <p>Programs serve constituents reflective of Wilkinsburg’s diversity</p>	<p>Annual workshop goal increased to four single session workshops in addition to two Core Four sessions/year.</p> <p>Technical assistance and consultation funding secured. Peer group established.</p>
<p>1.4.2. Develop strategic partnerships with other entities (e.g. Katz School and Urban Innovation 21, etc.) to target programs to women and minorities</p>	<p>Bus. Dev. Sp.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Partnerships developed</p>	<p>In progress/ongoing</p>
<p>1.4.3. Secure funding to support contracting with specialist consultants to assist CBD businesses</p>	<p>Bus. Dev. Sp.</p> <p>Dir. Eco. Dev.</p>	<p>Jan 2020</p>	<p>Ongoing</p>	<p>Funds secured and counsel provided</p>	<p>In progress/ongoing; funding secured, working to pursue additional funds</p>



<p>1.4.4. Learn about Commonwealth’s new initiatives related to business investments</p>	<p>Bus. Dev. Sp. Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Jun 2019</p>	<p>Connection to state funding established</p>	<p>Maintain and update</p>
<p>1.4.5. Develop case studies of assisted businesses as marketing and fundraising collateral</p>	<p>Bus. Dev. Sp. Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Case studies developed and shared  Highlighted businesses are reflective of Wilkinsburg’s diverse community</p>	<p>In progress/ongoing; currently working with local writers to develop stories/case studies for use in local publications and emails</p>
<p>1.4.6. Develop a real estate “match-making” service for businesses interested in Wilkinsburg locations</p>	<p>Bus. Dev. Sp. Dir. Eco. Dev.</p>	<p>Jan 2021</p>	<p>Dec 2021</p>	<p>Service developed and deployed</p>	<p>Provided informally, need to document more formally</p>

## 2. Community Vitality

2.1. Residents and business owners will be engaged in community planning and decision-making					
Objectives	Champion	Start	Finish	Measures	Resources Status
2.1.1. Continue to promote a friendly and accessible open-door policy for assisting residents and visitors and develop a process to track inquiries to inform planning	Exec. Dir.	Jan 2019	Dec 2023	Policy continued; process designed	Office reopened in May 2021; working to formalize visitor log
2.1.2. Facilitate a community-wide meeting annually to discuss and build a collective voice around CBD priorities	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Ongoing	One meeting per year  Participation will be reflective of Wilkinsburg's diverse community	In progress/ongoing
2.1.3. Consider various topic-specific stakeholder advisory groups to be engaged at least annually (e.g. residents, business owners, and others)	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Ongoing	Advisory groups developed and meeting at least once per year	In progress/ongoing

2.2. Advocacy for reduced property taxes and improved service delivery will drive meaningful change					
Objectives	Champion	Start	Finish	Measures	Resources Status
2.2.1. Conduct study and/or studies to understand the potential strategies to address right-sizing tax rates	Exec. Dir. Dir. Eco. Dev.	Jan 2019	Dec 2019	At least one study conducted and promoted	HR&A, PFM studies completed and shared publicly at wilkinsburgcdc.org
2.2.2. Conduct study and/or studies to understand potential strategies to recover delinquent taxes	Exec. Dir. Dir. Eco. Dev.	Jan 2022	Dec 2022	At least one study conducted and promoted	HR&A, PFM studies completed and shared publicly at wilkinsburgcdc.org
2.2.3. Investigate strategies for joint tax collection between Borough and School District	Exec. Dir.	Jan 2020	Dec 2020	Strategies identified and shared	Completed
2.2.4. Continue to advocate for increased opportunities for education in Wilkinsburg	Exec. Dir.	Jan 2019	Dec 2023	Advocacy plan developed and implemented	Ongoing
2.2.5. Package studies into a case for change to be shared with key decision-makers and the public	Exec. Dir. Dir. Eco. Dev.	Jan 2020	Dec 2020	Studies shared	HR&A held meetings with borough officials and business owners on January 16, 2020; case for change shared broadly in 2021 and 2022

2.3. Vacant property and homeowner programs will help to improve quality of life for all residents					
Objectives	Champion	Start	Finish	Measures	Status
2.3.1. Expand the Vacant Property Recovery Program Borough-wide	Dir. Eco. Dev. Vac. Prop. Cnslt.	Jan 2020	Dec 2023	Program expanded	Brought on consultant through PHARE grant; working on long-term strategy to continue work
2.3.2. Continue to update and be owner of data related to this focus	Dir. Eco. Dev. Vac. Prop. Cnslt.	Jan 2020	Dec 2023	Data plan deployed	Data collected and map updated
2.3.3. Develop and offer (possibly with partner) education programs related to housing	Dir. Eco. Dev. Vac. Prop. Cnslt.	Jan 2020	Dec 2023	Programs offered annually	In progress/ongoing; programs currently offered
2.3.4. Continue to identify resources for vacant property acquisition and rehabilitation and connect homeowners to them	Dir. Eco. Dev. Vac. Prop. Cnslt.	Jan 2020	Dec 2023	Resource guide developed	In progress/ongoing; resources identified and shared with homeowners
2.3.5. Conduct additional study on residential development in CBD to determine optimal level and types of development that will most benefit marginalized and vulnerable residents	Exec. Dir. Dir. Eco. Dev.	Jan 2020	Dec 2023	Study conducted and shared	Working with partners on Penn-Lincoln site to determine feasibility of models
2.3.6. Meet regularly with Borough Code Enforcement to address vacant property issues	Exec. Dir. Dir. Eco. Dev.	Jan 2020	Ongoing	Meetings held at least quarterly	Conducted education and work sessions with zoning consultant; future meetings TBD

<p>2.3.7. Host at least one housing-related event to highlight development opportunities (e.g. house tours)</p>	<p>Dir. Eco. Dev. Vac. Prop. Cnslt.</p>	<p>Jan 2020</p>	<p>Ongoing</p>	<p>Host one event per year</p>	<p>In progress/ongoing; launched neighborhood visioning sessions; coordinating neighborhood meetings</p>
<p>2.3.8. Package and promote consulting service to other community development entities with vacant property initiatives</p>	<p>Dir. Eco. Dev. Vac. Prop. Cnslt.</p>	<p>Jan 2020</p>	<p>Dec 2023</p>	<p>Cost-benefit analysis performed</p>	<p>Will start after vacant property plan is more fully developed</p>
<p>2.3.9. Leverage and expand partnerships in vacant property acquisition</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jun 2020</p>	<p>Ongoing</p>	<p>At least one new partner and key property held by partner</p>	<p>In progress/ongoing</p>
<p>2.3.10. Expand vacant property educational programming with a focus on addressing gentrification and displacement threats</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jun 2020</p>	<p>Ongoing</p>	<p>At least two educational events annually</p>	<p>In progress/ongoing</p>
<p>2.3.11. Research the potential effects of systemic change, anti-gentrification/displacement strategies and communicate findings</p>	<p>Exec. Dir.</p>	<p>Sept 2021</p>	<p>Ongoing</p>	<p>Completed HR&amp;A Anti-displacement Study; 2020 Census Data</p>	<p>Two community meetings held in October &amp; November 2021  Monthly emails, communications</p>

2.4. Collaborative data and advocacy efforts will help to guide public safety improvements throughout the Central Business District					
Objectives	Champion	Start	Finish	Measures	Status
2.4.1. Gather data and conduct assessment (possibly Force field analysis) of public safety service value (service level per dollar spent) and benchmark against peer and aspirant communities	Exec. Dir.	Jan 2021	Dec 2023	Assessments conducted and shared	No activity at this time
2.4.2. Continue to participate in Block Watch and Borough Public Safety meetings	Exec. Dir.	Jan 2019	Ongoing	75 percent participation in meetings	In progress/ongoing
2.4.3. Research strategies deployed by Main Street program peers to reduce loitering	Exec. Dir.	Jan 2020	Jun 2021	Strategies identified and pursued	In progress/ongoing
2.4.4. Develop and deploy strategies to partner with the Police Department to increase enforcement in key areas	Exec. Dir.	Jul 2020	Dec 2023	Strategies identified and pursued	No activity at this time

### 3. Organizational Excellence

3.1. Our Board of Directors will exemplify standards for leadership, stewardship, and governance					
Objectives	Champion	Start	Finish	Measures	Status
3.1.1. Continue to grow board’s role in fund development, including participating in annual, major, and planned giving solicitation	Dev. Chair	Jan 2019	Ongoing	100 percent participation	Doing well in this area, anticipating changes in board leadership
3.1.2. Recruit additional board members who can champion advocacy for community issues	Gov. Chair	Jan 2019	Ongoing	At least three directors with advocacy experience	Doing well in this area, anticipating changes in board leadership
3.1.3. Develop a pipeline of past and current board members who may pursue leadership positions with the Borough, School Board, and other partners	Board Chair	Jan 2019	Ongoing	At least 3 directors in key positions	In progress/ongoing
3.1.4. Assess organizational operations and infrastructure of the PANO Standards for Excellence and possibly consider accreditation	Board Chair	Jan 2020	Jun 2020	Assessment completed and priorities identified	In progress/ongoing
3.1.5. Consider new board committees aligned with the major initiatives of the strategic plan	Board Chair	Jul 2020	Dec 2020	Committees redesigned	Resuming development committee meetings this year; continue work with other board committees

<p>3.1.6. Develop onboarding and ongoing training plan for the board</p>	<p>Gov. Chair</p>	<p>Jan 2020</p>	<p>Dec 2020</p>	<p>New onboarding program in operation</p>	<p>Onboarding package revised</p>
<p>3.1.7. Develop board “bench strength” through proactive recruitment and selection of diverse and accomplished board candidates</p>	<p>Gov. Chair</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Board recruitment process identified and in place  Board will be diverse and representative of Wilkesburg</p>	<p>Reference BoardSource Matrix</p>

<p>3.2. WCDC vision and priorities will be integral in borough-wide initiatives through collaboration</p>					
Objectives	Champion	Start	Finish	Measures	Status
<p>3.2.1. Define the WCDC’s role in reducing with crime, loitering, and improving safety issues</p>	<p>Exec. Dir.</p>	<p>Jul 2019</p>	<p>Dec 2021</p>	<p>Role defined</p>	<p>No activity at this time</p>
<p>3.2.2. Ensure the WCDC Main Street Plan is integrated into the Borough’s forthcoming strategic and master plans</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Integrated into strategic plan</p>	<p>No activity at this time</p>
<p>3.2.3. Actively participate in the Borough’s upcoming strategic planning process</p>	<p>Exec. Dir. Dir. Eco. Dev.</p>	<p>Jan 2019</p>	<p>Dec 2021</p>	<p>Represented at all meetings</p>	<p>No activity at this time</p>



<p>3.2.4. Identify WCDC staff member to actively participate in all Borough commissions (e.g. planning, art, etc.)</p>	<p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>75 percent participation</p>	<p>No activity at this time</p>
<p>3.2.5. Meet regularly with Chamber of Commerce leadership to align priorities and plans as appropriate</p>	<p>Board Chair Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Meeting at least twice per year</p>	<p>In progress/ongoing; regularly participate in Chamber meetings and activities</p>
<p>3.2.6. Meet regularly with Wilkesburg School District leadership to align priorities and plans as appropriate</p>	<p>Board Chair Exec. Dir.</p>	<p>Jan 2019</p>	<p>Ongoing</p>	<p>Meeting at least twice per year</p>	<p>In progress/ongoing; regularly participate in WSD meetings and activities</p>
<p>3.2.7. Meet regularly with Borough Council President and Borough Manager to align priorities and plans as appropriate</p>	<p>Board Chair Exec. Dir.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Meeting at least twice per year</p>	<p>No activity at this time</p>
<p>3.2.8. Share studies and plans freely with Borough to encourage dialogue and transparency</p>	<p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Studies and plans shared</p>	<p>In progress/ongoing; information, studies, etc. regularly shared with borough staff and officials</p>

3.3. New revenue sources will enhance our sustainability					
Objectives	Champion	Start	Finish	Measures	Status
3.3.1. Earn revenue from Holding Co. initiatives to support WCDC activities and help to close the existing structural deficit (develop business plan if needed) 3.3.1.1. 2019: \$79,176 3.3.1.2. 2020: \$80,760 3.3.1.3. 2021: \$80,603 3.3.1.4. 2022: \$82,395 3.3.1.5. 2023: \$80,034	Exec. Dir.  Dir. Eco. Dev.	Jan 2019	Dec 2023	Targets achieved	Revenue from rentals limited, reassessing leasing goals to account for operating costs and debt service
3.3.2. Identify and pursue support from regional and national foundations for operations and projects 3.3.2.1. 2019: \$250,000 3.3.2.2. 2020: \$250,000 3.3.2.3. 2021: \$250,000 3.3.2.4. 2022: \$250,000 3.3.2.5. 2023: \$250,000	Exec. Dir.	Jan 2019	Dec 2023	Targets achieved	Need to break-out staff grant writing and fundraising roles
3.3.3. Continue to advocate for and pursue NPP funding through 2024	Exec. Dir.	Jan 2019	Jun 2019	New NPP funding secured	Funding secured
3.3.4. Consider opportunities for fee-based consulting and mentoring of community developers throughout the state	Exec. Dir.  Dir. Eco. Dev.	Jul 2019	Dec 2023	Cost-benefit analysis conducted	Continue working on this longer-term goal

<p>3.3.5. Grow individual giving (annual, major, and planned giving mechanisms)</p> <p>3.3.5.1. 2019: \$32,000</p> <p>3.3.5.2. 2020: \$34,000</p> <p>3.3.5.3. 2021: \$36,000</p> <p>3.3.5.4. 2022: \$38,000</p> <p>3.3.5.5. 2023: \$40,000</p>	<p>Dir. Fin. &amp; Admn.</p> <p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Targets achieved</p>	<p>Goal exceeded!</p>
<p>3.3.6. Grow corporate sponsorships, including from local businesses</p> <p>3.3.6.1. 2019: \$31,000</p> <p>3.3.6.2. 2020: \$33,000</p> <p>3.3.6.3. 2021: \$35,000</p> <p>3.3.6.4. 2022: \$37,000</p> <p>3.3.6.5. 2023: \$39,000</p>	<p>Dir. Fin. &amp; Admn.</p> <p>Exec. Dir.</p>	<p>Jan 2019</p>	<p>Dec 2023</p>	<p>Targets achieved</p>	<p>Revise projections and strategies</p>

3.4. Our staff and infrastructure will mature and specialize					
Objectives	Champion	Start	Finish	Measures	Status
3.4.1. Formalize key administrative processes to enhance efficiency, including financial management, record keeping, and visitor tracking	Dir. Fin. & Admn.	Jan 2019	Dec 2020	Processes reviewed and updated	In progress
3.4.2. Consider a new position for bookkeeper or finance manager	Exec. Dir.	Jan 2019	Jun 2019	Resource in place for finances	Director of Finance and Administration hired (2020)
3.4.3. Identify and adopt a new CRM system to streamline engagement and communication	Dir. Fin. & Admn.	Jul 2019	Jun 2021	System implemented	Adopted and implemented Neon CRM (2020)
3.4.4. Develop Emergency Disaster Preparedness Plan (auditor recommendation)	Dir. Fin. & Admn. Exec. Dir.	Jan 2019	Jun 2021	Plan approved and shared	Completed
3.4.5. Develop succession plan for Executive Director position, including refinement of job description and identification of key competencies	Board Chair Gov. Chair	Jul 2019	Jun 2021	Plan developed	Completed
3.4.6. Develop and implement a diversity and inclusion strategy and statement (staff and board)	Exec. Dir.	Jan 2019	Jun 2021	Statement approved and regularly revisited	Completed

3.4.7. Plan for new office space to accommodate organizational growth	Exec. Dir.	Jan 2020	Jun 2020	Plan and transition timeline developed	Completed
3.4.8. Conduct a review and revision of all staff job descriptions	Exec. Dir. Board Chair	Jan 2021	Jun 2021	Review completed	Director of Economic Development position developed and position filled (2020)
3.4.9. Assess current performance management/evaluation practices and improve as needed to align with best practices	Exec. Dir. Board Chair	Jan 2022	Ongoing	Review and updates completed	Revisiting as needed
3.4.10. Develop a plan and strategy for equitable hiring practices, staff development and retention	Exec. Dir.	Jul 2019	Ongoing	Plan developed	Revisiting as needed
3.4.11. Develop strategy to address funding needs for business support programs	Exec. Dir. Dir. Eco. Dev.	Jan 2021	Ongoing	Plan developed	In progress/ongoing
3.4.12. Develop and implement plan to increase communication and marketing capacity	Exec. Dir. Dir. Fin & Admn.	Jan 2021	Dec 2023	Plan developed and implemented	Working with marketing consultant and new communications staff to establish plan

3.5. Our values and commitment to Diversity, Equity and Inclusion (DEI) will be reflected throughout our work and communicated clearly					
Objectives	Champion	Start	Finish	Measures	Status
3.5.1. Develop Key Performance Indicators (KPI) to define and track the WCDC’s progress in achieving DEI related goals	Exec. Dir.	Sep 2021	Ongoing	KPI developed, used to track progress	Focusing on commitment to equitable development; utilizing county and state benchmarks for M/WBE participation; developing equity scorecard to evaluate M/WBE participation
3.5.2. Transparently communicate achievements and progress toward goals by publishing an annual report and routinely updating website content	Dir. Eco. Dev.	Sep 2021	Ongoing	Achievements, progress highlighted publicly	In progress/ongoing
3.5.3. Invest in anti-racism training for board and staff	Exec. Dir.	Sep 2021	Ongoing	Training(s) scheduled, completed	In progress/ongoing



# WCDC

Wilkinsburg Community  
Development Corporation

**Strategic Plan**  
**July 2019 – June 2025**