All-In Cities:
Building an Equitable Cities Movement

A Progress Report
Tracey Ross

PolicyLink

This is the promise of **equity:** just and fair inclusion into a society in which all can participate, prosper, and reach their full potential.

Foreword

We all deserve the opportunity to reach our full potential and prosper, no matter our circumstances or where we live. Unfortunately, many of our laws have created vastly unequal living conditions where too many people of color and low-income people are stuck in neighborhoods that are not conducive to their success. However, it doesn't need to be this way. Righting these wrongs will benefit all people, as our society and economy are strongest when all people can fully participate.

This is the promise of equity: just and fair inclusion into a society in which all can participate, prosper, and reach their full potential, especially for the one in three of us—over 100 million people in America—living in or near poverty. This includes the millions of people who are in jobs that do not pay family sustaining wages; the millions of people who spend more than a third of their income on housing costs; the millions of people for whom a short-term illness, loss of income, or emergency expense can be insurmountable. While people of color account for 38 percent of the total population, they are more than half of the economically insecure. For many people, the 100 million are our friends. Our family members. Us.

While the equity movement continues to experience success, the central challenge of our time is *winning* on equity—transforming the nation into a place where your zip code does not define how long you live or how well you live. At PolicyLink, we understand that local leaders are national leaders, and that solutions to the nation's most intractable challenges must be developed in and by low-income communities and communities of color. Local leaders—who are on the forefront of addressing some of our nation's most complex problems—will play a critical role in achieving this vision, starting in their cities.

Cities are the engines of the U.S. economy, where equity and inclusion can be incorporated into new business models shaping the private sector. As the home of the nation's emerging people-of-color majority, cities can tap the knowledge and experience of leaders serving communities of color. And as the country's most trusted policy incubators, cities can establish the new rules of the game needed to build an equitable economy.

The All-In Cities initiative was designed to provide local leaders with the policy ideas, data, and strategy support they need to put their cities and regions on a new course toward racial inclusion and equitable growth. We put this principle into practice by working in partnership with local leaders to bring together their expertise, professional knowledge, and priorities to produce a strategy to accelerate results. All-In Cities is advancing a national agenda for equitable cities anchored in economic inclusion that cuts across several policy domains: good jobs, economic security, homegrown talent, healthy neighborhoods, housing/anti-displacement, and democracy and justice.

In the pages that follow, we share the frameworks and approach we've built over the past three years of the All-In Cities initiative, and our insights from partnering with communities to advance equity. This is not only a call to action, but an invitation for partnership as the challenges our communities face are far too big for any one organization to tackle. We look forward to working with you.

Michael McAfee, EdD
President and CEO
PolicyLink

This is the future the All-In Cities initiative is working toward. One in which community power is strong, prosperity is shared, and new models of equitable growth thrive.

Introduction

The year is 2050. Technology has enabled people around the world to communicate and work together more seamlessly than ever and—as anticipated—the majority of the United States population is made up of people of color. Public, private, and nonprofit sectors are joining forces to leverage this diversity and create a thriving economy where prosperity is widely shared. The opportunities of a child are no longer limited by race, gender, religion, sexual orientation, disability, zip code, or family income—only by her imagination.

Across the U.S., residents actively participate in civic life, wielding their power to shape their communities. Public infrastructure connects residents to opportunity throughout their regions, while enabling their communities to be resilient in the face of lingering climate pressures from a time when addressing climate change was still up for debate. While some of the impacts of past discrimination endure in some of the older generations, such as millennials who are inhibited by the racial wealth gap or afflicted by health disparities, a pathway exists to righting these wrongs: all-in cities.

This is the future the All-In Cities initiative is working toward. One in which community power is strong, prosperity is shared, and new models of equitable growth thrive. But in 2019, it is not inevitable. The decisions leaders make today will last for generations and will make the difference between a future marked by economic inclusion, and one in which our country struggles in the face of high income inequality and persistent racial gaps in health, employment, and education. Today 100 million people, most of whom are of color, are economically insecure and are prevented from realizing their full potential.

After decades of decline—losing residents, jobs, and investment to the suburbs—cities have been lauded as a comeback story, captivating young people and innovation-economy companies with their diversity, density, and social opportunities. In 2015, PolicyLink launched the All-In Cities initiative, laying out a framework and policy agenda for inclusive cities in *All-In Cities: Building an Equitable Economy from the Ground Up*. The report asked the key question: for *whom* are cities coming back?[1] Too many low-income people, especially people of color, who lived in cities through their long decline still struggle to get by in neighborhoods that put their health and livelihoods at risk, or face displacement altogether as their rents rise and their wages stagnate.

Cities must lead the nation toward inclusive prosperity. They are our economic engines—where investment and innovation are concentrating to spur growth. They are also our policy incubators—where advocates, public officials, and the electorate are crafting groundbreaking policies to foster an equitable economy. And as the vanguards of the nation's emerging people-of-color majority, cities are equipped with the infrastructure, leaders, and knowledge to truly lead us toward an all-in nation.

Through the All-In Cities initiative, PolicyLink accelerates the work of government leaders and community advocates to advance racial economic inclusion and equitable growth. For the past three years, All-In Cities has worked to build community power, forge innovative partnerships, and support government leaders and community coalitions in passing policy agendas to create equitable cities. Using data disaggregated by race along a number of indicators, the initiative works with leaders to set clear outcomes and accountability measures, review best practices, and chart a course of action toward becoming all-in. At the same time, we produce research and advance communications strategies to invite community residents and leaders across sectors to support and build an equitable cities movement.

This report describes the impact of our work thus far and lays out a vision for the future.

Where We Are Working

From Seattle to Austin to New Orleans to Buffalo, equity champions are implementing policies and practices to build all-in cities, dismantling barriers and equipping their residents with the opportunities and resources they need to thrive. No city is there yet, but the tireless efforts of local leaders are showing us what is possible. The All-In Cities initiative at PolicyLink aims to deepen, amplify, and multiply these efforts across the country to build equitable, thriving cities everywhere.

33 cities

Through place-based engagements—efforts anchored in a community—we have worked closely with community coalitions and government leaders across 33 cities to accelerate their work and craft targeted strategies to achieve population-level results.

4.5 million people

PolicyLink is focused on the 100 million people who are economically insecure (those living below 200 percent of poverty) in the United States.[2] For its part, All-In Cities is serving this same population across the cities and regions where we work, totaling over 4.5 million people to date.

Portland, OR

Minneapolis, MN   St. Paul, MN

Milwaukee, WI

Boston, MA
Buffalo, NY
Long Island, NY

Pittsburgh, PA

Newark, NJ
Philadelphia, PA
Baltimore, MD
Fairfax, VA

Sacramento, CA
Oakland, CA
Stockton, CA
San Jose, CA
Fresno, CA

Denver, CO

Cincinnati, OH
Louisville, KY

Richmond, VA

St. Louis, MO

Nashville, TN

Asheville, NC

Charlotte, NC

Santa Fe, NM

Memphis, TN

Phoenix, AZ

Atlanta, GA

Birmingham, AL

Austin, TX

Houston, TX   New Orleans, LA

Deep-Dive Engagements

In these cities, the All-In Cities team has worked hand-in-hand with government leaders or community coalitions across the country to move along the "All-In Cities Pathway"—from capacity building, policy development, policy implementation, to achieving results at scale (see page 15). This work has been primarily executed through in-person coaching and strategy sessions, co-designing policy agendas, support in implementing strategies, and participation in All-In Cities convenings.

Communities of Practice

Our communities of practice are a critical way to ensure that we are reaching the breadth and depth of places we want to advance equitable policies. These cohorts enable us to work with leaders from dozens of cities each year around critical policy areas.

Southern Cities for Economic Inclusion
Southern Cities for Economic Inclusion, a partnership with the Annie E. Casey Foundation, is a cohort of seven cities dedicated to advancing economic equity for low-income communities and communities of color. Composed of city officials and staff, local philanthropy, and business and community partners, the group convenes regularly to share best practices and learn from experts.

Equitable Economic Development Fellowship
The Equitable Economic Development Fellowship, a joint effort of the National League of Cities and PolicyLink, encourages and guides teams of high-level staff from each city to leverage their local economic development strategies to create more equitable access to opportunities.

All-In Cities Anti-Displacement Policy Network
Launched in April 2018, the All-In Cities Anti-Displacement Policy Network is composed of 64 local leaders from 10 sites across the country. The network is advancing bold new ideas while building the power, voice, and capacity of communities directly impacted by displacement in defining challenges and advancing solutions.

Chief Equity Officers Policy Network
Recently, All-In Cities and the Government Alliance on Race and Equity announced the creation of the Chief Equity Officers Policy Network—a first-of-its-kind community of practice designed to accelerate the work of chief equity officers to embed racial equity into public policy. Chief equity officers will develop an equity-focused policy agenda for their city, engage in peer learning and exchange, help develop the chief equity officers' field, and will receive technical assistance from the network partners. Selected cities will be announced in the fall.

Participating cities in the All-In Cities communities of practice

	Asheville, NC	Atlanta, GA	Austin, TX	Baltimore, MD	Birmingham, AL	Boston, MA	Buffalo, NY	Charlotte, NC	Cincinnati, OH	Denver, CO	Fairfax, VA	Fresno, CA	Houston, TX	Long Island, NY	Louisville, KY	Memphis, TN	Milwaukee, WI	Minneapolis, MN	Nashville, TN	Newark, NJ	New Orleans, LA	Oakland, CA	Philadelphia, PA	Phoenix, AZ	Pittsburgh, PA	Portland, OR	Richmond, VA	Sacramento, CA	Saint Paul, MN	San Jose, CA	Santa Fe, NM	St. Louis, MO	Sotckton, CA
Deep-Dive Engagements		●		●		●			●	●	●		●						●	●	●			●			●						
Southern Cities for Economic Inclusion	●	●					●									●		●		●						●							
Equitable Economic Development Fellowship			●	●	●	●	●					●	●		●	●	●	●	●			●		●				●			●	●	
Anti-Displacement Policy Network			●			●	●		●							●	●						●			●		●	●	●			

"Our partnership with the PolicyLink All-In Cities initiative has been integral in beginning to systemically transform our region to one that is equity-driven. From our initial engagement, which produced a tremendous set of recommendations to the complicated and messy work of implementation, PolicyLink has continued to be an invaluable strategist and thought partner. We are at a moment in our region's history that we have never been before—one where there is more courage, political will, urgency, and commitment to equity. This is the direct result of our coalition-building work with PolicyLink. We are very grateful for our continued journey."

—Presley Gillespie
President, Neighborhood Allies
Pittsburgh, PA

Our Approach

The All-In Cities initiative provides policy research, data, and capacity-building and implementation support to city governments and community coalitions as they develop and implement tailored policy solutions to create stronger cities for all.

What We're Doing

The All-In Cities initiative has enabled PolicyLink to advance a potent model of urban transformation, inclusive of strategies that increase economic mobility in cities across the nation. Our approach is guided by the blending of the following values to achieve equitable systems change.

Racial Equity

Our work leads with race. As the nation moves toward becoming majority people of color, achieving equity—just and fair inclusion into a society in which all can participate, prosper, and reach their full potential—is not only the moral imperative but also an antidote to inequality and the superior growth model. That is why our team is led by people of color and includes a multicultural staff that mirrors the demographics in cities today.

Equitable Growth

All-In Cities envisions a new model of racial economic inclusion and equitable growth through a range of policy strategies that create economic security, advance healthy communities of opportunity, build power, and promote just systems.

Community Power

Our place-based work centers on residents and leaders of color. The PolicyLink tagline Lifting Up What Works® recognizes that local and grassroots leaders who are closest to the nation's problems should be a central part of figuring out the solutions. We cultivate the strength and wisdom of local leaders and residents, while unleashing their creativity.

"The PolicyLink All-In Cities initiative has been an incredible asset in building a more equitable and just Buffalo. From the moment our partners on the ground proposed working together, they were all-in. The intellectual and emotional intelligence of their team of experts is second to none. I still remember their first site visit when the All-In Cities team first came; it was with humility and with the understanding that those closest to the problem have the answers. They partnered with us every step of the way, developing equitable strategies that fit our city while connecting us to local leaders with proven track records of getting things done."

—Harper Bishop
Deputy Director of Movement Building, PUSH Buffalo
Buffalo, NY

Our approach emphasizes place-based engagements.

How We're Doing It

At the heart of our approach is our place-based work. Our role is to accelerate the ongoing work of local leaders to advance equity, while creating the conditions necessary to enable policy change. To enhance our place-based work, we have built out data, research, and communications strategies to fuel an equitable cities movement.

Five strategies for effective policy advocacy and change

All-In Cities Building power to advance local policy to achieve an equitable economy				
Strategies				
Data Infrastructure	Field Building	**Place-Based Work**	Research	Communications
Strategies in Action				
Local Data Analysis	Forums	**Communities of Practice**	Policy Toolkit	Social Media
Equity Profiles	Webinars	**Deep-dive Engagements**	Reports & Briefs	Op-eds/Blogs
		Trainings		Radio/Podcasts

These are the five strategies we believe are the necessary components for effective policy advocacy and change.

Place-Based Work

We provide governments and community advocates with policy ideas, data, and strategy support to accelerate their work toward racial economic inclusion and equitable growth. Our communities of practice, made up of multiple cities working on a shared challenge, enable us to extend the reach of our work, connect leaders across jurisdictions, and drill down on specific issue areas. The challenges facing cities require contributions from multiple sectors to significantly improve outcomes for residents. As a result, we utilize an inside-outside approach—working with both advocates and government leaders—for policy change.

Data Infrastructure

The National Equity Atlas (www.nationalequityatlas.org)—a data project of PolicyLink and the Program for Environmental and Regional Equity at the University of Southern California (PERE)—fuels the initiative, as it helps leaders get on the same page about problems and possible solutions. Our data helps track, measure, and make the case for equity. We believe in democratizing data and making it easy to understand, discuss, and use to guide the work. This means focusing on proven strategies, as well as using disaggregated data to understand the scope of the problems a community faces, and to guide decision making.

Field Building

To advance the work of the broader equitable cities field, All-In Cities hosts convenings, webinars, conference panels, and creates tools to share best practices and promising strategies in creating equitable cities for all. For example, during the 2018 PolicyLink Equity Summit, All-In Cities hosted a panel called "Reimagining Cities: Local Vanguards for National Change" with a number of history-making local leaders including Mayor Mitch Landrieu, former Mayor of New Orleans; Councilwoman Helen Gym, City of Philadelphia; Councilwoman Andrea Jenkins, City of Minneapolis; and Julián Castro, Former Secretary, U.S. Department of Housing and Urban Development. This year, All-In Cities partnered with ESSENCE magazine to create the ESSENCE-PolicyLink Mayors Roundtable—a network for Black women mayors to exchange ideas, share best practices, develop strategies to create equitable cities, and shine a spotlight on their work and communities. Mayors in this network participate in monthly virtual roundtables on a number of topics related to policy and leadership. Participating mayors include: Keisha Lance Bottoms, Atlanta, GA; Sharon Weston Broome, Baton Rouge, LA; Vi Lyles, Charlotte, NC; Karen Weaver, Flint, MI; LaToya Cantrell, New Orleans, LA; London Breed, San Francisco, CA; Muriel Bowser, Washington, DC; and Lovely Warren, Rochester, NY.

Below: PolicyLink CEO Michael McAfee presents on results-based accountability at the first All-In Cities convening.

Below: 2018 PolicyLink Equity Summit, from left to right: Tracey Ross, PolicyLink; Former New Orleans Mayor Mitch Landrieu; Philadelphia Councilwoman Helen Gym; Minneapolis Councilwoman Andrea Jenkins; Tanya Wallace-Gobern, National Black Worker Center Project; Mekaelia Davis, Surdna Foundation; Former HUD Secretary Julián Castro.

Research

Our research helps advance the work of local leaders by filling gaps in knowledge, testing new ideas, and illuminating best practices. The All-In Cities team publishes equity profiles that showcase data on specific cities, research reports on specific policy areas, and briefs to highlight key data and recommendations. For example, the All-In Cities Policy Toolkit is an online resource designed to help leaders identify, understand, and select targeted *policy* solutions to advance racial economic inclusion and equitable growth (policy areas include: good jobs, economic security, homegrown talent, healthy neighborhoods, housing/anti-displacement, and democracy and justice).

Communications

Our communications strategy utilizes op-eds, social media, and podcast/radio interviews to educate local leaders and the public at large (local and national audiences) and invite more people to join the work and help shape the narrative around the benefits of pursuing equity.

Above: Jasiri X, founder of 1Hood Media, gave opening remarks during the two-year anniversary event for All-In Pittsburgh.

Below: A young person at PUSH Buffalo's Grant Street Neighborhood Center, which provides a safe community space with resources and programs in response to expressed community needs of Buffalo's West Side. "Grant Street Neighborhood Center" by 100% Campaign is licensed under CC BY 2.0.

Below: Advocates for affordable housing outside a City of Fresno budget hearing in 2016. Photo courtesy of the Leadership Counsel for Justice and Accountability.

"Working with the leadership of PolicyLink and the All-In Cities team was critical to the development and introduction of the City of New Orleans' first-ever racial equity framework for government. The data, the best-of-class models that helped us vision and plan, and the challenging thought partnership supported us and helped us deliver a body of work that is now part of city government's history and infrastructure."
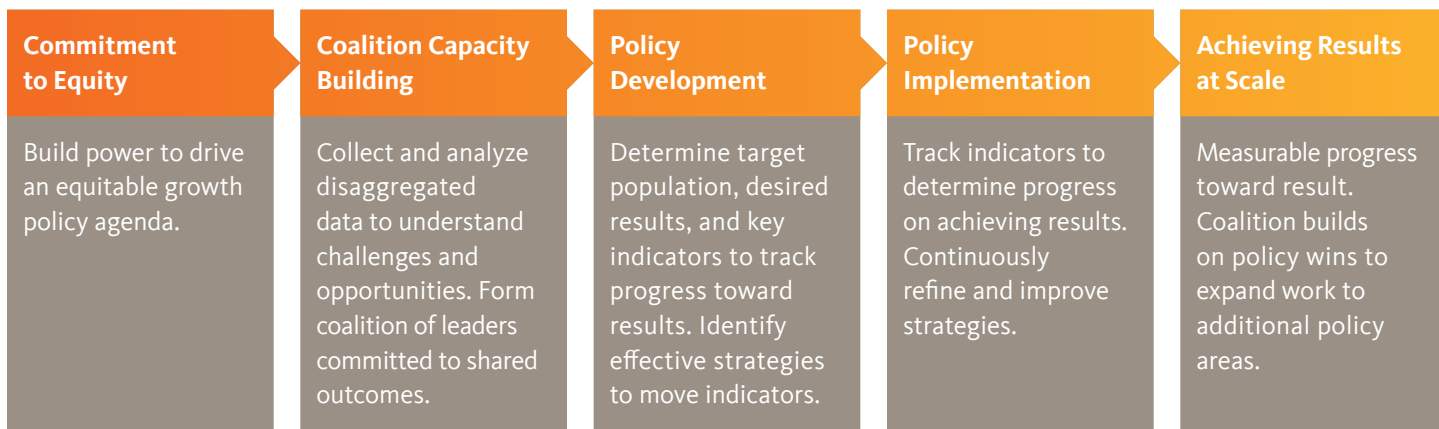
—Judy Reese Morse
Former Deputy Mayor, City of New Orleans

Place-Based Work:
Pathway to Becoming All-In

If American cities implemented robust equitable growth strategies, there would no longer be systemic economic and racial inequities, improving local economies in the process. Far too often, however, leaders focus on programs that help a fraction of those in need, rather than policy change to help an entire population facing barriers to opportunity.

To support local leaders in crafting strategies capable of systems change, we developed a coaching philosophy grounded in results-based accountability (RBA). Across the All-In Cities network, teams have been building results frameworks to hold themselves accountable to the residents they seek to serve, as well as the specific outcomes they want for this population. These frameworks serve as helpful road maps for joint decision making and to regularly assess the efficacy of strategies. This boils down to our partners being able to answer the following questions:

- **Population**: Who are the residents you are anchoring your collective work around?
- **Result**: What quality-of-life conditions do you want to see for this population?
- **Indicator**: What metrics would help you to understand whether your strategies are improving conditions for your population?

While local contexts differ—in terms of demographics, political will, varying levels of resources, and so on—there are common practices proven to get diverse groups of stakeholders in alignment. To support communities in developing policy agendas and moving toward implementation, we drafted the "All-In Cities Pathway," which maps out milestones community coalitions and government leaders need to set to chart a course toward achieving results at scale.

All-In Cities Pathway

The All-In Cities Pathway provides a straightforward way of thinking about the major phases and milestones of work toward systems change. At the same time, the work is often a nonlinear practice as political environments alter and unanticipated circumstances create new opportunities and challenges. This work requires patience, the ability to be nimble, and an ongoing commitment among partners.

Commitment to Equity	Coalition Capacity Building	Policy Development	Policy Implementation	Achieving Results at Scale
Build power to drive an equitable growth policy agenda.	Collect and analyze disaggregated data to understand challenges and opportunities. Form coalition of leaders committed to shared outcomes.	Determine target population, desired results, and key indicators to track progress toward results. Identify effective strategies to move indicators.	Track indicators to determine progress on achieving results. Continuously refine and improve strategies.	Measurable progress toward result. Coalition builds on policy wins to expand work to additional policy areas.

"PolicyLink has provided the content expertise for Black leadership convened as the State of Black Long Island (SOBLI) Equity Council and other allies in the suburban New York region of Long Island, to collaborate and build capacity for the development of an equitable region."

—Theresa Sanders
President & CEO, Urban League of Long Island
Long Island, NY

3 Key Takeaways

Building on the lessons from the place-based work PolicyLink has been engaged in for the past 20 years, the All-In Cities initiative has worked with dozens of cities to be responsive to today's realities, pilot our approach, and continue to learn about the needs of the field. After three years, some early lessons have served to reinforce our thinking and refine our work ahead.

Community power must drive policy agendas

PolicyLink recognizes that local leaders are national leaders. While we have an important perspective on what drives change and what policies work, we must be responsive to the local context, the needs of the residents, and what local organizations are putting their energy behind. Our role is to accelerate their work.

Spotlight:
Buffalo, New York

In 2016, we began partnering with Open Buffalo to help advance their work around health equity and addressing displacement, particularly in the Fruit Belt—a small, historically African American neighborhood. With more than 200 vacant, city-owned prop-erties, and an expanding medical campus nearby, the Fruit Belt is concerned about the looming threat of displacement. In 2017, a coalition of community-based organizations and residents helped to launch and incorporate the Fruit Belt Community Land Trust—the first community land trust to operate in the city's history.[3] We then researched, drafted, and released a data profile and policy brief, highlighting persistent economic, health, and racial inequities within the city, as well as proposed solutions.

As part of their advocacy efforts, our partners asked us to testify before the Common Council, composed of the city's nine council districts, to share our data findings and lend our voice as a national leader to validate the significance of their organizing efforts. In her remarks, All-In Cities associate director Tracey Ross discussed how to create a fair, equitable, and healthy Buffalo urging the city's support of community land trusts, access to public transportation, and a citywide inclusionary zoning policy, among other recommendations. We "see Buffalo as having the potential to be a leader on inclusive growth that other cities can emulate," she explained.

In a major victory, Darius Pridgen, president of the Buffalo Common Council, announced in January 2018 that the city was preparing to transfer plots of public land to the Fruit Belt Community Land Trust.[4] The city also offered existing home-owners the option of acquiring adjacent vacant lots, to reduce the number of vacant lots in the area.

Given their innovative work, leaders in Buffalo put together a strong application to join the first cohort of the All-In Cities Anti-Displacement Policy Network. "This is a special opportunity for Buffalo to access national experts, share experiences with other cities, and collaborate within our city on the serious housing and rental issues we face," explained Council Member David Rivera, a member of the Buffalo team.[5] We decided to leverage our partnerships further by supporting the creation of the Buffalo Health Equity Atlas, a mini-version of the National Equity Atlas, that highlights a number of housing, jobs, and inclusive community indicators, as well as local stories and policy solutions, to support the anti-displacement policy agenda our partners are championing.

Local leaders need a results-driven approach to get in alignment

Equipped with best practices and years of experience doing place-based work, PolicyLink was eager to advance policy in the places where we forged partnerships. Instead, it became clear through interviews and strategy sessions that leaders in coalitions often worked under the assumption that they were all on the same page about the work they were doing, while in fact they were holding different ideas about what their goals were and what population they were targeting. While policy change is our goal, the *process* work of getting leaders across sectors in alignment *is* the work. We soon introduced a results-based accountability structure into our technical assistance approach to create a disciplined approach grounded in data to get leaders and residents moving in the same direction, focusing on the same outcomes, and tracking the relevant indicators (for example, unemployment rates, eviction rates, rent burden).

Spotlight:
Pittsburgh, Pennsylvania

PolicyLink was invited to join Neighborhood Allies, Urban Innovation21, the UrbanKind Institute, and their partners to put forth an equitable development vision and strategy to ensure low-wealth Pittsburghers participate in and benefit from the region's economic transformation. In 2016, more than 200 community leaders participated in creating a definition of equitable development and provided input into the action agenda presented in the PolicyLink report, *Equitable Development: The Path to an All-In Pittsburgh.*[6] Given the many reports that have come before, it was imperative to ensure that this report really did lead to action.

The All-In Pittsburgh coalition began by building their desired results from the equitable development definition envisioned in the report: "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." Through numerous strategy sessions, the coalition developed a results framework for keeping themselves accountable to their goals. This included establishing the 340,000 residents living below 200 percent of poverty in the county as their target population. In addition, the desired result

was for these residents to: 1) live in healthy, safe, opportunity-rich neighborhoods that reflect their culture (and are not displaced from them); 2) connect to economic and ownership opportunities; and 3) have voice and influence in the decisions that shape their neighborhoods. To achieve results at scale, they identified a set of measures to help drive and track progress of their collective work over the next few years.

Since this time, these organizations have been spearheading a diverse, cross-sector group of leaders, utilizing a disciplined approach grounded in data. All the process work has been critical to achieving the desired outcomes we want and putting organizations on equal footing. This has led to a stronger inside-outside strategy as community partners needed to be aligned *first* to have strong working relationships with actors inside government.

Recently, All-In Pittsburgh worked with the Pittsburgh Black Elected Officials Coalition to shape a legislative package to increase equity across the city. With support from Mayor William Peduto, Council Members R. Daniel Lavelle and Rev. Ricky Burgess introduced legislation to:
- declare Pittsburgh an "all-in" city, demonstrating its commitment to breaking down barriers to advance racial economic inclusion and equitable growth;
- add equity reporting requirements for all city Department Directors; and
- create an Equity and Inclusion Implementation Team to implement, monitor, and enforce equity and diversity goals in all city departments.

In May 2019, the City Council unanimously passed the legislative package. In the months ahead, community leaders will continue to work with the city to ensure the implementation of the legislation centers Pittsburgh's residents.

Data is a powerful component of narrative change

PolicyLink has long understood that data disaggregated by race and geography can be a powerful tool to develop and advance equitable growth strategies. Understanding how conditions and opportunities vary for different groups, including their histories and the policies affecting them, is critical to developing and advancing tailored equity solutions. Through the All-In Cities initiative, we have seen in real time how data also serves as a powerful tool for narrative change, shining a light on hidden problems, and creating the conditions necessary for policy change.

Spotlight:
Fairfax County, Virginia

With a median household income of over $110,000, Fairfax County is one of the wealthiest counties in the nation. This makes it challenging for leaders to make the case for equity when the economy is seemingly strong, yet not all residents share in this economic prosperity.[7] In 2015, in partnership with the county and a number of local leaders, we produced an equity profile that helped shine a light on the persistent inequality hidden in plain sight in the prosperous county. Using the National Equity Atlas, we were able to provide data on 34 demographic and socio-economic indicators deeply disaggregated by race/ethnicity, gender, income, and more to track, measure, and make the case for inclusive growth.[8]

As Fairfax's population has grown and diversified over the past 25 years, inequities in income and opportunity by race and geography have also increased. We found that the county's gross domestic product would have been $26.2 billion higher in 2012 if its racial gaps in income were closed.[9] Given that communities of color are expected to increase from 45 to 72 percent of the population by 2040,[10] taking concrete steps to create pathways for the communities being left behind to connect to education and good jobs is critical for the county's economic future.

Our partners explained that the equitable growth profile was "instrumental in us changing the narrative on the importance of equity to Fairfax County's future."[11] Equipped with this data, local leaders worked to educate decision makers and build broad support for embedding equity in their work. The County Board of Supervisors soon acknowledged equity as a key
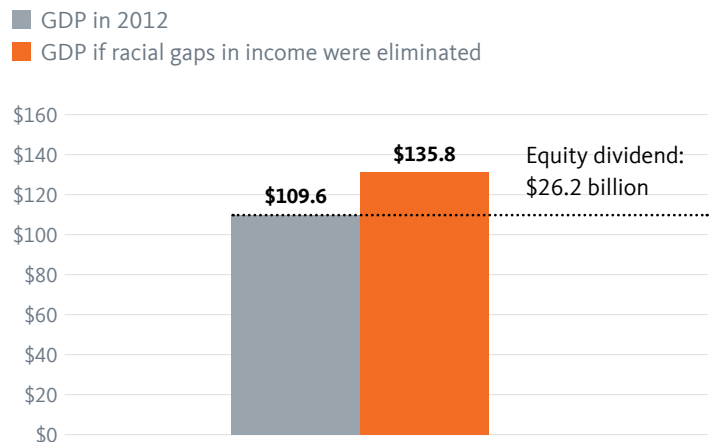
principle in its "Strategic Plan to Facilitate the Economic Success of Fairfax County", and a core group of equity leaders proposed a countywide "One Fairfax" resolution, asking county and school district leaders to develop and implement a data-driven racial and social equity policy.[12] The Fairfax County Board of Supervisors, followed soon after by the school board, adopted the resolution, making its commitment to equity official.

Recently, the county and school board turned the resolution into the One Fairfax policy that will be used to help government leaders consider equity in decision making and in the development and delivery of future policies, programs, and services.[13] Specifically, it establishes processes and identifies 17 areas of focus to promote equity, including community and economic development, housing, education, environment, and transportation.[14] We began advising the county in formulating a vision for how best to enact the One Fairfax policy, and making the critical shift from policy adoption to implementation.

Below: "Equity dividend" chart from "Equitable Growth Profile of Fairfax County" by PolicyLink and PERE.

Fairfax County's GDP would have been $26.2 billion higher in 2012 if there were no racial disparities in income

Actual GDP and estimated GDP without racial gaps in income, 2012, in $billions

■ GDP in 2012
■ GDP if racial gaps in income were eliminated

Equity dividend: $26.2 billion

$109.6

$135.8

Sources: U.S. Bureau of Economic Analysis; IPUMS; U.S. Bureau of Labor Statistics.

Our ambitious goal is to fundamentally reengineer America's cities, and this will require resources and expertise beyond those of any single organization. We need all of you to join us in building an equitable cities movement.

Looking Ahead

Over the past three years, PolicyLink has refined our thinking, expanded our range of activities, and aimed at larger targets for policy change and capacity building. In reflecting on our work to date, we have recognized that our communities of practice are effective at preparing cities to become more inclusive and all-in. We have come to see these communities as the staging grounds for deeper engagements in cities as they enable us to catalyze the formation of cross-sector teams; expose leaders to our frameworks; and help these teams formulate a results framework to guide their work.

Over the next three years, we expect to:
- double the number of places we are working, holding ourselves accountable to nearly 9 million people who are economically insecure;
- secure an increased number of major policy wins and reforms across the country; and
- advance a national agenda for equitable cities that cuts across our All-In Cities policy domains.

In the midst of this work, we are focused on our vision for cities 30 years from now. As cities continue to face major shifts—from demographic changes, advances in technology, and the effects of climate change—we must ensure our solutions are keeping pace. We will focus on the future of cities, exploring the major problems leaders must anticipate and bold actions cities can take to begin addressing these problems today.

As political hurdles and opposition persist, the aspirations of the equity movement must not only remain firm, they must grow. The All-In Cities initiative is committed to being bolder than ever to lead on equity at this time. Our ambitious goal is to fundamentally reengineer America's cities, and this will require resources and expertise beyond those of any single organization. We need all of you to join us in building an equitable cities movement. This movement must center the wisdom and lived experiences of residents in America's cities, leverage the resources of the philanthropic and private sectors, utilize the political capital of government leaders, and be supported by national organizations like ours in a coordinated and thoughtful manner.

We want to hear from you and join forces. What are the outcomes you're working toward in cities? What challenges are you facing? We are committed to advancing an equitable cities movement and getting in alignment with you. Contact us through allincities.org and sign up for our newsletter to stay plugged in with all the work we will be announcing as the initiative evolves. Too much is at stake. We hope you will join us.

Acknowledgments

Notes

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14 Ibid.

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