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Mission:
To encourage and support excellence in land use decision making.

“We should all be open-minded and constantly learning.”

--Daniel Rose
Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues.
Mission:
Providing leadership in the responsible use of land and in creating and sustaining thriving communities worldwide

34,000 members worldwide:
- Developers
- Investors, Bankers and Financiers
- Architects, Designers and Consultants
- Public officials
- Academics
Rose Center Programming

- Policy & Practice Forums
- Education for Public Officials: webinars, workshops, and scholarships to attend ULI conferences
Four cities selected for yearlong program of professional development, leadership training, assistance with a local land use challenge

Mayor selects 3 fellows and team coordinator

Participating cities to date: Austin, Charlotte, Detroit, Hartford, Honolulu, Houston, Indianapolis, Kansas City, Louisville, Memphis, Minneapolis, Nashville, Oakland, Philadelphia, Phoenix, Portland, Providence, Sacramento, Tacoma and Tampa
City Study Visits

• Assemble experts to study land use challenge
• Provides city’s fellowship team with framework and ideas to start addressing their challenge
• Part of yearlong engagement with each city
The Panel

- **Co-Chair**: Andre Brumfield, Gensler, Chicago
- **Co-Chair**: Bert Mathews, The Mathews Company, Nashville
- Hilary Bertsch, Perkins Eastman, New York, NY
- Ignacio Bunster-Ossa, Wallace Roberts & Todd, Philadelphia, PA
- Kathy Dixon, K. Dixon Architecture, Washington, DC
- Danny Green, Mayor’s Office, City of Boston, MA (Rose Fellowship Coordinator)
- Con Howe, CityView, Los Angeles, CA (Rose Center Advisory Board)
- James Thele, Planning Department, City of Omaha, NE (Daniel Rose Fellow)
- Nathan Torgelson, Department of Planning and Development, City of Seattle, WA (Daniel Rose Fellow)
The Challenge

How can Almono better connect to Hazelwood and Pittsburgh and how can its redevelopment be best leveraged?
Presentation Outline

1. Observations
2. Connectivity to Hazelwood
3. Connectivity to Pittsburgh
4. Sustainability
5. Implementation
6. Conclusion & Homework
Observations
Observations

- Commitment from new city leadership
- New sense of optimism
- Knowledge sector is growing the economy
- Almono remediation complete, redevelopment poised to start
- Hazelwood community is active and advancing select goals
- Almono Partners & Mayor committed to sustainable development
Connectivity Challenges
Connectivity Challenges

- Physical barriers
- Transportation access
- Need for economic, social and programmatic linkages
Relationship to Neighborhood
Relationship to Neighborhood

- Redevelopment of Almono can’t address all of Hazelwood’s needs
- Hazelwood should be supported regardless of Almono development timeframe (could take 20 years for full buildout)
- Implementation on both sides of the tracks could be better leveraged & more mutually supportive
Seize the Moment
Seize the Moment

• Constraints removed
  – PennDOT eliminated highway threat
  – PLDP approval
  – TIF Approval

• Market Acceptance - Trends
  – Office users looking for sites that closer to downtown
  – These sites have excellent proximity to university needs

• Timing
  – Imminent opportunities
  – Infrastructure in place over the next 18 months
Presentation Outline
1. Observations
2. **Connectivity to Hazelwood**
3. Connectivity to Pittsburgh
4. Sustainability
5. Implementation
6. Conclusion & Homework
A Series of Neighborhoods

- Mixed use nodes
- Integrated uses in each node
- Residential, retail, office and commercial

- A node in the community
Phasing Plan

- Somewhat isolated from the Hazelwood community
- Phase 1a strategy related to adaptive re-use of the Mill 19 Building
Phase I - Repositioned

- Balance on-site development with strategic neighborhood infill
Historic 2\textsuperscript{nd} Avenue
Recent Community Investment
Land Ownership & Infill Opportunities

Majority of the neighborhood property is publicly owned
Recommendations

• Advance a revitalization strategy which better addresses both Almono and Hazelwood needs
• Develop a Phase 1 strategy which strengthens the connection to Hazelwood
• Strengthen Second Avenue and Hazelwood as a “key place”
• Maximize the opportunities of city controlled land available within Hazelwood
Presentation Outline

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Connectivity to Pittsburgh

- Hazelwood residents have to travel to other neighborhoods for employment and basic services.
- Development in Hazelwood means transit and transportation connections must be strengthened.
Current Traffic Issues

• Second Avenue is the only main route into, out of, or through Hazelwood; frequently jams up, parking is prohibited during rush hour.

• Sidewalks along Second Avenue and Irvine Street are extremely narrow and in poor condition, presenting challenges for pedestrians.

• There are no dedicated bike lanes along Second Avenue, current system is challenging for both cyclists and motorists.
Bike Trails
Pedestrian Infrastructure
Current Transit Issues

• Transit links to Hazelwood and the Almono site are limited in terms of service options, frequency, and hours of operation.
• The only transit in Hazelwood is along bus routes: two routes that link the area to Downtown (56 and 57), and one route that links the area to Oakland (93).
• Transit to and from Hazelwood needs to be strengthened in order to serve residents, commuters, and visitors.
Spoke & Hub System

Map of Spoke & Hub System in Pittsburgh, showing locations such as Downtown, Oakland, and Almono.
PLDP Proposals

- Recommends examining options involving carbon-neutral buses, autonomous vehicles, or bus rapid transit, RIDC has proposed linking Almono to existing shuttle routes to Oakland.
- PennDOT has committed to working on key intersections (e.g., Second Avenue and Bates Street).
- Plan includes new bike route along river.
- Even with these proposals, by end of Phase 1 area’s infrastructure “may need…revisiting…to allow for continued improvement”
Our Recommendations

- City should convene partners (residents, RIDC, Allegheny Port Authority, PennDOT) to begin proactively looking at how to effectively move people throughout the area through Phase 1 and beyond.
- City should look at opportunities to improve pedestrian and cyclist infrastructure through the area (e.g., widening and improving sidewalks, separated bike lanes, improving bridges and/or tunnels that cross the RR tracks).
- Study feasibility of Junction Hollow/ Panther Hollow public busway connection to Oakland.
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Global Leader for Sustainability
Global Leader for Sustainability

- Goals by Almono Partners and Mayor for world class environmental design
- Draft plan speaks to performance of:
  - Energy use
  - Carbon emissions
  - Water conservation
  - Waste reduction
  - Limiting vehicle miles traveled
Expand the Definition & Geographic Area
Expand the Definition & Geographic Area

• Sustainability is more than energy efficiency: Social Sustainability / Equitable Development are key factors in the success of the community and the project

• Hazelwood needs to be a part of the sustainability discussion: the more successful Hazelwood is, the more successful Almono will be

• Ensure Almono benefits Hazelwood without causing displacement
• **How to make social connections between existing community and Almono?**
• What should be accessible to everyone?
Public Amenities
Public Amenities

• Recreation – Almono site offers opportunity for additional larger-scale recreation facilities such as a swimming pool, athletic field opportunities, ice rink, etc.
• Community Center – Existing school on Hazelwood Road is for sale and could be used for public amenities. Neighborhood organizations / non-profits and/or affordable housing could be developed here. Action Housing could take on this project.
• TIF limits land for non-taxable uses in Almono
Jobs & Workforce Development
Jobs & Workforce Development

- Encourage apprenticeship programs during construction
- Encourage minority/women owned business involvement at early stages
- Consultants should be selected to reflect the demographic of the community and promote local business
- Promote “green jobs” through training existing residents to do green building construction; existing school on Hazelwood could also be used for job training center
Educational Resources
Community College/ Trade School/ Training Institute; plans to serve non-traditional students and those who don’t attend 4-year universities.
Residential Sustainability
Residential Sustainability

- Opportunity to promote residential rehabilitation along with commercial façade rehabilitation program
- Promote weatherization/energy efficiency component
Food Access & Economic Development
Food Access & Economic Development

- The community is in desperate need of additional sources of fresh food. Community activists have been trying to find a location on Second Street. URA can assist in finding a space or subdividing an existing building.
- Retail market for food and crafts could be located on the Almono site, perhaps in Mill Building.
- A business incubator space could be developed to promote entrepreneurship.
Cultural History
Cultural History

- Recognition of the cultural history of the site should include the original Native American Trail, the early Scottish settlers, African-American families who were relocated for the steel mill construction, and the diverse cultural history of the site.

- Public Art or mural programs, cultural museums or interpretive displays can be used to promote the cultural heritage of the site.
• Program park space to the benefit of both Almono and Hazelwood residents
• Preserve the mill building and roundhouse as cultural icons and as part of the project’s public infrastructure (transit/recreation/education)
• Undeveloped space can be activated by events
Temporary Uses - Concerts
Temporary Uses - Concerts
Temporary Uses – Festivals
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Implementation

• Unique
  – Size in the region – 178 riverfront acres with downtown views
  – Land use in proximity to downtown and universities
    • Light industrial, office, residential
  – Can’t extrapolate market
  – Skeptical about residential
    • Regional perspective
    • Numerous market studies
  – University demand
    • 4 million square feet – Battelle study
Implementation

- Mayor is partner in the marketing of the property
- Owners have protected the vision for site, patient capital
- Marketing strategy not clear to us, so we have some suggestions
- Marketing and disposition strategy
Based on and Informed by

• Market Studies – Who are the users that can be drawn to the site now and in the future?
• Lessons Learned – A frank and thoughtful review of what has worked and what didn’t in similar brownfield projects
• Comparables – Recognition that the Almono site will be in competition with other economic development sites in the region:
  – Users can be pushed or drawn to other sites in the region
  – Competition among sites owned and controlled by RIDC and URA
Other Developments

Pittsburgh Technology Center

South Side Works
Necessary Attributes

• Opportunistic – Seize opportunities without lowering the standards

• Flexible – Although site infrastructure and standards don’t change, the plan must be flexible enough to accommodate a variety of end users

• Phasing – Thoughtful phasing of the site’s infrastructure and disposition is essential

• Developer and industry friendly:
  – Involve all aspects of the private real estate market
  – Be clear on obligations and terms
Expectations

• The size and ambitions for the site dictate a long timeframe
• Tech Center has been under planning and development for 25 years and parcels are still available
• Pressure for visible progress and results is inevitable
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What We Heard
What We Heard

• “Almono is just a new appendage of Hazelwood.”
• “There are physical boundaries that need to be acknowledged.”
• “The stock of buildings in Hazelwood includes many buildings built for 20 years that have lasted 100 years.”
• “We don’t need people saving us.”
• “We are not a lost cause. We’ve accomplished two important things – a library and a school.”
• “Be creative. Let’s jump out of the box.”
Conclusions

• Seize the moment: take advantage of your leadership and market

• Almono site and Hazelwood neighborhood have different needs & implementation timeframes that should be addressed--can’t wait on each other

• Transportation needs should be addressed pro-actively: success revolves around solving access constraints

• Sustainability is more than resource use; it includes social, economic & cultural performance and should include the entire neighborhood
Homework

1. City should convene transportation stakeholders to begin addressing short- and long-term solutions for neighborhood scale multi-modal access

2. City needs to define for itself metrics of success (all aspects of sustainability and connectivity) so it can measure performance

3. RIDC, City and stakeholders should program events to get neighborhood on the Almono site

4. City needs to formalize existing Hazelwood community initiatives to create neighborhood action plan

Next check-in:
Rose Fellowship Retreat
Houston, May 12
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