

Thanks to the following people for their support in making this panel possible:

- The Honorable William Peduto, Mayor
- Ray Gastil, Department of City Planning
- Karen Abrams, Urban Redevelopment Authority
- Presley Gillespie, Neighborhood Allies
- Matthew Barron, Mayor's Office
- Holly Muchnok, Louis Oliverio, ULI Pittsburgh

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Connecting Almona to Hazelwood and Pittsburgh



The Rose Center
FOR PUBLIC LEADERSHIP

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Urban Land
Institute

Mission:

To encourage and support excellence in land use decision making.

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

--Daniel Rose



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Mission:

Helping city leaders build better communities

Elected officials and staff from more than 19,000 US cities, towns and villages are members of NLC or its 49 state municipal leagues





Urban Land Institute

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



Daniel Rose Fellowship



- 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



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**Daniel
Rose
Fellowship**



★
Seattle



★
Omaha



Boston

★
Pittsburgh



2014-2015 Rose Fellowship Class

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



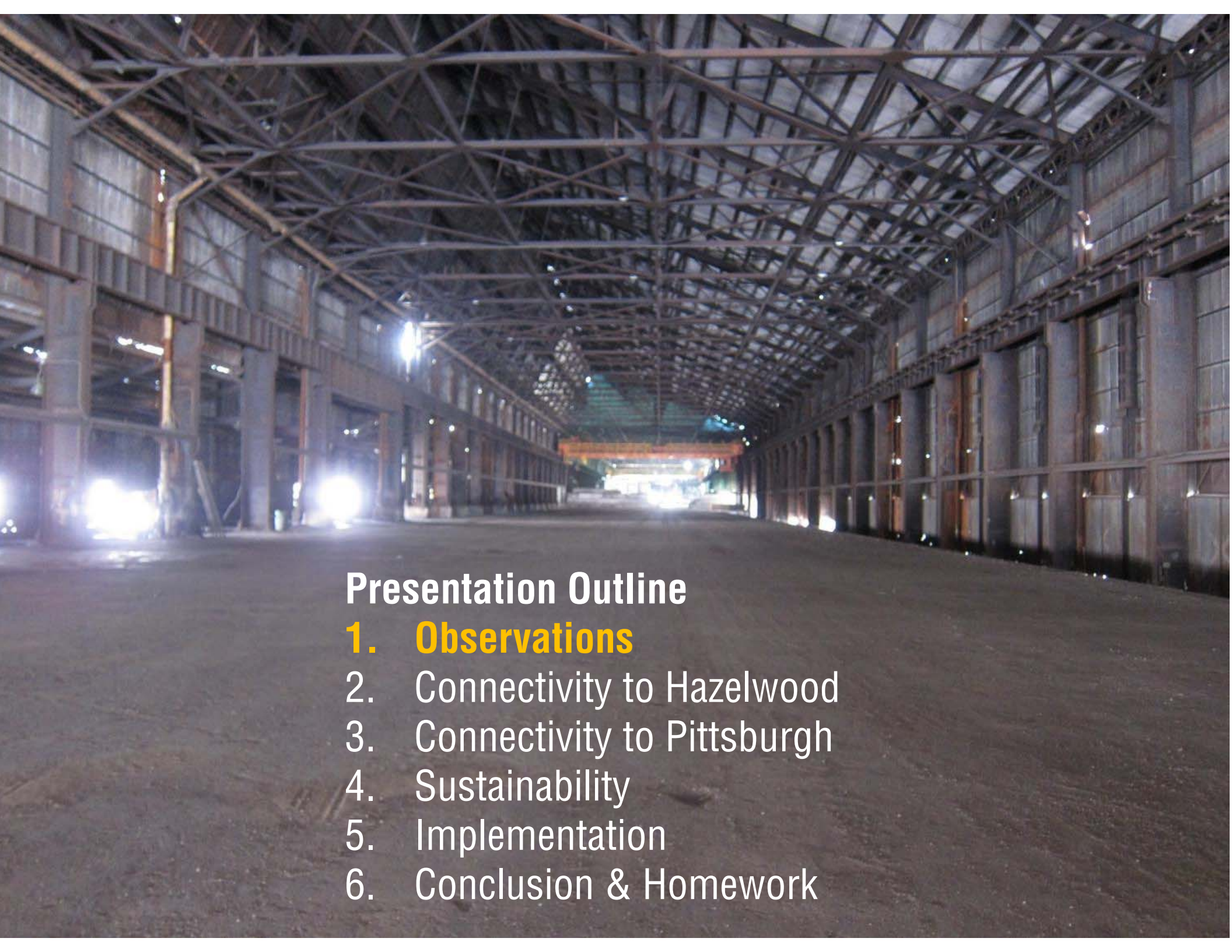
The Panel

- **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

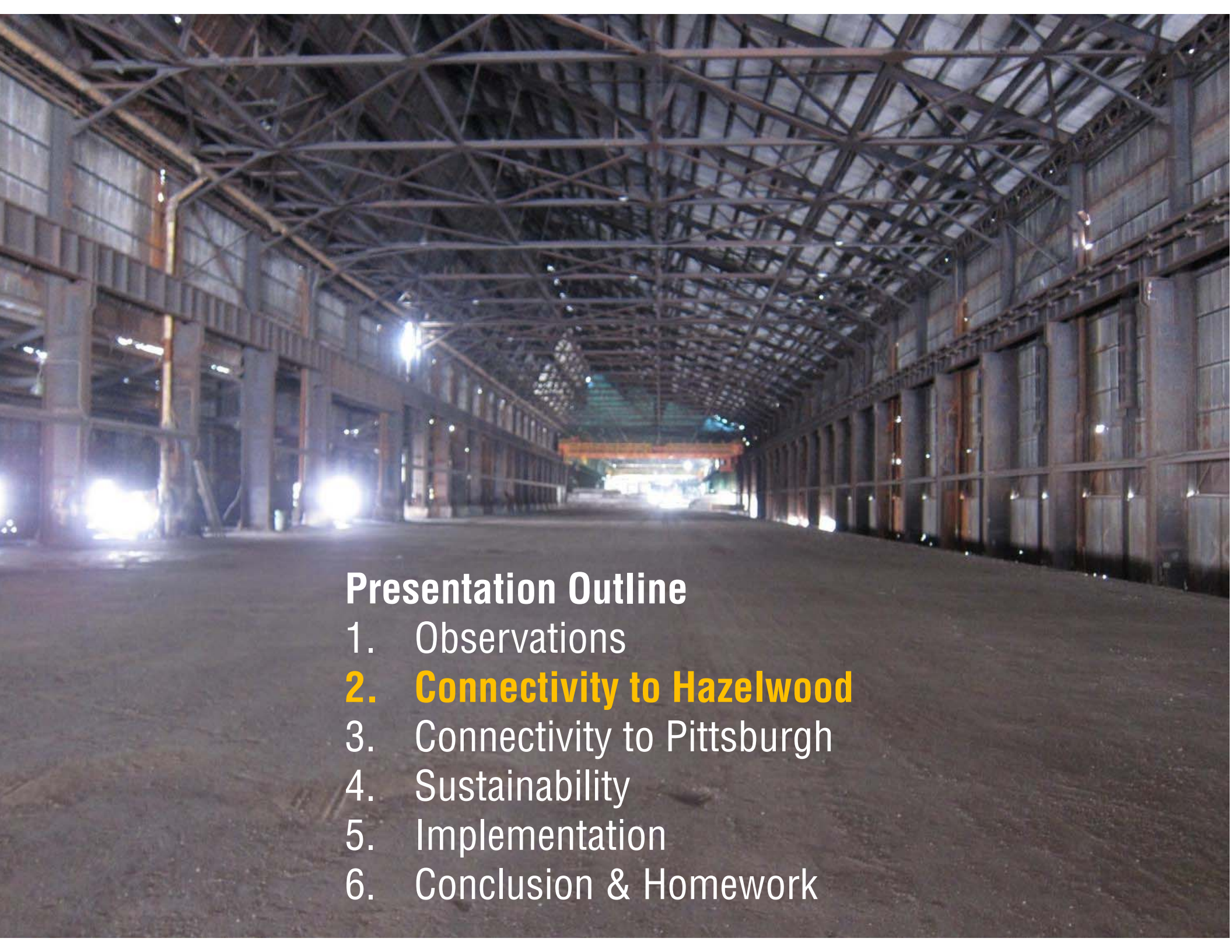
- Redevelopment of Almono can't address all of Hazelwood's needs
- Hazelwood should be supported regardless of Almono development timeframe (could take 20 years for full buildout)
- Implementation on both sides of the tracks could be better leveraged & more mutually supportive

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



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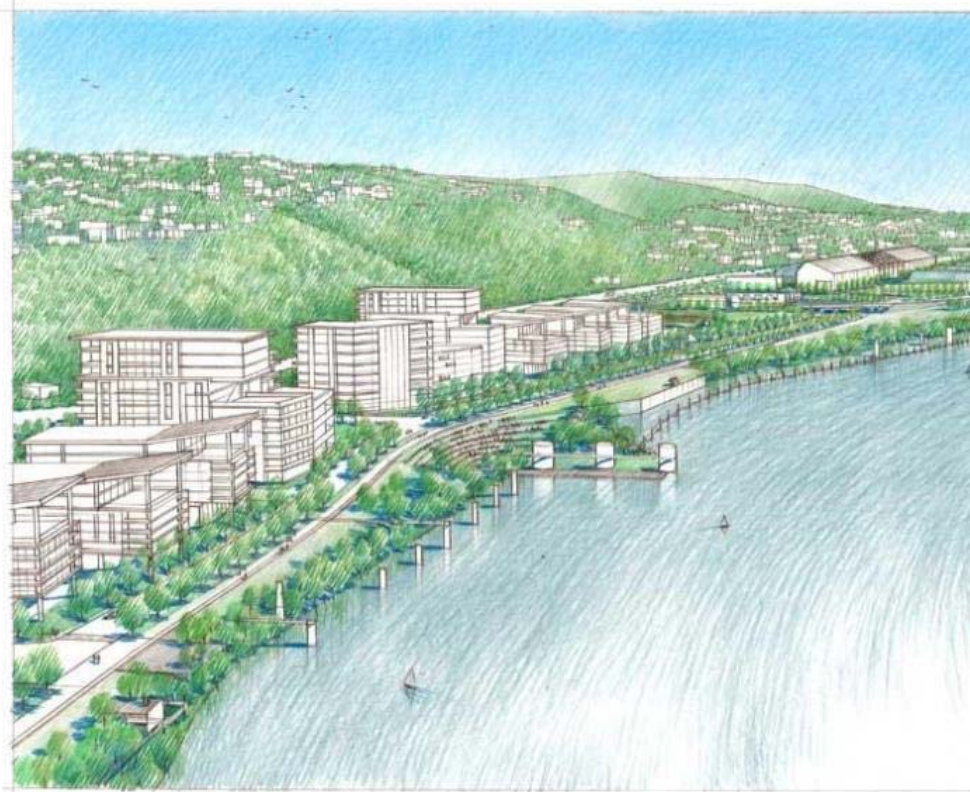
Almono Plan 2013



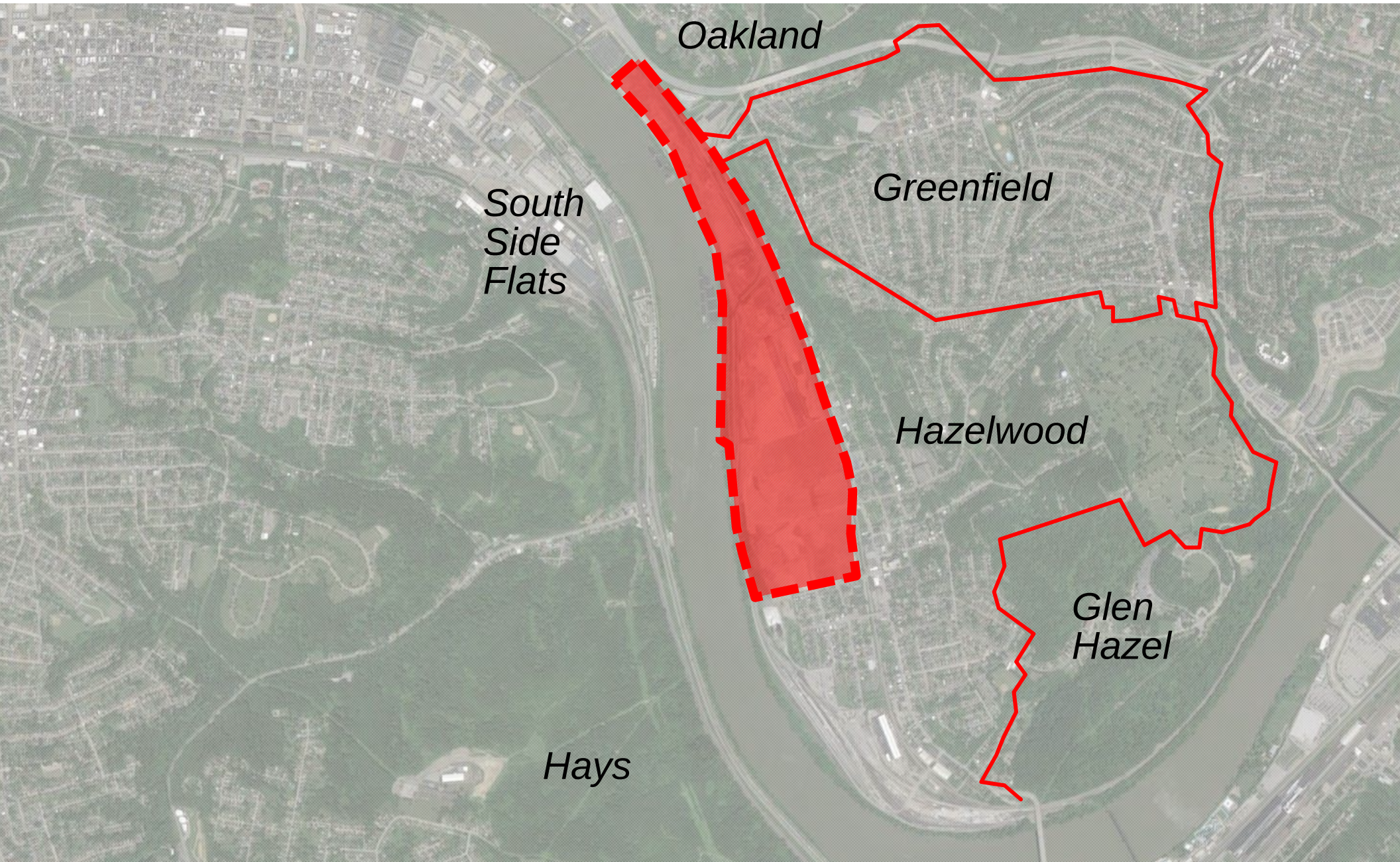
Riverview

*Smart Site
Central Green*

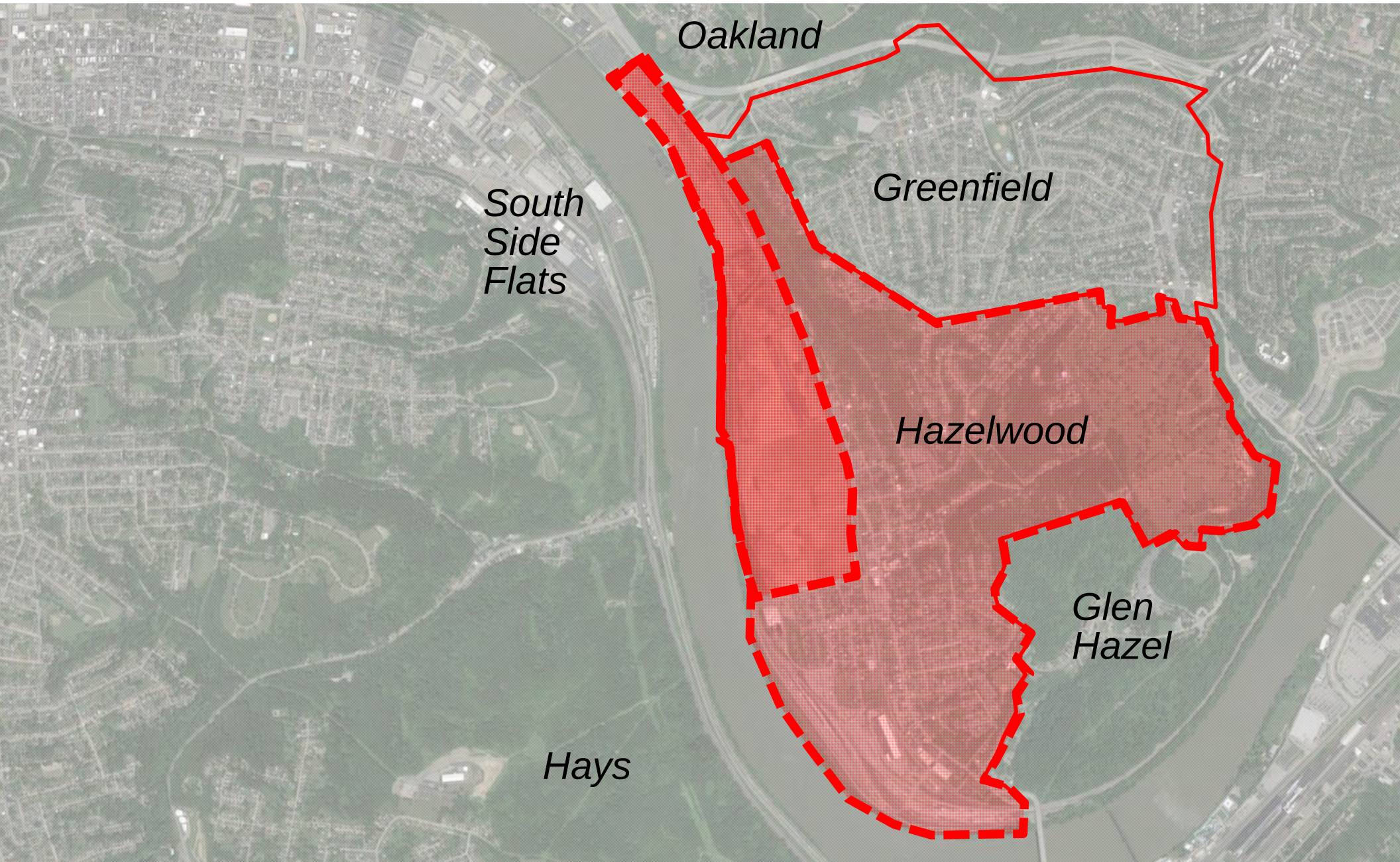
Eco-Tech Park Hazelwood Flats



Not One Development



One Community



A Series of Neighborhoods

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

• A node in the community



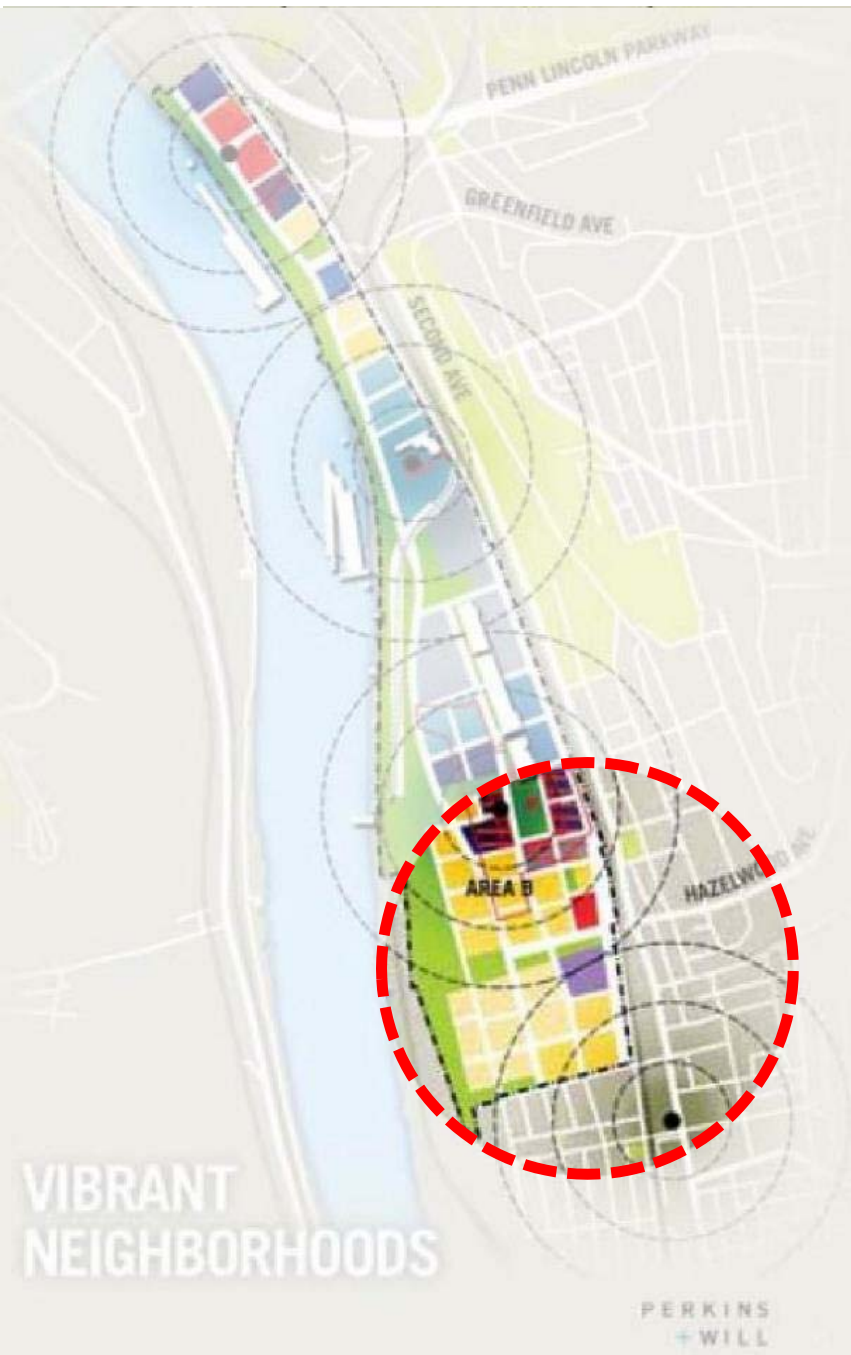


Phasing Plan

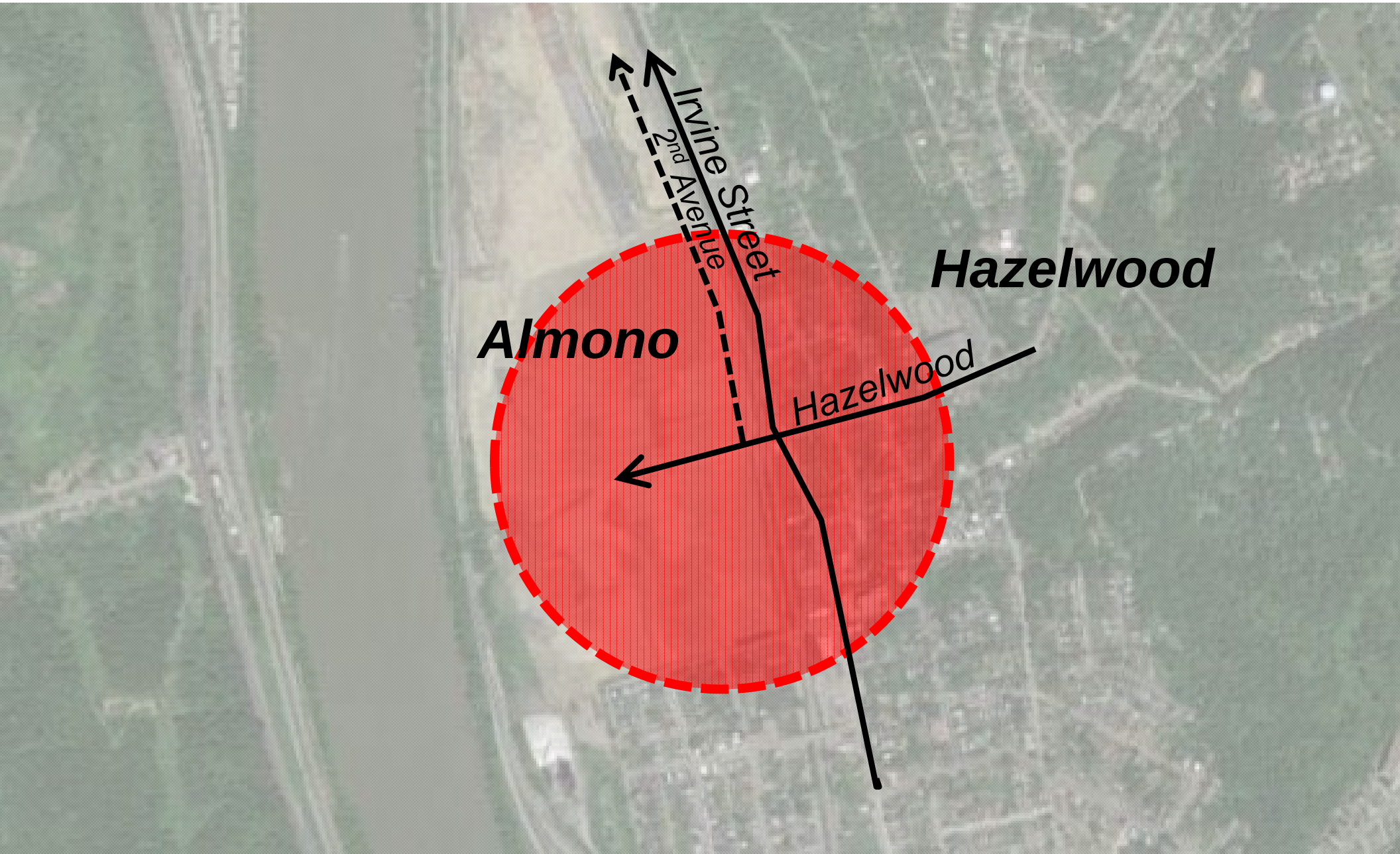
- Somewhat isolated from the Hazelwood community
- Phase 1a strategy related to adaptive re-use of the Mill 19 Building

Phase I- Repositioned

- Balance on-site development with strategic neighborhood infill



Community Connection



Historic 2nd Avenue

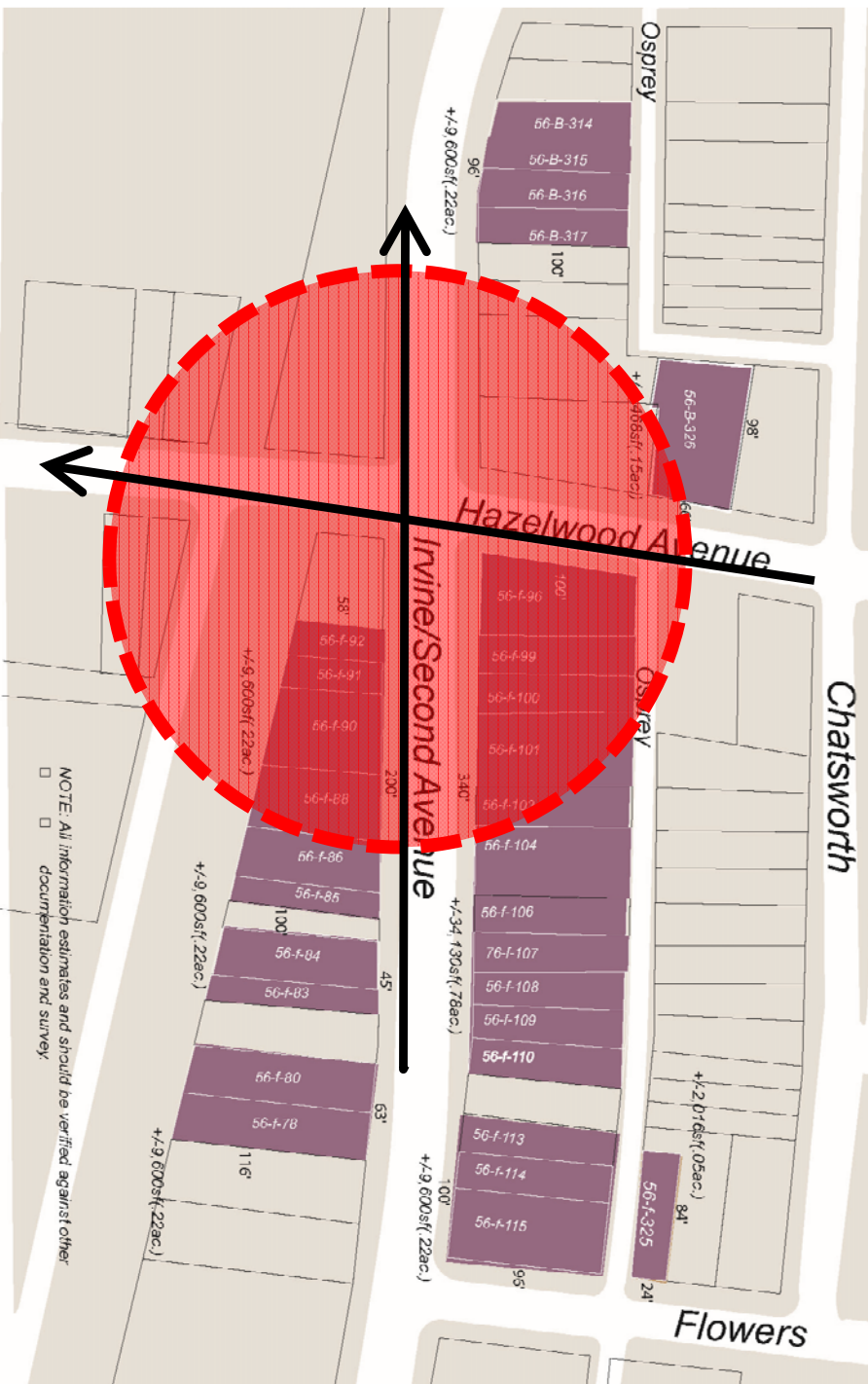


Recent Community Investment



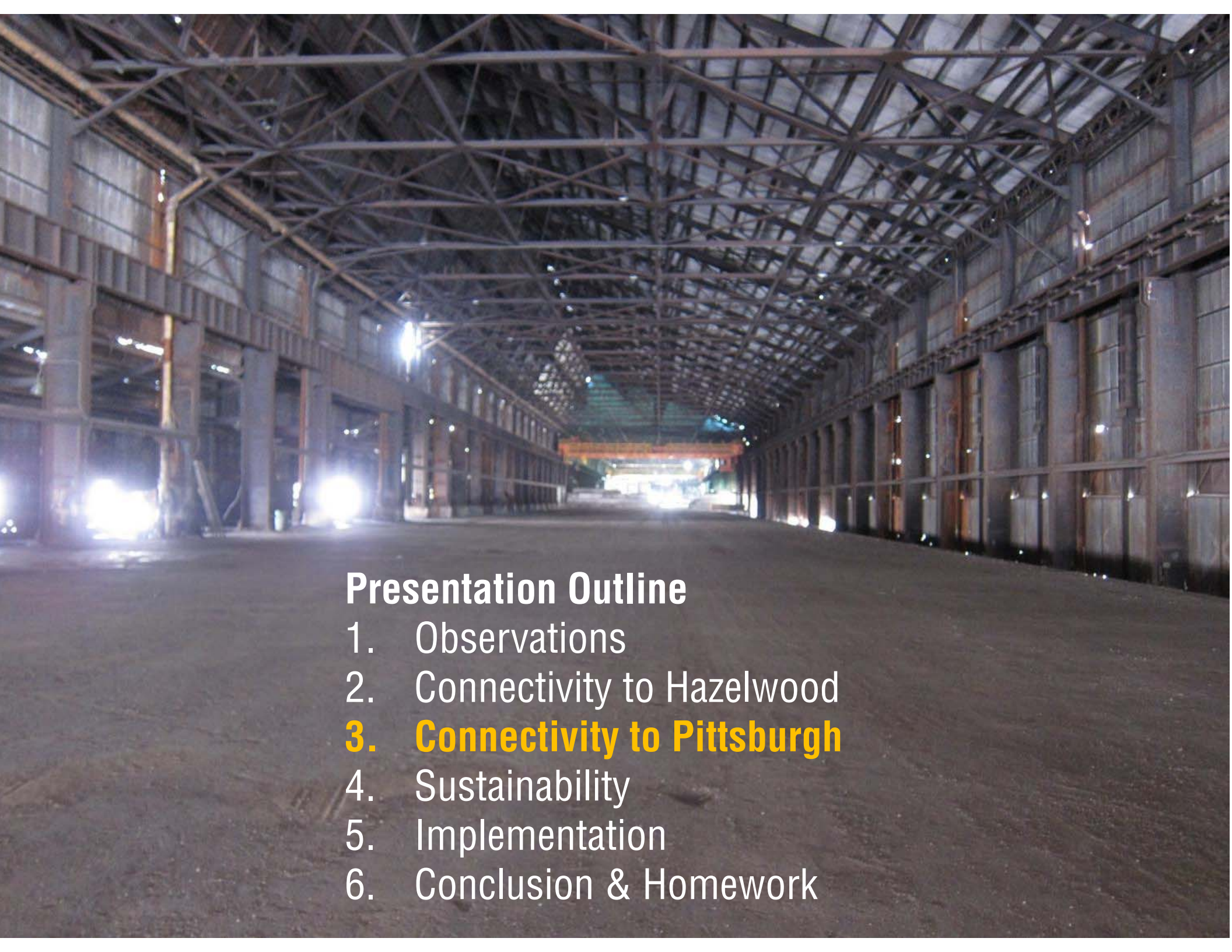
Land Ownership & Infill Opportunities

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



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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



LEGEND	
Marked On-Street Bike Route	Steep Hill
On-Street Bike Route	Very Steep Hill
Cautionary Bike Route	Trail Access
Trail	Bike-able Sidewalk
Bridge	Bike Shop
Street	Free Trail Head Parking
Highway Cars Only	T Stop Bike Accessible
Busway Buses Only	Busway Stop
Railroad	High School
Major Park	Tunnel
River / Lake	Shopping Area
Notable Place	
One-Way	
0 1/4 1/2 3/4 1 MILES	

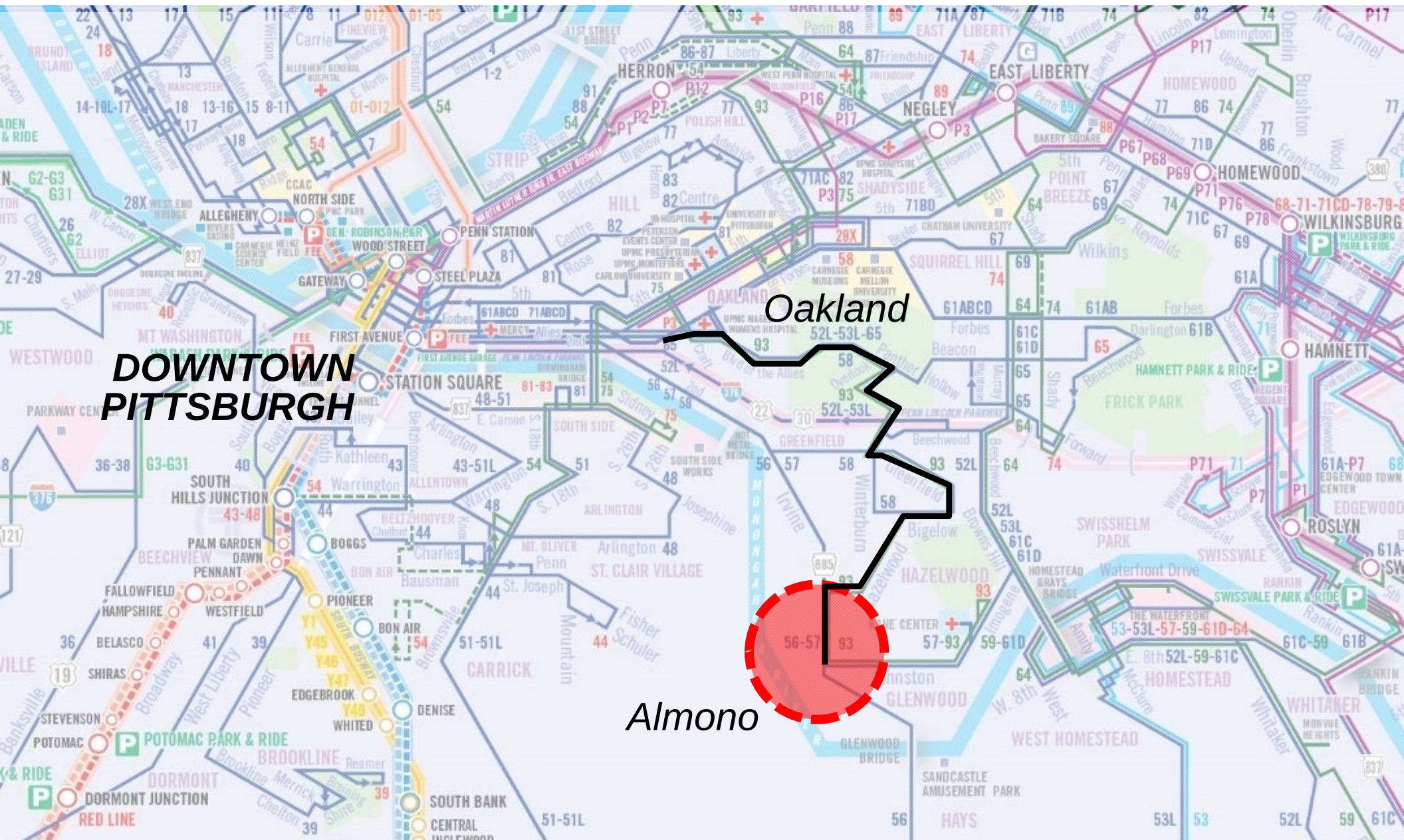
Pedestrian Infrastructure



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 links 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

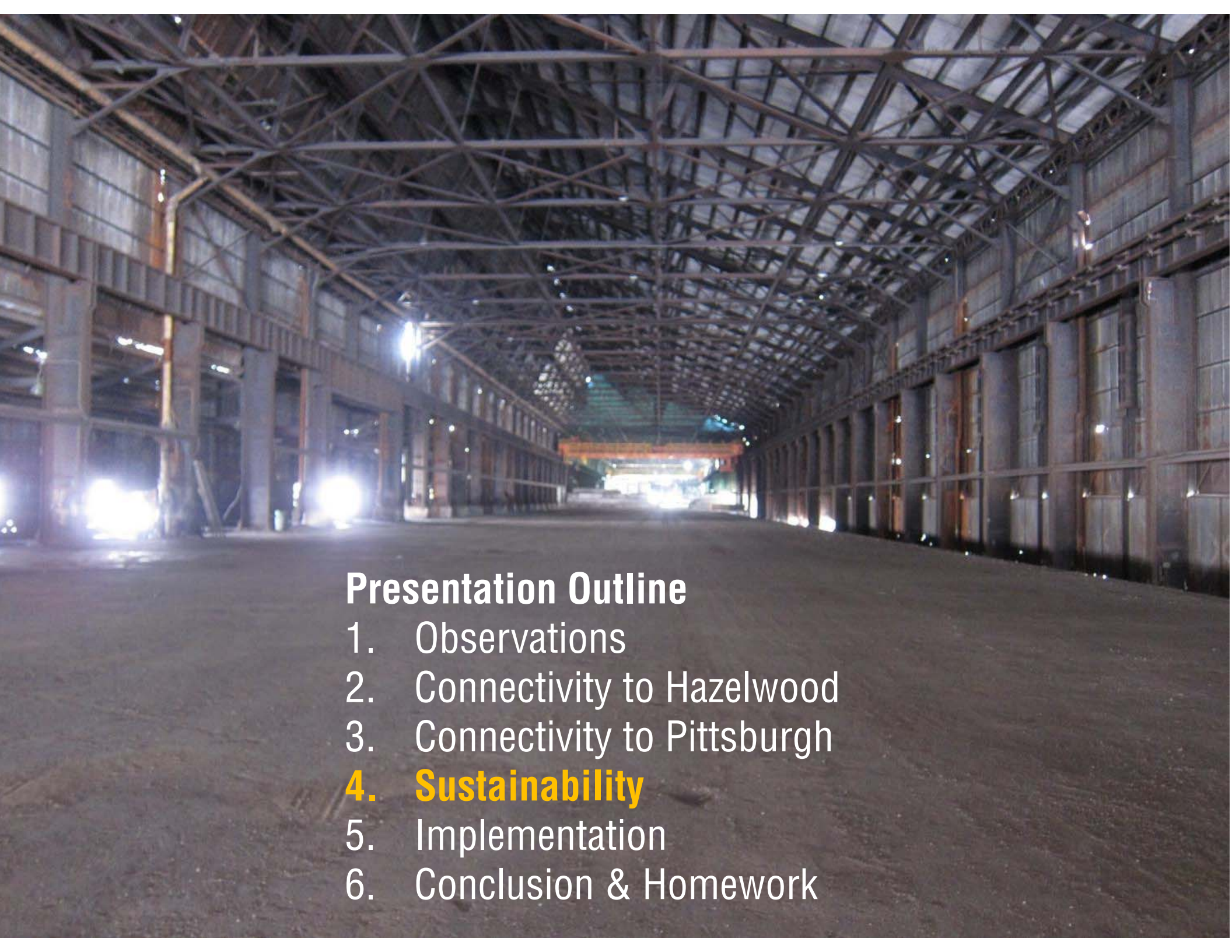


PLDP Proposals

- 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



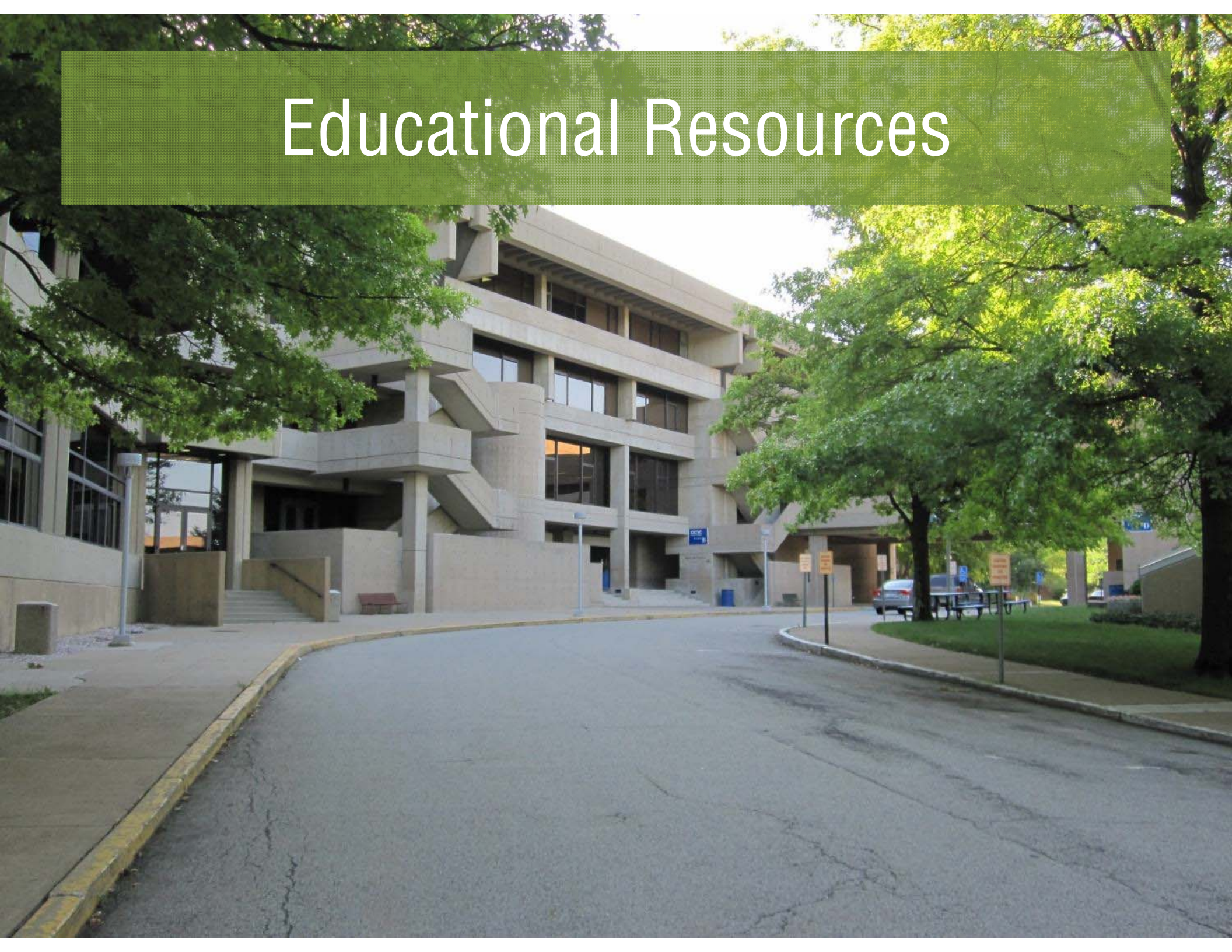
Jobs & Workforce Development



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



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

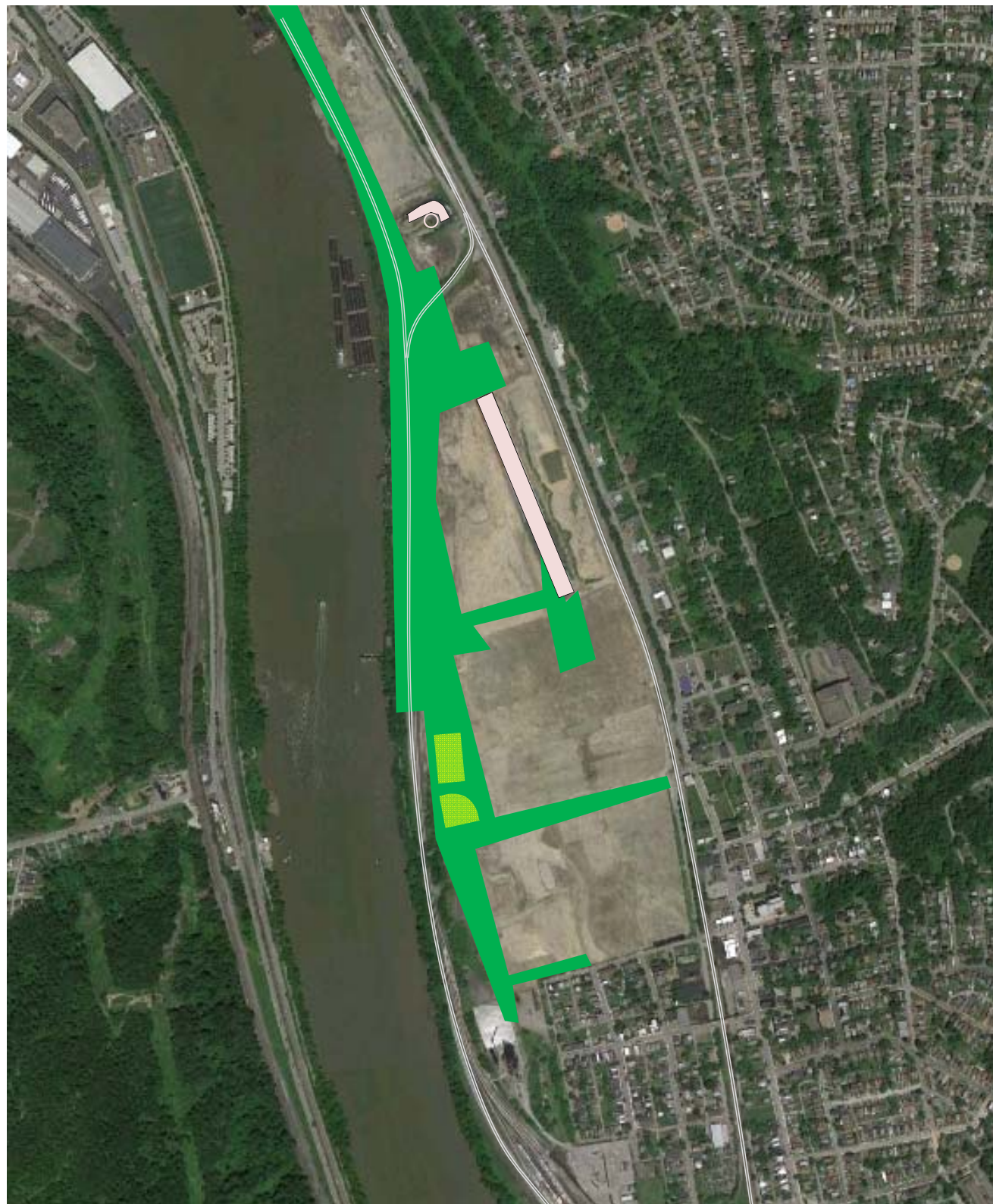
- The community is in desperate need of additional sources of fresh food. Community activists have been trying to find a location on Second Street. URA can assist in finding a space or subdividing an existing building.
- Retail market for food and crafts could be located on the Almono site, perhaps in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

Cultural History



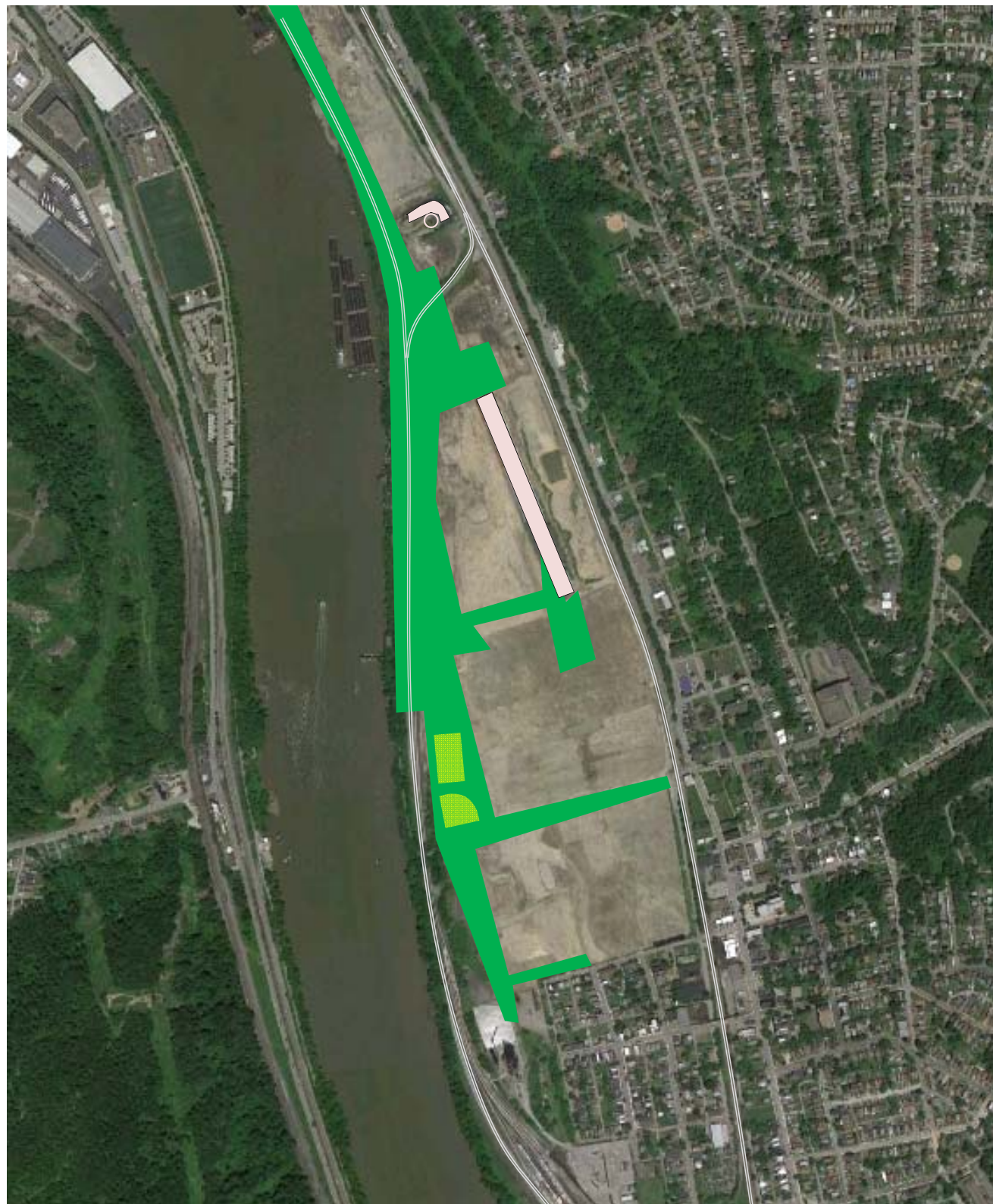
Cultural History

- 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

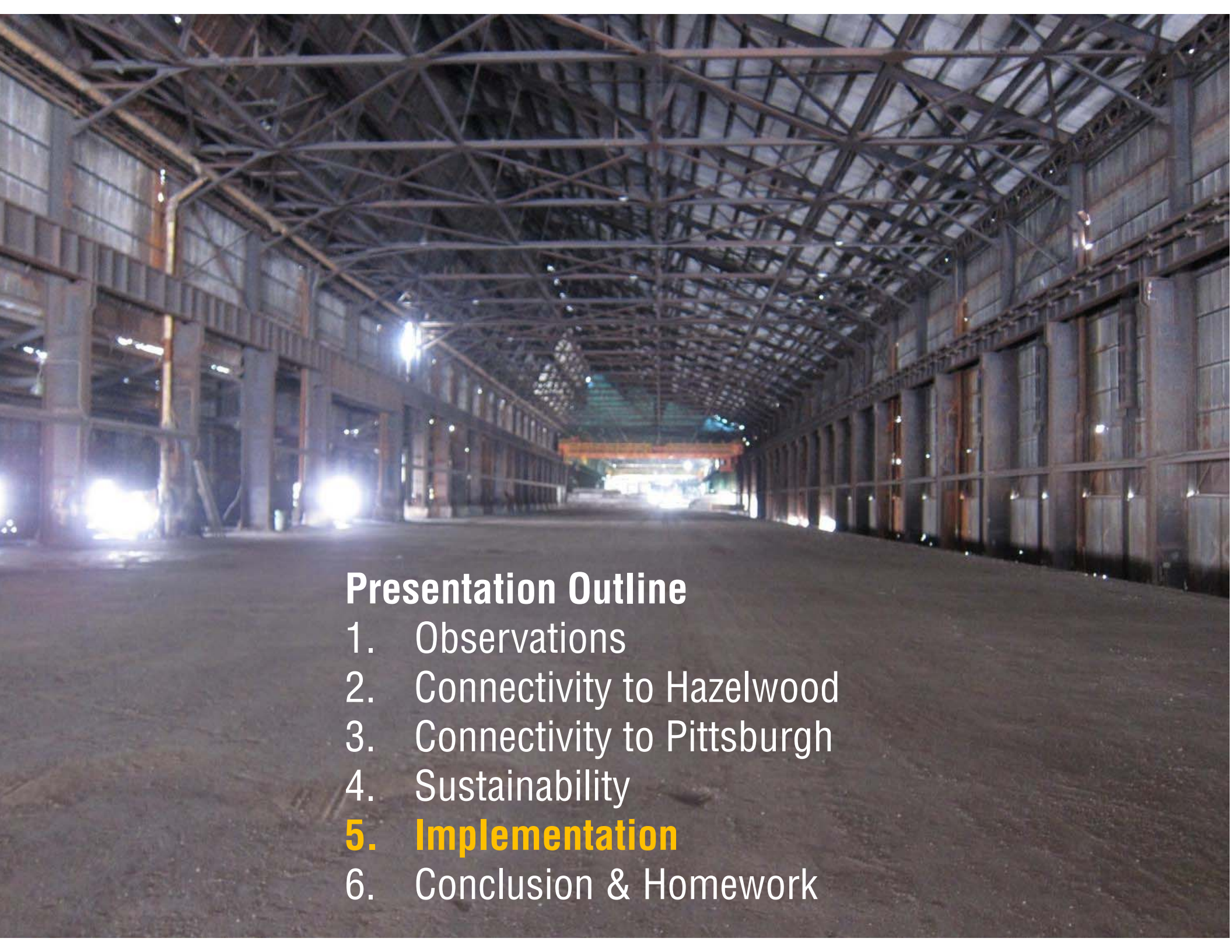


Temporary Uses - Concerts



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

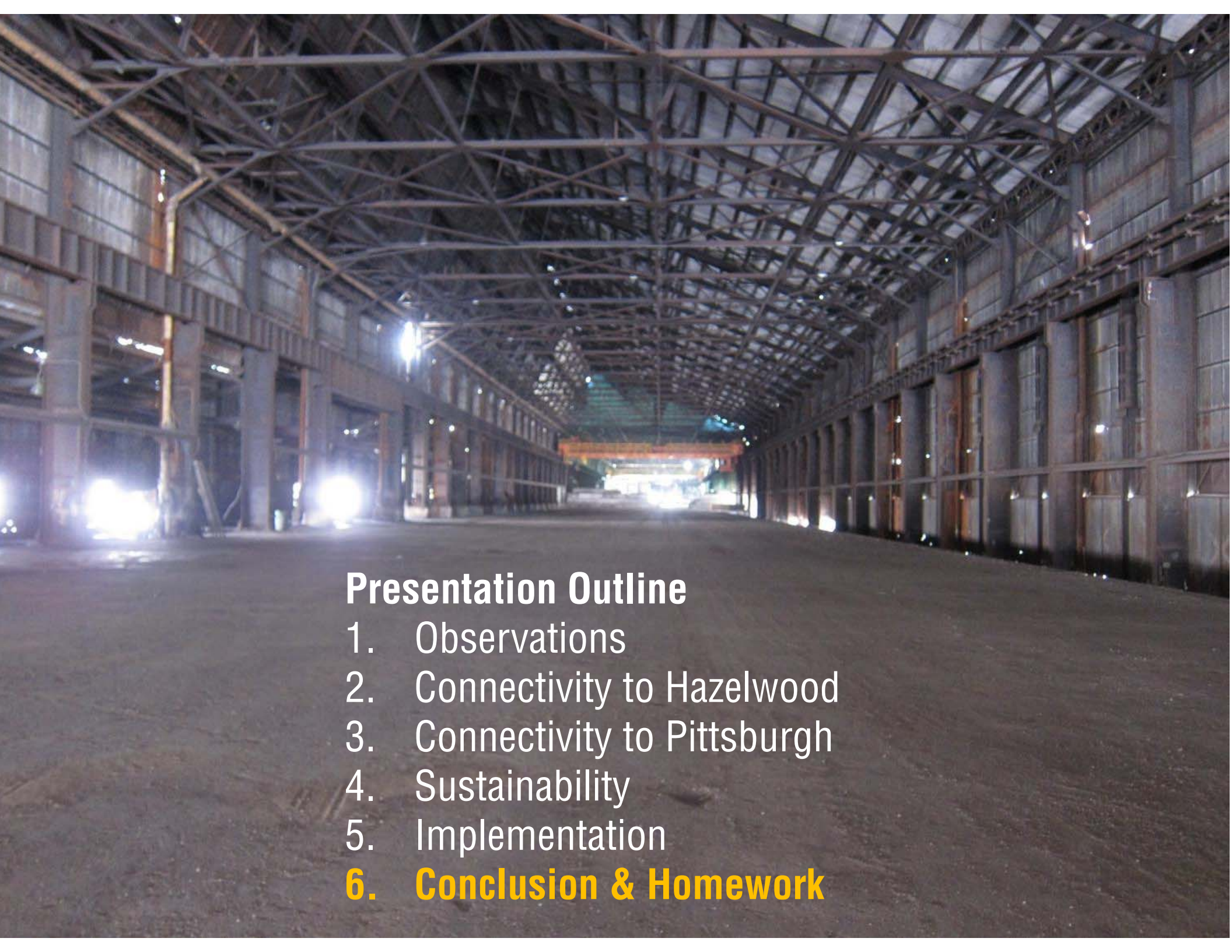


Necessary Attributes

- 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

Thank you to the following people; their assistance was essential to the panel's work:

Kevin Acklin, Mayor's Office | Karen Alschuler, Perkins + Will | Leslie Boone, Fishes & Loaves | Gregg Broujos, Pittsburgh Colliers International | Sandra Cole, POORLAW | William Cramer, Trek Development Group | Andrew Dash, Department of City Planning | Bethany Davidson, Pittsburgh Community Reinvestment Group | Lynn DeLorenzo, TARQUINCoRE, LLC | Kris DiPietro, Hazelwood Initiative | Dennis Dorman, Perkins + Will | Tamara Dudukovich, BNY Mellon | Grant Ervin, Mayor's Office | Michelle Figlar, Pittsburgh Association for the Education of Young Children | Noah Friedman, Perkins + Will | Emily Jo Gaspich, Langan Engineering & Environmental Services | John Ginocchi, Trek Development Group | Leigh Halverson, Mayor's Office | Patrick Hassett, Department of Public Works | Ashley Holloway, Department of City Planning | Alison Holtzman, Mayor's Office | David Howe, Urban Redevelopment Authority | Kyrn Hoyer-Winfield, Urban Redevelopment Authority | Scott Izzo, The RK Mellon Foundation | Donald Johnson, Regional Industrial Development Corporation | Terrell Johnson, POORLAW | Javon Jordan, Glen Hazel Community RMC | Lisa Kelly, First National Bank of PA | Brian Kennedy, Pittsburgh Tech Council | Todd Kravits, PennDot | Corey Layman, Department of City Planning | Alyssa Lyons, Pittsburgh Community Reinvestment Group | Tera McIntosh, Hazelwood Initiative | Kevin McKeegan, Meyer, Unkovic & Scott, LLP | Linda Metropulos, ACTION Housing | James Murray-Coleman, Trammell Crow Company | Grant Oliphant, The Heinz Endowments | Mavis Rainey, Oakland Transportation Management Agency | Kate Rakus, Department of City Planning | Diana Reid, PNC Real Estate | Jeremy Resnick, Propel Schools | Jim Richter, Hazelwood Initiative | Patrick Roberts, Department of City Planning | Robert Rubinstein, Urban Redevelopment Authority | Dianne Shenk, Hazelwood Initiative | Alan Sisco, Rebuilding Together | Don Smith, Regional Industrial Development Corporation | Tim Smith, Center of Life | Addy Smith-Reiman, Riverlife | Kyra Straussman, Urban Redevelopment Authority | Sarah Stroney, Regional Industrial Development Corporation | Darlene Terry, Glen Hazel Community RMC | John Watt, Valbridge/Barone Murtha Shonberg & Associates | Timothy White, Regional Industrial Development Corporation | Michael Wilson, Glen Hazel Community RMC