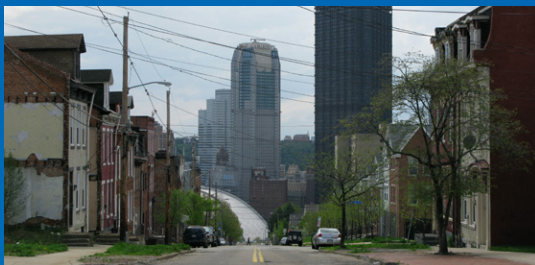
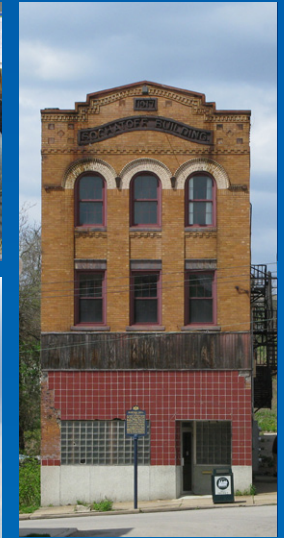
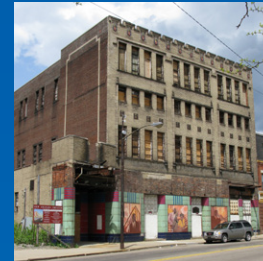


GREATER HILL DISTRICT

Master Plan



Final Report
September 2011

THE GREATER HILL DISTRICT MASTER PLAN

Final Report | September 2011





R. DANIEL LAVELLE
Councilman, City of Pittsburgh - District 6
Chair, Urban Recreation



A vision for the future of the Greater Hill District was the goal of a process that has involved input from residents and community stakeholders in the Hill. Taking guidance from the urban design team of Sasaki Associates, Inc. and Stull + Lee, Inc., appropriating elements from existing plans, and gathering input from community meetings and neighborhood tours, it is with great enthusiasm that I present to you the Greater Hill District Master Plan. This document outlines a set of guidelines for developers and investors to follow. It is reflective of the needs and desires of a community seeking a healthy environment and improved quality of life.

The framework for development as defined within the Master Plan covers all of the Hill District, Uptown and small parts of West Oakland. In creating a set of principles and priorities, we are given a valuable tool to coordinate future development towards the revitalization and regeneration of our community. The interest of a whole is taken into account first and foremost, as opposed to a provincial, segmented and fragmented outlook that squanders overall potential for narrow efforts that fail to benefit the greater community.

There has been increased interest in the potential of the Hill District as of late, and with it comes a unique opportunity to direct this energy towards positive initiatives that promote growth in the community.

The Greater Hill District Master Plan is the compass that will help guide developers towards this desired objective.

We have successfully completed a first step in envisioning a brighter future for the Hill District. But a first step is not an end, and now begins the work to implement the plan, to realize it in the real world, to give it shape. What began as a community effort must continue to be so. I urge all who have been involved in the process up to this point to remain involved, and encourage community members who come across the plan for the first time to become actively engaged in its implementation.

Finally, I want to take this opportunity to thank all of the residents, business owners, community leaders, churches, foundations, as well as all stakeholders and representatives from the public, non-profit and private sectors for their time, energy and commitment to the development of the master plan. This has truly been a collaborative effort. Together, we have and will continue to plan for a vibrant future for the Hill District.

Sincerely,

R. Daniel Lavelle
Chair of the Management Committee

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EXECUTIVE SUMMARY

Overview

The Hill District Master Plan has grown out of the sustained efforts of numerous residents, community groups and stakeholders. Two community meetings each drew over 75 participants who provided valuable input to the goals and content of the Plan.

Furthermore, Councilman Daniel Lavelle has generously provided the resources of his office and chaired the Master Plan Management Committee. The Management Committee includes representatives from organizations such as the Hill District Consensus Group, the CBA Steering Committee, the Hill House Association, the Hill Community Development Corporation, Hill House Economic Development Corporation, Crawford Square Homeowners, Ujamaa Collective, Find the Rivers, Keystone Innovation Zone, Uptown Partners, Wesley A.M.E. Charities, Heinz Endowments, the Pittsburgh Foundation, the State House

of Representatives, Allegheny County, the Mayor's Office, the Pittsburgh City Council, the Pittsburgh Department of City Planning, the Housing Authority of the City of Pittsburgh, and the Urban Redevelopment Authority.

With ongoing guidance and feedback from these many entities, the Hill District Master Plan is informed by the development principles, non-displacement strategies/strategies for reclaiming the Lower Hill, and community goals on the following pages. The Plan itself has two components:

- **Program Initiatives**
Policies and programs that, alongside the Urban Design Proposals, will help attain community goals
- **Urban Design Proposals**
Projects to improve the physical environment and to leverage development

“The Hill District... has contributed greatly to the city’s history and remains as a center of Pittsburgh’s African American culture. The intent of this master planning effort is to ensure that the resulting neighborhood plan reflects the vision Hill District residents and other neighborhood stakeholders have for the revitalization of this important historic neighborhood.”

The Management Committee has adopted Development Principles, Non-Displacement Strategies and Strategies for Reclaiming the Lower Hill, to serve as foundations for the Master Plan and to guide all land use, project approval and subsidy allocation decisions affecting the Greater Hill District:

The **Greater Hill District Development Principles** (set forth in Appendix A) provide a framework for the Master Plan and will serve as guidelines for development activities and the allocation of public resources in the Greater Hill District. They were developed by the Hill District Planning Forum, a coalition of community-based organizations in the Hill District and Uptown. The Management Committee adopted the Development Principles after vetting them with private developers to assess their likely impact on development. The Development Principles will be used along with the Evaluation Criteria set forth on pages 32 to 33 to prioritize development projects and review proposed development activities in the Greater Hill District.

The **Greater Hill Non-Displacement Strategies** (set forth in Appendix B) are intended to govern development activities and public funding decisions affecting the Greater Hill District, in order to ensure that existing residents of the Hill District and Uptown will enjoy the benefits of a revitalized neighborhood. The Hill District is characterized by lower household incomes and a high percentage of renters, and these conditions make residents vulnerable to displacement as the market improves and property values increase. The Non-Displacement Strategies are designed to prevent displacement by supporting the economic self-sufficiency and housing stability of existing residents.

The **Strategies for Reclaiming the Lower Hill** (set forth in Appendix C) are intended to govern land use

and development activities in the Lower Hill District. In the 1950s and early 1960s, much of the Lower Hill was demolished to make way for a planned cultural district for more affluent Pittsburghers. 1300 buildings on 95 acres of land were demolished. 413 businesses and over 8,000 residents were forced to relocate, receiving little to no compensation. The Hill District lost its commercial core, much of its population, and its connection to downtown. It was left isolated, disconnected from job opportunities, and starved for capital investment. The Strategies for Reclaiming the Lower Hill are designed to ensure that the Lower Hill is redeveloped in a way that reintegrates the area into the cultural fabric of the community, provides housing and employment opportunities for Hill District residents, and serves as a catalyst for market-driven investment throughout the neighborhood.

Foundations of the Plan

DEVELOPMENT PRINCIPLES

NON-DISPLACEMENT STRATEGIES

STRATEGIES FOR RECLAIMING THE LOWER HILL



Hill District Master Plan community meeting

Foundations of the Plan

COMMUNITY GOALS

The Community Goals are drawn from over twenty-five existing plans for various parts of the Hill. The goals were vetted by the community at the November 2010 public meeting and then revised by the Master Plan Management Committee.



Hill District Master Plan community meeting

The Community Goals have guided development of the Master Plan's Program Initiatives and Urban Design Strategies. These urban design and policy recommendations address various areas of the Hill and range from re-establishing the historic continuity between the Lower Hill and the rest of the Greater Hill District, to strategies aimed at stabilizing the Uptown and Upper Hill neighborhoods. Particularly notable is the widely shared interest in re-imagining the public housing sites as mixed income sites closely integrated with the general fabric of the neighborhood. The Community Goals can be used as criteria by which future investments and development projects can be evaluated and modified as necessary.

BUILD UPON THE AFRICAN AMERICAN CULTURAL LEGACY

The Hill District has been a setting for Black history-making from the 18th century to the present. Thus, the Hill will position itself as Pittsburgh's oldest African American neighborhood and retain its cultural and historical personality, which should not be lost due to market pressures and gentrification.

- Honor the historic and cultural legacy of African Americans in the Hill District with emphasis on the Lower Hill
- Include 'right of return' preferences for displaced individuals, families, organizations and businesses
- Use existing neighborhood resources first in revitalization
- Advance existing and create new relationships to move the Hill District forward
- Ensure that Hill District residents are empowered in planning for the community revitalization

FAMILY FRIENDLY HOUSING DEVELOPMENT WITHOUT DISPLACEMENT

Housing developments must include an appropriate level of family housing including rental and for sale units affordable to various income levels in order to prevent displacement.

- Establish a target housing mix for new projects including appropriate levels of family-friendly housing
- Provide quality rental and ownership housing opportunities for a broad range of family sizes and incomes
- Use housing development as a catalyst for economic and community development
- New housing developments will prevent displacement of existing residents and businesses
- Family housing developments will include play spaces in close proximity to housing developments
- Housing developments will consider the impact of new developments on children and population density for local schools

ECONOMIC EMPOWERMENT AND COMMERCIAL DEVELOPMENT

Community residents, organizations and businesses will gain social and economic benefit from neighborhood revitalization efforts.

- Support economic activity that directly benefits Hill District residents and existing businesses.
- Ensure jobs for community members, the retention of current businesses, new opportunities for entrepreneurship and equity stakes for Hill District organizations
- Restore commercial vibrancy and strength by concentrating market demand and resources to:
 - Renew Centre Avenue as a great “main street”
 - Redevelop the Lower Hill as a mixed-use neighborhood
 - Leverage Uptown’s proximity to Oakland and Downtown
 - Encourage live-work and at-home innovation projects

MAKE THE HILL DISTRICT A GREEN AND WELL-DESIGNED COMMUNITY

The Hill District will have a comprehensive strategy for sustainability and quality design.

- Create a comprehensive strategy for vacant land including urban gardening
- Leverage the Hill District’s natural features as an economic asset for neighborhood development
- Use Hill District trails as green connections with a larger city network
- Establish high-quality recreation and open spaces

MOBILITY, TRANSPORTATION, AND PARKING

Ensure viable and affordable transportation access to all members of the community.

- Improve transportation networks and services to the city and within the Hill District
- New infrastructure should promote walkability, street accessibility for the disabled, and access to work, retail and social amenities
- Create a well-planned parking strategy that supports new development while minimizing negative impacts on residents



Work towards meeting community goals has already begun in many parts of the Hill, such as these “Green Up Pittsburgh” community gardens in vacant lots along Dinwiddie Street.

The Master Plan

PROGRAM INITIATIVES

The Greater Hill District Master Plan is comprised of two components—Program Initiatives and Urban Design Proposals. Program Initiatives are specific projects to help the community meet its goals of improving quality of life in the Hill and taking a role in Pittsburgh’s regeneration. As such, the initiatives are organized by the Community Goals described on the prior pages. In most cases, the Program Initiatives are organizational rather than physical recommendations. The initiatives serve as a strategic component to the plan that emphasizes the strengthening of existing programs or the creation of new organizations to support existing residents and businesses and attract new, complementary ones. Many of the initiatives focus on creating opportunities for Hill District youth, developing the workforce, supporting historic preservation, and pursuing the improvement of vacant lots and open space in the neighborhood.

Program Initiatives are specific projects to help the community meet its goals of improving quality of life in the Hill and taking an active role in Pittsburgh’s regeneration.

See page 39 for detailed descriptions of the program initiatives.



Centre Avenue, the heart of the Hill District, is an ideal site for the Hill District Business Incubator, one of many program initiatives intended to support economic development in the Hill.



Existing housing in the Hill District should be preserved with homeowner support initiatives.

BUILD UPON THE AFRICAN AMERICAN CULTURAL LEGACY

- District Identity
Signage and Wayfinding
Weekly Publication
- The Hill History Center
"Past, Present & Future" Trail
- Historic Preservation
Hill District Preservation Plan
- Quality Education Initiative
Lifelong Education
Urban Fellows
Youth Safe Haven
Youth Arts Education
- Hill District Arts Plan
- Neighborhood Safety
Neighborhood Watch

FAMILY FRIENDLY HOUSING DEVELOPMENT WITHOUT DISPLACEMENT

- Hill District Homeowner/Tenant Support
Homeowner Cooperative
Homeowner Education Articles
Tenant Resource Center
- Housing Innovation Zone
- Comprehensive Vacant Property Strategy
Hill District Land Bank
Demolition Moratorium
Vacant Property Maintenance Standards
Temporary Uses
Adopt-a-Lot
Side-lot Transfer
Neighborhood Clean-ups

ECONOMIC EMPOWERMENT AND COMMERCIAL DEVELOPMENT

- Hill District Workforce Development
Green Building, Clean Manufacturing
and "Green-Collar" Jobs
Construction/Renovation/Historic Preservation
Nursing/Health Related Professions
Restaurant/Food Service
Youth Opportunities
Job Placement Resources
- Hill District Business Incubator
Non-Profit Incubator Space
Arts Incubator Space
Small Business Incubator Space
Cooperative Marketplace
Small Business Support
Innovation Competition
- Centre Avenue Business District

MAKE THE HILL DISTRICT A GREEN AND WELL-DESIGNED COMMUNITY

- Greenprint Implementation
- Urban Agriculture
- Play Spaces
Play Streets

MOBILITY, TRANSPORTATION, AND PARKING

- Neighborhood Transportation
Transportation Advocacy Group
Intra-Hill Neighborhood Transit
Hill District Transportation Plan
- Ride-to-Work
Shuttle to Major Employers
Ride-Sharing System
Jitney Stand
- Streetscape Improvements
- "Complete Streets" Pilot
- Comprehensive Parking Strategy

The Master Plan

PROGRAM INITIATIVES

The Master Plan

URBAN DESIGN PROPOSALS

The Greater Hill District Master Plan's Urban Design Proposals address opportunities to improve the physical environment and to leverage recent and near term development activity in the Hill.

Each Urban Design Proposal is comprised of discrete projects that address community goals both individually

and collectively. The Urban Design Proposals are designed to be site specific and capable of independent implementation, while complementing previous planning initiatives. The Proposals vary in scale and complexity from the redevelopment of existing public housing projects to the creation of new gateways at important intersections.

Lower Hill

Reconnect the Lower Hill to the rest of the Hill District and rebuild it as an active neighborhood with connections to Downtown.

Crawford Corridor

Improve pedestrian connections between the Lower Hill/Crawford-Roberts and Uptown.

Uptown Opportunities

Identify strategic sites for residential infill and mixed-use, catalytic development. Explore TOD opportunities and improve multimodal transit along corridors to Oakland and Centre Avenue.

Bedford Avenue Corridor

Transform Bedford Avenue into a fully developed residential avenue that takes advantage of the spectacular views to the north and its recreational amenities.

Centre View

Reinforce Centre Avenue as the Hill's primary retail, institutional, and cultural node as well as a strong residential neighborhood.

Kirkpatrick Street Recreational Corridor

Use existing green spaces and streets to establish recreation opportunities and improve pedestrian connections such as those recommended in Greenprint.

Herron Avenue

Transform Herron Avenue into a commercially viable and attractive avenue and a gateway into the neighborhood.

Upper Hill

Reinforce the cohesive residential character through residential stabilization and infill development.

MASTER PLAN FRAMEWORK

- Commercial
- Mixed-Use / High Density Residential
- Residential
- Educational Institution
- Religious Institutions
- Open Space
- Priority Street
- Street Greening
- Kirkpatrick Recreational Trail
- Dramatic Views
- Community Resource
- Gateway
- Hospital
- Bus Rapid Transit

Strip District

Bedford Avenue Corridor

Transform into a fully developed residential avenue that takes advantage of the spectacular views to the north and its recreational amenities

Herron Avenue

Transform into a commercially viable and attractive avenue.

Upper Hill

Reinforce the cohesive residential character through residential stabilization and infill development.

Crawford Corridor

Improve pedestrian connections between the Lower Hill/Crawford-Roberts and Uptown.

Kirkpatrick Street Recreational Corridor

Use existing green spaces and streets to establish recreation opportunities and improve pedestrian connections.

Centre View

Reinforce Centre Avenue as the Hill's primary retail/commercial node as well as a strong residential neighborhood.

Lower Hill

Reconnect the Lower Hill to the rest of the Hill District and rebuild it as an active connection to Downtown.

Uptown Opportunities

Identify strategic sites for residential infill and mixed-use, catalytic development. Explore TOD opportunities and improve multimodal transit along corridors to Oakland and Centre Avenue.

Golden Triangle

Duquesne University

University of Pittsburgh

Carlow University

Oakland



CONTEXT & PROCESS

History of the Hill District

Community Assets

Master Planning Process

Previous Plans

Community Goals

Evaluation Criteria

Economic Feasibility

History of the Hill



Wylie Avenue Street Scene. April 15, 1912. View looking east of Wylie Avenue near Fifth Avenue. Source: Pittsburgh City Photographer Collection, 1901-2002, AIS.1971.05, Archives Service Center, University of Pittsburgh

The Hill District's rich history includes powerful stories of African-American life from the revolutionary war forward. Some of the Hill District's first inhabitants were black soldiers in the Army of General John Forbes. Other African-Americans lived in an enclave in the lower portion of the Hill known as "Little Hayti." A large influx of African-Americans continued to come to the Hill District after the Civil War and through World War II as part of the Great Migration. These migrants sought respite from repression in the South and jobs in the booming Northern mills.

While the Hill is best known for its vibrant African-American history, the area was also settled by a wide variety of European immigrants, including people of Scotch-Irish descent and later people of German, German-Jewish, Italian, Syrian, Greek, Lebanese and Polish descent.

After the Civil War, the lower Hill was inhabited by the Irish moving up from the Point, some Scotch-Irish, a few Germans and a scattering of German-Jewish families. With mass emigration of the 1880s from Eastern and Southern

Europe, the Hill quickly became populated with Italians, Jews from Russia, Poland and Romania, Russians and Slovaks, Armenians, Syrians and Lebanese, as well as a small number of Chinese.

The Irish and Scotch-Irish mostly resided between Tunnel and Congress Streets, Webster and Fifth Avenues; the Italians mostly on Webster and Bedford Avenues, Wylie Avenue, Elm and Congress Streets; the Jews mostly south on Wylie Avenue extending to and including Fifth Avenue. The Syrians, Armenians and Lebanese concentrated on Webster and Bedford Avenues close to Grant Boulevard, and a small number of Greek immigrants settled on lower Webster and Bedford Avenues. During this period, the African-American population was centered on Fulton, Congress, Clark and Colwell Streets.

By 1929 there were sections of the Hill called "Little Italy," "Little Syria," "Black Belt" and "Athens." The area throbbed with life: street markets with transactions carried on in a dozen languages, churches and clubs of many nationalities.

The Hill's flourishing commercial development was concentrated along Centre Avenue through the Middle Hill. The boom caused by the Great Migration brought additional black residents to the Hill, with African-Americans settling in parts of The Middle Hill known as "Minersville," the Upper Hill known as "Sugartop" and the Lower Hill was known as "Arthursville."

Through the early 1800s to the late 1930s, the Lower Hill was a center for abolition, black nationalism and black political advocacy. The area served as a hub of the Underground Railroad. According to Laurence Glasco, history professor at the University of Pittsburgh, the crux of Arthursville laid between Centre and Bedford Avenues. By the accounts of John Ford, (former historian for the Heinz



The East Wing of Mercy Hospital (now UPMC Mercy) in 1907, at Pride and Locust Streets in Uptown.



Houses on Lawson Street, looking northwest from the summit of Webster Avenue. August 18, 1922. Source: Pittsburgh City Photographer Collection, 1901-2002, AIS.1971.05, Archives Service Center, University of Pittsburgh

History Center), Arthursville was a place where the black population was growing united and politically savvy. By 1837, there were 110 black families—36 of whom owned property—living in what was the single largest African-American neighborhood in antebellum Pittsburgh.

Prominent residents included minister and barber Benjamin Tucker Tanner, father of artist Henry O. Tanner, whose home is said to have been a refuge for blacks fleeing enslavement. Other residents included John B. Vashon, Rev. Lewis Woodson (purported grandson of Thomas Jefferson and Sally Hemmings), Abraham Lewis and John Peck (original owner of the famed Oyster House), each of whom worked to create and charter the Pittsburgh African Education Society in 1832. Their work led to the extension of the right to a free public school education to

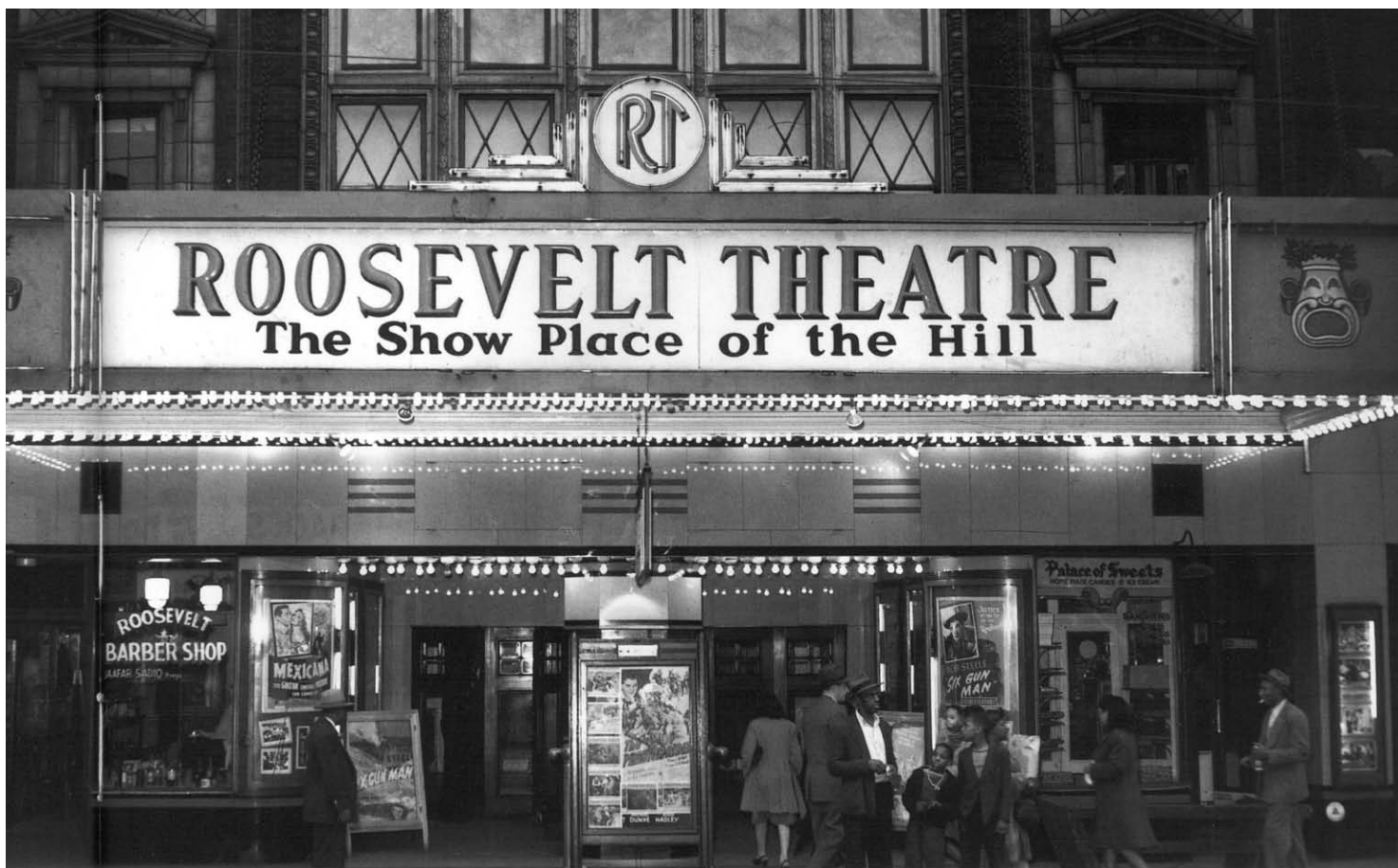


Crawford Recreation Center Baseball Club, 1926. Source: Dorsey-Turfley Family Photographs, 1880-1987 (Bulk 1900-1950), MSP 455, Library & Archives, Senator John Heinz History Center

black Pennsylvanian children and youth. These men also went on to establish a school, “the African School”, which was predecessor to the present day Miller African-Centered Academy in the Middle Hill. The African School was initially housed in the basement of Bethel A.M.E. church located on Wylie Avenue and Miltenburger Alley (now Montour Way, downtown). Noted abolitionist and black nationalist Martin R. Delany was one of the original students of the African School.

The Lower Hill went on to have a bustling business district along Wylie Avenue and along Logan Street. This intersection was the nexus for commercial and cultural activity in the Hill District, which Harlem Renaissance poet Claude McKay called “the crossroads of the world”. In the 1920s and 30s Negro League Baseball flourished here with the first black-owned baseball field in the country built on Bedford Avenue between Chancey and Duff streets. The Hill District was also home to the famed Pittsburgh Crawfords including Satchel Page and Josh Gibson. A phenomenal jazz scene flourished here in the 1940s and 1950s. With jazz greats like Miles Davis, Charlie Mingus, Lena Horne, and later George Benson and Ahmad Jamal along with a host of other great names playing in the Hill’s clubs on a regular basis. The neighborhood then became a “Little Harlem.” Clubs like the Crawford Grill and the Hurricane Lounge were always packed with jazz lovers of many ethnic backgrounds. Though some Downtown clubs were segregated, the clubs of the Hill District welcomed patrons of all races.

Also around this time, many of the neighborhood’s buildings had become worn out due to overcrowding and age. Unfortunately, this problem could not be remedied through home improvements, because like many African-



Source: *One Shot Harris—The Photographs of Charles “Teenie” Harris*. By Stanley Crouch. Carnegie Museum of Art, 2002.

American communities, the Hill District was excluded from the post-war housing boom through the practice of mortgage redlining. As white residents were able to obtain low cost mortgages to buy new houses in newly built communities, the Hill District became more segregated and disinvested. From 1940 on the majority of residents in the Hill District have been African-American.

The principal government responses to the deteriorated housing stock in the Hill District were large-scale demolition of housing, construction of public housing projects and urban renewal. Between 1940 and 1955, over 3,600 public housing apartments were constructed in the Hill District, beginning with Bedford Dwellings (and later, Bedford Additions) in the northern part of the Hill, and



Beginning of demolition of the Lower Hill, ca. 1955. Source: Allegheny Conference on Community Development Photographs, 1892-1981, MSP 285, Library and Archives Division, Senator John Heinz History Center



Construction of the Bedford Dwellings, ca. 1940-1955. Source: Allegheny Conference on Community Development Photographs, 1892-1981, MSP 285, Library and Archives Division, Senator John Heinz History Center



Lower Hill District Demolition. May 9, 1957. Source: Allegheny Conference on Community Development Photographs, 1892-1981, MSP 285, Library and Archives Division, Senator John Heinz History Center

continuing with Addison Terrace and Allequippa Terrace in the southwestern end. These barracks-style housing projects provided decent housing at first, but ultimately led to high concentrations of extremely low-income families in unhealthy living environments.

In the 1950s and early 1960s, despite vehement protest from community residents, the City and Urban Redevelopment Authority (URA) implemented plans to level the Lower Hill and replace existing homes and businesses with a grand cultural venue for more affluent Pittsburghers. The URA's transformation centered upon a new "Civic Auditorium" to be anchored by the Pittsburgh Civic Light Opera. Thousands of buildings were demolished and over 8,000 people (mostly African-American) were forced to relocate. Many received little to no compensation for their homes, and were dispersed to other parts of the City, especially the North Side and East End, or to public housing in the Hill. The remnants of Arthursville, once a prosperous, lush mecca for the city's black American population, were razed in the early '60s to make room for what is currently the Civic Arena.

The grand plans for the Lower Hill Cultural Center were not realized, as several other theater and arts complexes that were to be built near the Civic Arena were abandoned in favor of large surface parking lots for commuters and event attendees. The urban renewal of the 1950s was intended to proceed eastward toward the rest of the Hill, but residents had seen too much of their neighborhood meet the wrecking ball. They stood firmly at Crawford Street and would not allow redevelopment beyond that point. Today, this area is marked by a monument called "Freedom Corner."

The Hill District is only beginning to recover from the devastation wrought by mortgage redlining, out-migration, disinvestment and urban renewal. The remaining parts of the Hill District are now physically, culturally, and economically separated from Downtown by large expanses of parking lots and a 1960s-era depressed highway. The Hill District remains challenged by having some of the lowest median incomes and some of the most physically deteriorated housing in the city. Yet all is not bleak, Hill District also has a committed cadre of residents and

organizations that are key assets for neighborhood revitalization. The master planning process is designed to remedy the challenges of the Hill District, but should also to build on neighborhood assets. Additional assets include the positive market conditions in Downtown and Oakland, which can be brought into the Hill District and fully integrated into the neighborhood fabric in a way that sustains and benefits the existing and future residents and stakeholders.



Community engagement in the arts is evidenced in this Wylie Avenue mural



Residential construction in the Hill



Artistic rendering of the new Centre Avenue YMCA



The new Hill District Branch of the Carnegie Library



New, mixed-income housing along Bedford Avenue responds to the area's urban fabric



The Crawford Grill stands as monument to the rich African-American cultural legacy of the Hill District

Community Assets

The Hill has a long tradition of community-building and neighborhood involvement, from early programming at the Irene Kaufmann Settlement to the work of Thelma Lovette, the first woman to sit on the board of the Centre Avenue and Pittsburgh YMCAs and the namesake of the Thelma Lovette Family YMCA on Centre Avenue and Elmore Street.

The community asset map on the following page shows the range of social services, religious organizations, historical places, libraries and schools, and public safety providers in the Hill. These existing community assets are the foundation of the neighborhood and the basis of the Master Plan.

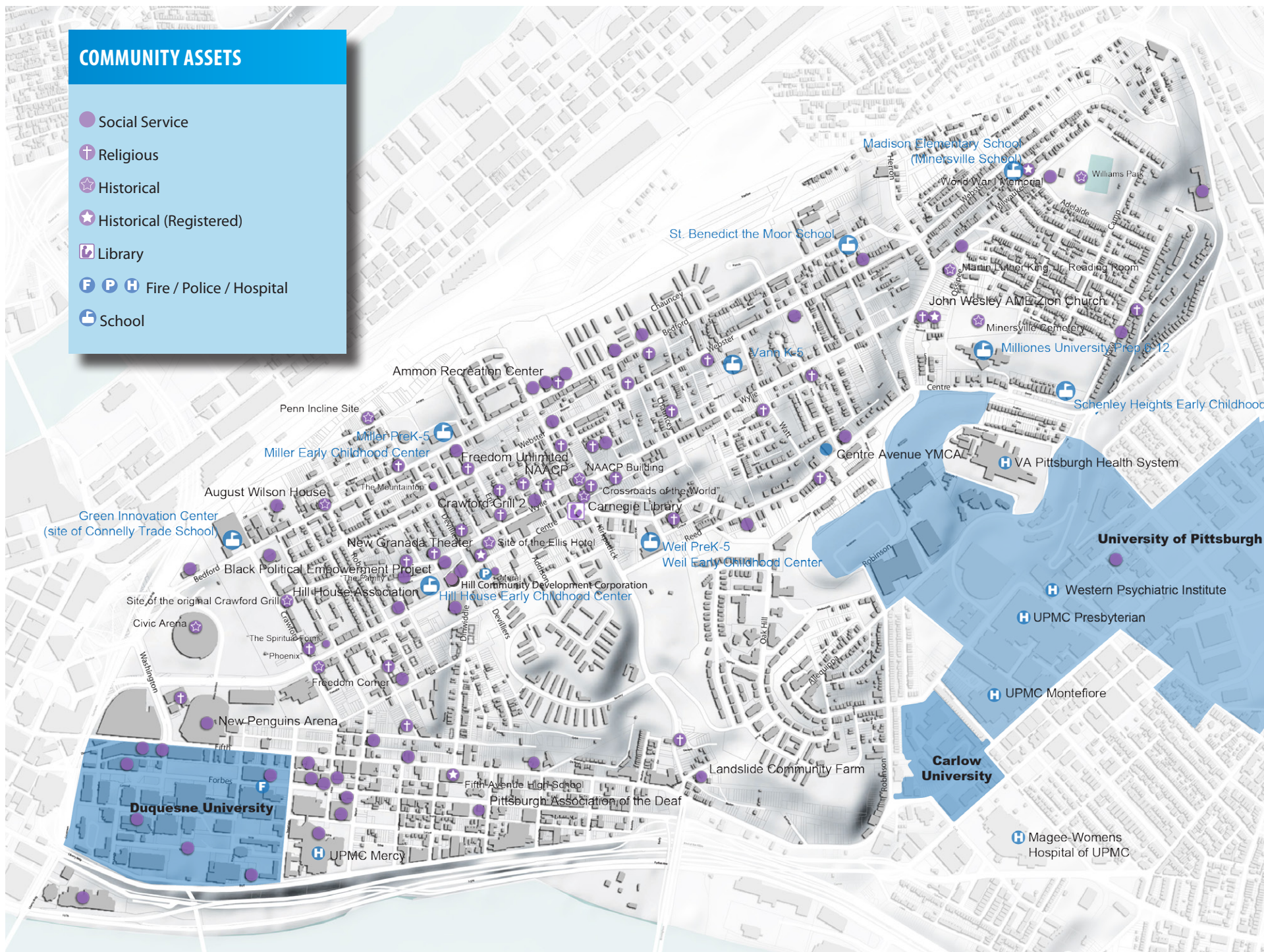


Existing community assets include the Hill Dance Academy Theater and One Hope Square (right)



COMMUNITY ASSETS

- Social Service
- ✝ Religious
- ☆ Historical
- ★ Historical (Registered)
- 📖 Library
- 🚒 🚓 🏥 Fire / Police / Hospital
- 🎓 School



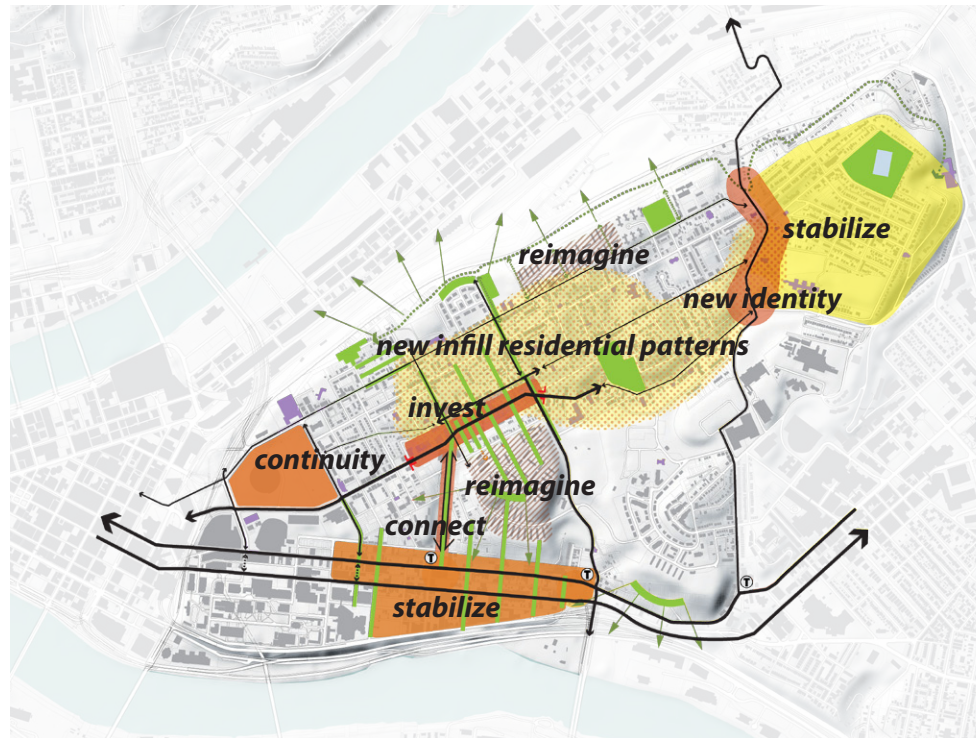
Master Planning Process

The master planning process began in earnest in September 2010, with the reconvening of the Hill District Master Plan Management Committee, chaired by Pittsburgh City Councilman Daniel Lavelle. The Management Committee was charged with overseeing the plan's progress as well as providing direction, guidance and input as needed.

Given the significant amount of time and energy already spent on previous planning efforts in the Hill District, the first step of the master planning process was to review, summarize, and synthesize previous plans. Goals identified

in previous plans informed the community goals for the master planning process, while the recommendations made in previous plans have served as a beginning point for the master plan.

An opportunity diagram was created based upon the content of existing plans and additional observations, and was then discussed at a November 16, 2010 public meeting. At this meeting, residents also identified their priorities for the future of the Hill. Evaluation criteria, based on community goals, market viability and urban design best practices were also established. These priorities—along



The opportunity diagram illustrates important connections and general approaches to addressing the future of the many unique areas within the Hill



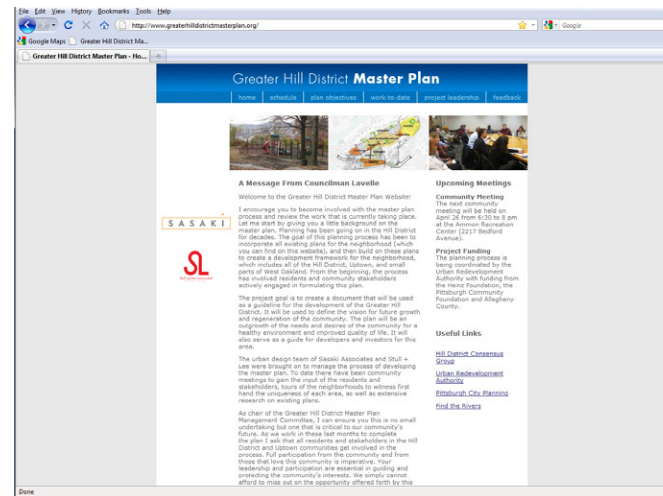
Hill District Master Plan Management Committee meeting (October 2010)



Community feedback has been vital to the planning process



Community meeting (March 2011)



Hill District Master Plan website

COMMUNITY FEEDBACK (November 2010)

Early in the process, meeting attendees ranked potential programs and urban design proposals in the following order of importance:

- Workforce training/economic development to ensure jobs
- Stabilize/renovate existing housing
- Reintegrate public housing (Addison and Bedford Dwellings redevelopments)
- Focus commercial and residential development on Centre Ave/Lower Hill/Uptown nodes
- Identify strategies for underused open spaces and vacant lots
- Strengthen both physical and economic connections to the rest of Pittsburgh
- Address future development of Herron Avenue
- Incorporate open space strategy throughout
- Leverage development for neighborhood benefits

with Management Committee input—drove the development of a more refined plan comprised of program/policy recommendations (“Program Initiatives”) and ideas for improvements to the physical environment (“Urban Design Proposals”).

Residents learned about the Program Initiatives and Urban Design Proposals at the March 9, 2011 community meeting, and provided comments both during the meeting and over the weeks to follow. The plan was available for review on the Hill District Master Plan website, which also had a feedback section that allowed for additional ideas and revisions to be directly communicated to the master plan team.

At the end of the feedback period, the plan was revised and again reviewed by the Management Committee before being presented at the final public meeting of the master planning process on April 26, 2011.

With the plan now in the hands of the community, the challenge will be to guide it through implementation. Some of the plan’s recommendations can be implemented in as little as a few months; others will take years. Each recommendation is an opportunity for the Hill to move forward, building capacity and leadership while becoming an even better place to live.

Previous Plans

The Greater Hill District has a rich history of recent and current master planning ideas ranging from large scale mixed use development initiatives to small-scale, parcel-specific residential infill projects. These plans represent the hard work of countless Hill District residents and advocates and have significantly informed the Master Plan.

Each previous plan listed to the right was reviewed and then summarized—in writing and graphically—during the initial stage of the master planning process. These complete summaries are in the appendix and available online at www.greaterhilldistrictmasterplan.org/interactive. Given the sheer number of previous plans, they have been organized by scope into three categories: area plans, open space plans, and tools/principles/data.

Once summarized, various elements of the previous plans were incorporated into the recommendations made in this master plan. In particular, the recent Greenprint Plan (*The Hill: A Village in the Woods*, June 2010) has been frequently referenced and many of its recommendations are woven into the master plan proposals.

Written and graphic summaries of previous plans for the Hill District as well as links to the originals are in the appendix and also available at:

www.greaterhilldistrictmasterplan.org/interactive/

Area Plans

Area plans focus on specific neighborhoods within the Greater Hill District and their recommendations include physical changes to the area.

- Bedford and Hill District Pattern Book (1999)
- Middle Hill Revitalization Plan (2004)
- Centre Avenue Mixed-Use Feasibility Study (2005)
- The Herron Avenue Studio (2006)
- Uptown Community Vision (2009)
- Pittsburgh Arena District Master Development Plan (2010)
- “Pushpin” Plan/Greater Hill District Development Nodes Overview (2010)
- Herron Avenue Revitalization Planning Strategy (2011)*
- Hill District Research, Analysis and Urban Design Proposals (date unknown)*

* Plans received after this phase of work was completed. They have been reviewed and ideas have been incorporated into the Master Plan, though they are not summarized in the appendix or on the website.

Open Space Plans

Open space plans cover a range of areas—a street, a river corridor, or a neighborhood—and focus on open space systems. This can include parks, playgrounds walking paths, riverbanks, stream corridors, hillsides and more.

- River Opportunity Report (2005)
- Kirkpatrick Park Project (2005)
- Herron Avenue Corridor Coalition Design Group (2008)
- Arcena Connections Planning Concepts (2008)
- Greenprint I: The Hill—A Village in the Woods (2009)
- Greenprint II: The Hill—A Village in the Woods (2010)

Tools/Principles/Data

Whether a specific tool, a set of principles, or a collection of data, the various items in this category relate closely to the Greater Hill District and thus need to be taken into consideration.

- Pittsburgh Central Keystone Innovation Zone (2007)
- Hill District Consensus Group Action Plans (2007, 2002)
- Development and the Hill District (2008)
- Hill District Community Benefits Agreement (2008)
- Hill District Assets (2009)
- Greater Hill District Development Principles (2010)
- PGH SNAP (2010)
- Uptown: A Pittsburgh Neighborhood for the Future—Developer Handbook (2010)
- Hill Uptown Oakland Multimodal Connectivity Assessment (2010)
- TRF Market Value Analysis (2010)

Previous Plans Synthesized

In order to understand the full implications of previous plans for the many areas within the Greater Hill District, each plan was “translated” into the common language of colors and icons shown in the key below. Next, multiple plans were layered upon one another for an additional level of analysis. This layered translation is not meant to be a plan upon itself, but instead, illustrates areas of focus for the master planning effort. For instance, the large diagram on the next page shows multiple layers of recommendations for Centre Avenue.

INTERPRETING PREVIOUS PLANS

- Commercial
- Mixed-Use / High Density Residential
- Residential
- Educational Institution
- Religious Institutions
- Open Space
- Pedestrian Trail
- Transportation Calming
- Priority Street
- Street Greening
- Focal Point
- Transit Hub
- Demolition
- Proposed Green Project
- Completed Project

Area Plans (layered)

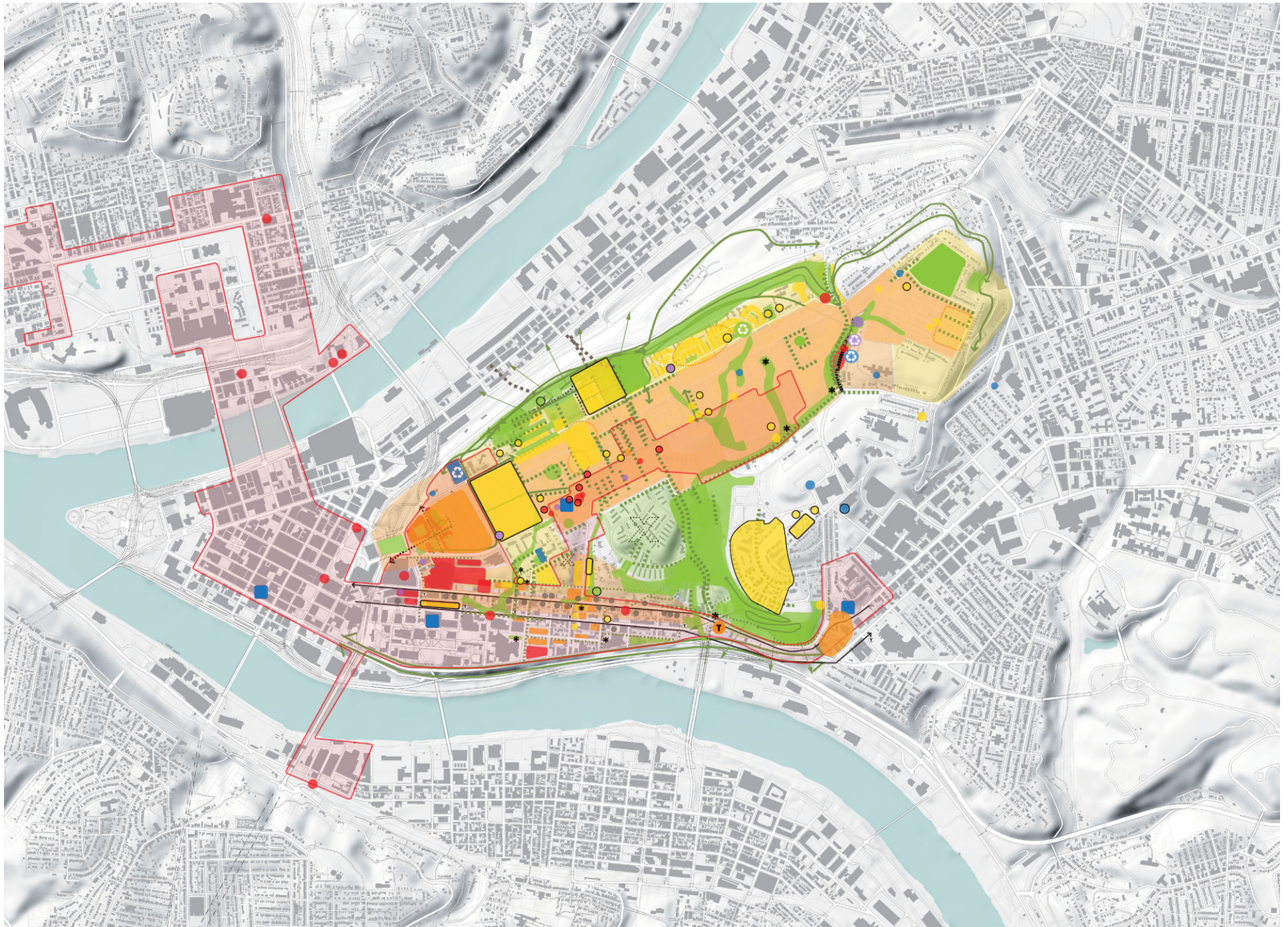


Open Space Plans (layered)



Tools/Principles/Data (layered)





All previous plans (layered)

Community Goals

Community goals for the master plan were created based upon all previous planning efforts and revised to include additional community input. With these goals as a guide, a great variety of decisions can be made over time to create a vibrant neighborhood, while still ensuring a shared vision of the overall outcome.

BUILD UPON THE AFRICAN AMERICAN CULTURAL LEGACY

The Hill District has been a setting for Black history-making from the 18th century to the present. Thus, the Hill will position itself as Pittsburgh's oldest African American neighborhood and retain its cultural and historical personality, which should not be lost due to market pressures and gentrification.

- Honor the historic and cultural legacy of African Americans in the Hill District with emphasis on the Lower Hill
- Include 'right of return' preferences for displaced individuals, families, organizations and businesses
- Use existing neighborhood resources first in revitalization
- Advance existing and create new relationships to move the Hill District forward
- Ensure that Hill District residents are empowered in planning for the community revitalization

FAMILY FRIENDLY HOUSING DEVELOPMENT WITHOUT DISPLACEMENT

Housing developments must include an appropriate level of family housing including rental and for sale units affordable to various income levels in order to prevent displacement.

- Establish a target housing mix for new projects including appropriate levels of family-friendly housing
- Provide quality rental and ownership housing opportunities for a broad range of family sizes and incomes
- Use housing development as a catalyst for economic and community development
- New housing developments will prevent displacement of existing residents and businesses
- Family housing developments will include play spaces in close proximity to housing developments
- Housing developments will consider the impact of new developments on children and population density for local schools

ECONOMIC EMPOWERMENT AND COMMERCIAL DEVELOPMENT

Community residents, organizations, and businesses will gain social and economic benefit from neighborhood revitalization efforts.

- Support economic activity that directly benefits Hill District residents and existing businesses.
- Ensure jobs for community members, the retention of current businesses, new opportunities for entrepreneurship and equity stakes for Hill District organizations
- Restore commercial vibrancy and strength by concentrating market demand and resources to:
- Renew Centre Avenue as a great "main street"
- Redevelop the Lower Hill as a mixed-use neighborhood
- Leverage Uptown's proximity to Oakland and Downtown
- Encourage live-work and at-home innovation projects

MAKE THE HILL DISTRICT A GREEN AND WELL-DESIGNED COMMUNITY

The Hill District will have a comprehensive strategy for sustainability and quality design.

- Create a comprehensive strategy for vacant land including urban gardening
- Leverage the Hill District's natural features as an economic asset for neighborhood development
- Use Hill District trails as green connections with a larger city network
- Establish high-quality recreation and open spaces

MOBILITY, TRANSPORTATION, AND PARKING

Ensure viable and affordable transportation access to all members of the community.

- Improve transportation networks and services to the city and within the Hill District
- New infrastructure should promote walkability, street accessibility for the disabled, and access to work, retail, and social amenities
- Create a well-planned parking strategy that supports new development while minimizing negative impacts on residents



The revitalization of the Granada Theatre builds upon the legacy of the Hill District. The New Granada will be repurposed as a mixed-use space including business activity, retail and cultural components.



Restore Centre Avenue's vibrancy by concentrating new commercial investment with priority on utilizing existing resources first.



Zipcars are one of many potential tools for ensuring that all residents have viable, affordable access to transportation



Vacant lots in the Hill district necessitate a comprehensive repurposing strategy

Community Stakeholders

The Community Benefits Agreement, signed in August 2008, created a Steering Committee to guide the development of the Hill District Master Plan. In an effort to allow for a wider array of community representatives to participate in guiding the plan, the master plan Management Committee was created. The Management Committee included individuals representing the Hill District community, foundations, non-profits, city departments and government officials.

The list below is a subset of the community organizations that were a part of the Management Committee. These organizations provided their expertise in the development of the master plan.

Hill House Association

The Hill House Association is an independent nonprofit organization offering a wide range of programs and services to Pittsburgh's Hill District community and surrounding areas. Through its unique multi-generational service model, dedicated staff, and redevelopment efforts, the Hill House continues to positively impact the futures of the residents and communities it serves.

Pennsylvania Central Keystone Innovation Zone

The Pittsburgh Central Keystone Innovation Zone (PCKIZ) is a consortium of higher education institutions, businesses, government agencies and community organizations, collaborating to enable the neighborhoods in central Pittsburgh to realize their potential within the knowledge-based economy of the 21st century.

PCKIZ orchestrates a combination of tax incentives, entrepreneurial resources, educational and internship programs, networking events, and technology showcases. Its goal is to multiply technology and economic development activities, creating economic sustainability and transforming central Pittsburgh into a vibrant community.

Ujamaa Collective

To create spaces, opportunities, networks, education and support for women of African descent to grow as entrepreneurs, artisans and servant leaders so that “we may lift as we climb.”

One Hill

The One Hill CBA Coalition was formed in April 2007 when city and county officially agreed to subsidize a new arena for the team in the city's Hill District. The Coalition consists of various community groups and organizations. Their goal was to ensure future development was beneficial to Hill residents.

Hill House Economic Development Corporation

The Hill House Economic Development Corporation (HHEDC) is an independent non-profit development organization affiliated with the Hill House Association. The HHEDC promotes sustainable business growth, affordable housing, and other strategic investments that improve quality of life in the greater Hill District community.

Uptown Partners

Uptown Partners of Pittsburgh is a community-based organization of residents, institutions, and business owners working together to build a vibrant community in the Uptown neighborhood of the City of Pittsburgh. Our vision is to: develop a neighborhood that is clean, safe, and green; encourage the development of retail and commercial businesses; reclaim and develop residential property; and create an environment where the arts are visible and encouraged.

Hill District CDC

The Hill CDC works in partnership with residents and stakeholders to create, promote, and implement strategies and programs that connect plans, policies and people to drive compelling community development opportunities in the Greater Hill District.

Hill District Consensus Group

The mission of the Hill District Consensus Group is to work together through the differences and with the commonalities, to establish and enforce standards and processes in all aspects of community life: economic, political, spiritual, and social, for the ongoing health and prosperity of the community.

Evaluation Criteria

Evaluation criteria were established to use as a filter to assess both existing plans and future plans for the Greater Hill District. Evaluation criteria are a benchmark or standard against which the community can measure aspects of current plans and future proposals for development. The evaluation criteria can be weighted as necessary to assure a balanced evaluation based upon community priorities.

The community can use the evaluation criteria to assess the benefits and challenges associated with future projects according to how well the plan or project meets:

- Community Goals
- Project Market Viability
- Urban Design Best Practices

COMMUNITY GOALS

- ✓ Does it meet Cultural Legacy goals?
 - Honor historic/cultural legacy
 - Use existing resources first
 - Create new relationships
 - Empower residents
- ✓ Does it meet Housing goals?
 - Provide quality rental/ownership opportunities
 - Establish a target housing mix
 - Catalyze economic development
- ✓ Does it meet Commercial/Economic Development goals?
 - Contribute to commercial vibrancy and strength
 - Focus market demand to targeted locations
 - Encourage live-work and at home innovation
- ✓ Does it meet Parks & Open Space goals?
 - Leverage natural features
 - Establish high-quality spaces
 - Repurpose vacant lots
- ✓ Does it meet Mobility, Transportation & Parking goals?
 - Improve connections to and within the Hill
 - Adapt streets for pedestrian safety
 - Promote universal access

PROJECT MARKET VIABILITY

- ✓ Is it financially feasible based upon:
 - Market demand
 - Population density
 - Household income levels
 - Competition
- ✓ Does it create broader economic opportunities for new types of employment, commercial services and retail?
- ✓ Does it create economic benefits for the neighborhood?
- ✓ Does it enhance the value of adjacent uses, places, projects and/or buildings?
- ✓ Is it positioned to respond to future market conditions?
- ✓ Quality of property management proposal?
- ✓ Does it strengthen Centre Avenue, the Lower Hill, Uptown and Herron Avenue as commercial centers?
- ✓ Does it strengthen economic connections with Downtown, Oakland, the Strip District, and other employment centers?
- ✓ Does it contribute to the Hill becoming a destination for visitors?

URBAN DESIGN BEST PRACTICES

- ✓ Does the project acknowledge and take advantage of the topography while minimizing development impacts?
- ✓ Does the project's character complement its context (i.e. density, location, scale, proportion, treatment, quality)?
- ✓ Does it contribute to the 'completeness' of the block and the neighborhood as a whole (i.e. continuous street edge, appropriate setbacks, continuous and complementary streetscape improvements)?
- ✓ Does it contribute to the overall walkability and compactness of an urban neighborhood?
- ✓ Does it contribute to a unified and comfortable streetscape (i.e. shade trees, plantings, street furniture)?
- ✓ Does the ground level add activity to the public realm (i.e. contains windows, porches, storefronts, other social features)?
- ✓ Are important pedestrian and vehicular connections retained and enhanced (i.e. stairs, trails, open space, street networks)?
- ✓ Are alternative stormwater management best practices used where appropriate (i.e. bio-swales, day-lighting streams, on-site retention and purification, rain-gardens)?
- ✓ Are parking areas shared and designed to be pleasant, safe and to have nominal visual impact?
- ✓ Does this project consider LEED – Neighborhood Development practices?

Economic Feasibility

Walgreen's requires 15,000 people within a 1-mile radius

CVS requires 18,000 people within a 1-3 mile radius

Retail market viability: What can a neighborhood support?

Type	Gross Retail Area (sf)	Dwellings Necessary to Support Retail	Average Trade Area	Parking	Urban Form	Anchor Stores
CORNER STORE	1,500-3,000	1,000	Neighborhood (5-minute walk)	On-street	Mixed-use corner building	Any small-scale retail
CONVENIENCE CENTERS	10,000-30,000	2,000	1-mile radius	4 cars/1,000 sf of gross building area	Main street	Specialty food market or pharmacy
NEIGHBORHOOD CENTER	60,000-80,000	6-8,000	1- to 2-mile radius	4 cars/1,000 sf of gross building area	Mixed-use main street	Supermarket, pharmacy and video store

The determination of the market and financial viability of a proposed real estate development such as a multi-family residential, retail, or office project is an important consideration when evaluating a project's compatibility with the Greater Hill District Master Plan. Proposed development projects need to meet market and financial feasibility standards in order to be financed and ultimately successful in the marketplace. Project viability is often determined by assessing the proposed project's potential to capture market demand and meeting feasibility evaluation criteria such as:

- How much demand is there within a defined market area to draw upon and support the project?
- What is the supply of competing projects within the market capture area?

- What percentage of market share can the project expect to capture?
- Is there sufficient household income and population density to support the project?
- Does the potential income stream support the project?
- What is the total cost to assemble, design, finance, and construct the project?
- Is the return on investment reasonable given the risk factors of the project?

While there is no specific "formula" for evaluating the market viability of a specific project, it is possible for the community to ask the project proponent to provide information to the questions mentioned above to assist in evaluation of the project's market feasibility.

Open space standards: What can a neighborhood support?

These standards for the ideal amount of active and passive open space and recreation facilities can be used as a guideline for future planning and project development in the Greater Hill District.



These parks are appropriately sized for the surrounding neighborhood populations.

Type	Size & Necessary Population	Area Served
MINI-PARK	2,500 sf – 1 acre 0.25 – 0.5 acres per 1,000 residents	residents within ¼ mile
PLAYGROUND	2 acres (minimum) 1.25 acres per 1,000 residents	residents within 1/2 mile
NEIGHBORHOOD PARK	10 – 15 acres 1 – 2 acres per 1,000 residents	residents within ¼ to ½ mile
SCHOOL PARK	varies depending on function	varies depending on school locations
COMMUNITY PARK	30 – 50 acres 5 – 8 acres per 1,000 residents	two or more neighborhoods and ½ to 3-mile distance
LARGE URBAN PARK	75+ acres	entire community
NATURAL RESOURCE AREA	varies	varies depending on resource availability and opportunity

Economic Feasibility

Economic Feasibility

The Reinvestment Fund (TRF), a firm that is a national leader in financing neighborhood revitalization, was asked by the Urban Redevelopment Authority to provide an analysis of the market conditions of the Hill and to review and assess the economic feasibility of the Greater Hill District Master Plan Program Initiatives and Urban Design Proposals.

TRF's report is based upon analysis of the Pittsburgh real estate market in 2007 and 2010 using a Market Value Analysis (MVA) technique in which the market conditions of the city are compared to market conditions in Hill District census tracts. The analysis identifies "high leverage development" and "preservation areas" within the Hill District. A high leverage development area can accommodate new, large-scale development and is often close to strong housing and commercial markets or valued public and cultural assets committed to a neighborhood such as a hospital or university. Preservation areas are typically stable but are showing signs of stress and are areas for the city to prioritize for investment to ensure stabilization.

The TRF analysis shows that the Hill District is comprised of three types of markets—stable and emerging neighborhoods, transforming areas, and highly distressed areas with limited market activity:

- In **stable and emerging neighborhoods** of the Hill District, intervention strategies should focus on sustaining high quality public services and improving public facilities to continue to support public/private investments.
- In **transforming areas**, intervention strategies should focus on infill development to reduce existing low levels of vacancy and abandonment and stabilization of housing prices, through public investment to encourage homeowners to improve the condition of their properties.
- In **highly distressed areas** with limited market activity, the appropriate intervention strategies include demolition of unstable structures, acquisition of vacant land to create buildable sites for future development of scale, and strategies for interim and permanent reuse of vacant land. Improving social services are also important such as increasing police presence, job creation, and educational programs.

Other key findings of the TRF analysis include:

- The Lower Hill and Upper Hill can be “book-ends” that anchor Hill District development
 - Consol Center and Lower Hill are high-leverage development areas
 - Upper Hill is high-leverage preservation area
 - Middle Hill is a longer-term development opportunity
- Vacant lots provide opportunity for large-scale mixed income infill housing
 - Insufficient data on housing transactions to quantify residential demand
 - Anecdotal evidence of demand for quality residential rental and for-sale housing units
 - Anticipated demand as result of redeveloped public housing such as Addison Terrace and Bedford Dwellings
 - Recent migration patterns show that new housing units are filled by existing area residents rather than new households to the community.
 - Consider where and how many residential units can be absorbed to ensure product sells and public subsidy operates in concert with market forces.
- Commercial development
 - Topography and reduced size/number of households pose challenges to commercial development in most of the Hill
- Leverage relationships with adjacent universities



MASTER PLAN PROGRAM INITIATIVES

District Identity
The Hill History Center
Historic Preservation
Quality Education Initiative
Hill District Arts Plan
Neighborhood Safety
Hill District Homeowner Support
Housing Innovation Zone
Comprehensive Vacant Property Strategy
Hill District Workforce Development
Hill District Business Incubator
Centre Avenue Business District
Greenprint Implementation
Urban Agriculture
Play Spaces
Neighborhood Transportation
Ride-to-Work
Streetscape Improvements
"Complete Streets" Pilot
Comprehensive Parking Strategy

Program Initiatives



Located on Centre Avenue, The Hill House is one of several anchors for program and policy initiatives in the Hill

There are a number of programs already serving the Greater Hill District, many of which are listed in the following section. It is imperative to fully support effective, existing programs first.

The Program Initiatives and Urban Design Proposals, together form the basis of the master plan. Program Initiatives are specific projects to help the community meet its goals of improving quality of life in the Hill and taking a role in Pittsburgh's regeneration. The Program Initiatives are designed to specifically meet the five community goals outlined at the beginning of the master planning process. Program Initiatives are a way for every Hill District resident to get involved in bettering the neighborhood.

There are a number of programs already serving the Greater Hill District, many of which are listed in the following section. It is imperative to fully support effective, existing programs first. The additional program suggestions in the Master Plan are intended to supplement initiatives that are already underway and to spark additional ideas among those who know the community best. Each Program Initiative outlines the recommendation, the community goal it strives to meet, existing local programs and resources that should be strengthened or taken advantage of, potential programs to augment what is already in place, and identifies a target area, when appropriate.

For the Program Initiatives to have an impact, they will need the commitment and support of residents just as much as they will need funding and technical expertise. Residents of the Hill can be involved in any number of ways—attending planning meetings, leading block groups, checking in on neighbors, volunteering to help with neighborhood clean-up, and leading the charge to get the Program Initiatives up and off the ground.

Program Initiatives

BUILD UPON THE AFRICAN AMERICAN CULTURAL LEGACY

- District Identity
Signage and Wayfinding
Weekly Publication
- The Hill History Center
"Past, Present & Future" Trail
- Historic Preservation
Hill District Preservation Plan
- Quality Education Initiative
Lifelong Education
Urban Fellows
Youth Safe Haven
Youth Arts Education
- Hill District Arts Plan
- Neighborhood Safety
Neighborhood Watch

FAMILY FRIENDLY HOUSING DEVELOPMENT WITHOUT DISPLACEMENT

- Hill District Homeowner/Tenant Support
Homeowner Cooperative
Homeowner Education Articles
Tenant Resource Center
- Housing Innovation Zone
- Comprehensive Vacant Property Strategy
Hill District Land Bank
Demolition Moratorium
Vacant Property Maintenance Standards
Temporary Uses
Adopt-a-Lot
Side-lot Transfer
Neighborhood Clean-ups

ECONOMIC EMPOWERMENT AND COMMERCIAL DEVELOPMENT

- Hill District Workforce Development
Green Building, Clean Manufacturing
and "Green-Collar" Jobs
Construction/Renovation/Historic Preservation
Nursing/Health Related Professions
Restaurant/Food Service
Youth Opportunities
Job Placement Resources
- Hill District Business Incubator
Non-Profit Incubator Space
Arts Incubator Space
Small Business Incubator Space
Cooperative Marketplace
Small Business Support
Innovation Competition
- Centre Avenue Business District

MAKE THE HILL DISTRICT A GREEN AND WELL-DESIGNED COMMUNITY

- Greenprint Implementation
- Urban Agriculture
- Play Spaces
Play Streets

MOBILITY, TRANSPORTATION, AND PARKING

- Neighborhood Transportation
Transportation Advocacy Group
Intra-Hill Neighborhood Transit
Hill District Transportation Plan
- Ride-to-Work
Shuttle to Major Employers
Ride-Sharing System
Jitney Stand
- Streetscape Improvements
- "Complete Streets" Pilot
- Comprehensive Parking Strategy

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

African American Cultural Legacy

DISTRICT IDENTITY

It is important to have a clear message to express the core values of the Greater Hill District—a message that is consistent, unique and memorable, and that resonates with its diverse constituents.

Goals

Establish a recognizable graphic identity for the Hill. Mark the entrances to the Hill to welcome and encourage visitors and new investment. Keep residents and visitors informed about local initiatives, special events and other neighborhood news.

Potential Programs

SIGNAGE AND WAYFINDING

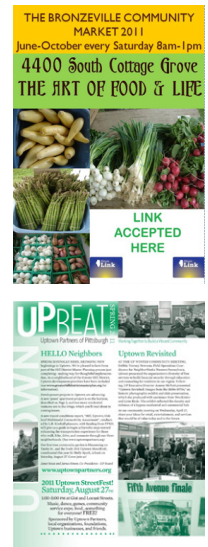
- Developing a comprehensive signage and wayfinding system can unify the Greater Hill District while still highlighting its many unique neighborhoods. This system could include a mix of welcome signs, street banners, historic markers, directional signage, visitor kiosks and interpretive graphic displays.
- Welcome signs at key entry points would make visitors more aware that they are entering the district and could help to build a common identity among residents. The entries should include:
 - Herron Avenue at Centre Avenue
 - Herron Avenue at Bigelow Boulevard
 - Centre Avenue at Washington Place
 - Fifth Avenue at Kirkpatrick Street



Signage and Wayfinding: This Heritage Trail sign in Washington DC tells the history of the area



Weekly Publication: A neighborhood bulletin or newsletter such as these examples from Chicago and from the Uptown neighborhood within the Greater Hill District can help to keep residents and visitors informed of events in the Hill



WEEKLY PUBLICATION

- Produce a free, weekly publication focused on the Greater Hill District. This may build upon existing newsletters such as the one produced by the Hill District Consensus Group. A weekly publication might include stories about neighborhood initiatives and successes, job postings, advertisements, and public announcements.

Local Programs & Resources

- Existing banners along Fifth and Forbes in Uptown are an example of creating district identity

Target Area

Major gateways to the Hill and throughout the district.

HILL HISTORY CENTER

The Greater Hill District has a rich history as a center of African-American culture and community. While change is inevitable, it is still critical to recognize the Hill's impressive past and carry elements of it forward as the neighborhood is revitalized. These potential programs are just two of many possible ways to remember the Hill District's past while moving into the future.

Goals

Restore/preserve existing buildings. Preserve the Hill's legacy. Encourage multi-generational engagement. Identify and mark historic sites in the Hill. Bring visitors to the Hill.

Local Programs & Resources

- Historic Hill Institute (<http://historichill.org>)
"The Historic Hill Institute is the Preservation

Organization of the Hill District neighborhood of Pittsburgh, Pennsylvania. We were formed in 2007 after needing an organization that would:

- Focus upon historic preservation for the neighborhood
- Help to prevent unnecessary demolition
- Provide preservation guidance to the many developers seeking to develop in the neighborhood
- Educate the public on issues of historic preservation, especially in distressed communities
- Engage in cultural heritage tourism and to:
 - Advocate on behalf of the physical, social, and cultural history of Historic Hill District residents
 - Share our story with the world"
- The Martin Luther King, Jr. Reading and Cultural Center (www.mlkcultural.org)
The Martin Luther King, Jr. Reading and Cultural Center is a non-profit, community-directed facility

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY



Hill History Center: The Martin Luther King Jr. Reading Center on Herron Avenue could serve an initial home for the History Center

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

that “promotes, preserves, and extends African-American culture and history.” It houses books and periodicals and also offers a range of programming that both celebrates African-American culture and provides fun community activities.

- Heinz History Center
(<http://www.heinzhistorycenter.org>)

Potential Programs

HILL HISTORY CENTER

- A historic building in the Hill could be converted into a home for a collection of local historical artifacts and an archive for oral and written histories of the Hill. A history center such as this could engage senior citizens in setup and operation, and could also tie in to history class curriculums at nearby schools. The History Center could be a starting-point for neighborhood walking tours and could also have easily-accessible information about important historical places in the Hill.



Historic buildings in the Greater Hill District include the original home of Duquesne University in Uptown, shown here in 1955. The school was founded in 1878 in the upper stories of this first-floor bakery on Wylie Avenue.

“PAST, PRESENT, AND FUTURE” TRAIL

- As suggested in Greenprint I, there are a number of historic sites in the Hill that could be connected by a marked interpretive trail such as the Coal Seam Trail. Seniors could be engaged in determining important stops along the trail and youth could undertake the research needed to develop interpretive signage. The trail would be used by school classes, residents, and visitors to the Hill. In addition to identifying historic sites, the trail could also connect gardens and parks or tie into the coal-mining past of the Hill as a “Ecological Heritage Trail.”
- Individuals or organizations could develop a series of walking tours that highlight certain portions of the trail and connect to other important locations. Tours might focus on historic aspects of the Hill such as the neighborhood’s jazz heritage, famous resident or coal mining past, or highlight existing buildings such as the churches of the Hill. Tours could also highlight recent changes in the neighborhood such as “best design practices” (e.g. Complete Streets, sustainable buildings, integrated public housing, etc.). The tours could be marketed city-wide and occur over a limited time period to generate a “buzz” about the Hill District locally and regionally.
- Consider whether the trail should highlight city-designated historic properties—the August Wilson House, the Centre Avenue YMCA, Fifth Avenue High School, John Wesley A.M.E. Zion Church, Madison Elementary School (Minersville Public School), and the New Granada Theater—as well as community-identified places of historic importance.

Target Area

The History Center should be in a highly-visible location accessible by public transportation, preferably within the Centre Avenue corridor. The history center could potentially be established at the Hill District Library at first, eventually moving it to a permanent location. The Martin Luther King Reading Center on Herron Avenue may also be a good location for the center. The “Past, Present, and Future” Trail would be a district-wide project.

HISTORIC PRESERVATION

The Hill is home to a number of historic landmarks—the August Wilson House, the Centre Avenue YMCA, Fifth Avenue High School, John Wesley A.M.E. Zion Church, Madison Elementary School (Minersville Public School) and the New Granada Theater are all city-designated historic properties, and the New Granada Theater was added to the National Historic Register in December 2010. Uptown's Fifth Avenue High School and Paramount Film Exchange are also structures of note. Beyond buildings, the Hill's rich history as a center of African-American culture needs to be remembered and continued.

Historic preservation in the Hill is already well underway with the efforts of numerous organizations including the Historic Hill Institute, the Hill Community Development Corporation, and others who are committed to historic preservation of existing assets. Their work needs to be supported and additional opportunities for preservation identified as the Hill continues to develop and change.

Goals

Preserve the Hill District's history as a center of African-American culture. Preserve and commemorate notable historic buildings in the Hill. Engage community members of all ages in learning about their neighborhood. Bring visitors to the Hill.

Local Programs & Resources

- Historic Hill Institute (includes a Youth Leadership Intern Program) (<http://historichill.org>)
- Hill Community Development Corporation (www.hilldistrict.org)
- Pittsburgh History and Landmark Foundation (www.phlf.org)

- The Young Preservationist Association
www.youngpreservationists.org
- Preservation Pittsburgh
(www.preservationpittsburgh.org)

Potential Programs

HILL DISTRICT PRESERVATION PLAN

- Preparing a preservation plan for the neighborhood is an important step towards protecting historic assets. The plan would identify neighborhood buildings to be preserved and identify appropriate strategies for undertaking their preservation. Having this information in place is likely to help in future attempts to secure preservation funding.

Target Area

Throughout the Hill.



Quality Education Initiative: As one of three public elementary schools in the Hill District, the Miller African-Centered Academy can serve as a center for multiple education initiatives

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

QUALITY EDUCATION INITIATIVE

In light of the Hill District Education Council's (HDEC) goal of having three-quarters of students in the Hill reach grade-level proficiency in reading and math within the year, effort needs to be made to improve the quality of education in the Hill. Strategies for this recommended by the HDEC include designing and implementing a culturally-relevant curriculum, requiring foreign language study, addressing how suspensions are handled, giving principals more autonomy, and assuring good teachers and administrators in the Hill. Furthermore, the HDEC calls upon parents and faith communities to be strongly involved in making change happen.

The quality education initiative goes beyond this serious need for immediate improvement in local schools to cover the educational needs of the full range of Hill District residents.

Goals

Have three-quarters of students in the Hill reach grade-level proficiency in reading and math. Equip residents for success in the innovation economy.

Local Programs & Resources

- Hill District Education Council
- Early Childhood Program through Pittsburgh Public Schools (www.pps.k12.pa.us)
Offered at various locations throughout the Hill, the Early Childhood Program is a free program designed to improve learning and social skills, encourage self-confidence, increase physical activity, and offer health, nutrition, and transition services.

- BJWL Children's Program, provided by Family Resources at the Bedford Hope Center (www.familyresourcesofpa.org)
Free, year-round childcare and supervision for children aged 5-12 years.
- John Heinz Family Center (jubileesoupkitchen.org)
The Heinz Family Center provides a safe learning environment where children are cared for while parents are at work, in school, or in job training. Children participate in a number of developmental activities to stimulate the well-rounded development of children and to foster school-readiness.
- Hill House Association (www.hillhouse.org)
The Hill House has five strategic areas of service for supporting Hill District residents—early learning and child development, youth services, family and workforce development, senior services and neighborhood development. Components of all these can contribute year-round to the Quality Education Initiative.
- GED Program through Forbes Road Career & Technology Center at the Bedford Hope Center
Academic preparation and support to earn a General Equivalency Diploma
- The Carnegie Library of Pittsburgh—Hill District (www.clpgh.org/locations/hilldistrict)
The recently-completed Hill District public library has a range of programming and resources for children, teens, and adults.
- The Martin Luther King, Jr. Reading and Cultural Center (www.mlkcultural.org)

In support of its mission to promote, preserve, and extend African-American culture and history, the Martin Luther King, Jr. Reading and Cultural Center offers programs and educational activities for people of all ages. “The Center is currently in the process of implementing reading and math coaches for children grades K-12, storytelling hour for children, a community garden operated by children, OASIS computer classes for seniors.”

- Crossroads Foundation
(www.crossroadsfoundation.org)
Pittsburgh-based non-profit focused on empowering teenagers to attain their goals, reach their academic potential, and become contributing members of their community. Work focuses on distressed neighborhoods and feeder schools include St. Benedict the Moor in the Hill.
- Upward Bound Project (University of Pittsburgh)
(www.as.pitt.edu)
Upward Bound is a college-readiness program targeted towards teens from low-income families or who will be first-generation college students. The program supports students academically, teaches life skills, and helps prepare students for eventual career choices. A 6-week, on-campus summer program introduces attendees to college life.

Potential Programs

LIFELONG EDUCATION

- Consider developing a range of programs that educates residents of the Hill from infancy through retirement. These might include early childhood centers, parenting classes, after-school tutoring, GED test preparation, and enrichment courses. This series of programs could potentially be run in conjunction with workforce development programs mentioned earlier.



Youth Arts Education: Youth arts education can work to preserve the cultural legacy of the Hill

URBAN FELLOWS

- “Exchange” program for college students or an “urban fellows” program (semester-long or summer). Bring in students—potentially from HBCUs—to live in an urban environment and do a semester-long internship or project. These students can be a resource for any of the program initiatives, or could be working on independent projects that fit within their university curriculum. Fellows could be affiliated with local organizations or institutions, but still be embedded in the community and interact significantly with one another.

YOUTH SAFE HAVEN

- A daily recreational, vocational, arts, and personal development program for youth, similar to what was once provided by the Irene Kaufmann Settlement.

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

YOUTH ARTS EDUCATION

- Empower youth through the arts. This could involve a local organization such as the Ujamaa Collective or the HACP's Creative Arts Corner Audio/Video recording studio and program at the Bedford Hope Center.
- Example: Artists for Humanity (www.afhboston.com)
"Artists For Humanity has empowered and employed Boston teens in an intensive program of arts, creativity and enterprise. AFH partners youth with professional artists/designers to design, create, and sell art products. With fully equipped studios in seven artistic media, youth and mentors collaborate on creative projects, many commissioned by clients. In the process, young artists develop entrepreneurial skills, and introduce audiences to their voice, vision and virtuosity. Artists For Humanity apprentices have produced fine art and creative products for Boston's largest firms and organizations."

Target Area

Throughout the Hill.

HILL DISTRICT ARTS PLAN

Developing a comprehensive arts plan for the Greater Hill District could help to further integrate the arts into neighborhood life. The planning process could help to draw together artists already working in the Hill and could also serve to bring the arts towards the forefront of residents' minds. Eventually having a plan in place could help in getting funding for implementation. The arts plan itself should address the need for a preservation plan for current public art, a public art plan, a performance arts plan, a Hill artist roster, and youth arts education.

Alongside the plan, it could be very exciting for the Hill to develop an urban-scale arts intervention that would help to increase excitement around the arts within the district and also raise external awareness of the Hill. This could



Hill District Arts Plan: (left) A local film festival celebrating filmmakers of color could be one event encompassed by the arts plan; (right) Mural in the Hill District

be something as innovative as the Heidelberg Project in Detroit or the work of Theaster Gates in Dorchester (Chicago), a community-led initiative that gets people involved in other ways, or a creative arts center.

Goals

Further integrate the arts into neighborhood life.

Local Programs & Resources

- Ujamaa Collective
- ArtPGH (planpgh.com)
The public art component of Pittsburgh's in-progress comprehensive plan.
- Redeveloped New Granada Theater
- Hill Dance Academy Theatre (www.5678hdat.org)
- The Heidelberg Project (Detroit, MI)
www.heidelberg.org
A two block "art environment" in Detroit that is the city's third-most visited tourist destination.
- Theaster Gates (theastergates.com)
"Artist, musician and "cultural planner" ... committed to restoring poor black neighborhoods"
- Manchester Craftsmen's Guild (mcgyouthandarts.org)
North Pittsburgh non-profit that runs summer studios, courses for adults, after school arts courses, school day programming, and a gallery.
- Artists for Humanity (www.afhboston.com)

Target Area

Throughout the Hill.

NEIGHBORHOOD SAFETY

Recent reports show that crime in the Hill District is lower than many other Pittsburgh neighborhoods. Although crime is a problem, the Hill is perceived as more dangerous than is actually the case. Recent studies have shown that Pittsburgh's minority communities receive a disproportionate amount of negative media coverage in comparison to non-minority neighborhoods. The Hill District is working to remedy crime issues both from a resident safety perspective and also in an effort to more effectively attract market interest to the neighborhood.

In urban neighborhoods that experience high rates of crime there is often a disconnection in communications between community residents and the local police precinct. Improving public safety in the Greater Hill District can be achieved by better interaction between community residents and the City of Pittsburgh Police Department and the Hill District police precinct.

There are several national examples that may be instructive such as establishing beat meetings, or integrated service teams, to expand community involvement and communication regarding crime in the neighborhood. Several US cities such as Seattle and Chicago have used their history of community policing to forge partnerships between the neighborhood and police department in which regular beat or neighborhood meetings are held to enable community members and the police to collaborate on crime prevention problem solving. The Chicago Police Department responded to neighborhood concerns by reorganizing their policing systems to substantially increase neighborhood involvement which included

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

Program Initiatives

AFRICAN AMERICAN CULTURAL LEGACY

regular monthly “community beat meetings” for officers and residents to brainstorm community crime problems, set priorities among issues, and pool information and resources. The beat meetings provided settings for residents to learn more about legal options to discourage crime-inducing elements, and coordinate efforts to change their neighborhoods such as pursuing negligent landlords. They also build connections with schools and parks, helping to address youth violence and taking on the redesign of locations with poor lighting.

In response to neighborhood concerns about crime prevention the City of Vancouver, BC, established Neighborhood Integrated Service Teams (NISTs). NISTs put individuals from multiple city services into one communication hub, with team members from police, fire, engineering, permit and licensing, schools, and public health encouraged to be the single entry and follow up point for solving individual citizen concerns. NIST members retain workload from their originating departments, but are extended time for their NIST work. The NIST members meet with neighborhood representatives monthly to address neighborhood public safety issues and to work collaboratively with the community to develop workable solutions.

Goals

Improve neighborhood safety and reduce crime throughout the Greater Hill District through greater community involvement in policing.

Local Programs & Resources

- Pittsburgh Community Services Neighborhood Safety Program (www.pghcsi.org) Provides and installs security hardware; free for eligible city residents.
- Pittsburgh Community Reinvestment Group (www.pcr.org)
- National Crime Prevention Council (www.ncpcp.org)
- “Safe Neighborhoods”—City of Seattle Police Department (www.seattle.gov/police)

Potential Programs

NEIGHBORHOOD WATCH

- Neighborhood Watch is one of the oldest and most effective crime prevention programs in the United States, bringing citizens together with police to deter crimes and make communities safer. Neighborhood Watch grew out of a movement in the US that promoted greater citizen involvement in crime prevention. Variations include block watch, apartment watch, home watch, citizen alert, and community watch. The main method by which Neighborhood Watch works is when residents look for and report suspicious incidents to the police and thereby deter potential offenders from committing a crime. The report of The National Crime Prevention Survey (National Crime Prevention Council, 2001) estimated that 41 percent of the US population lives in communities covered by Neighborhood Watch, making it the largest single organized crime prevention program in the country.

Target Area

Throughout the Hill.

Family-Friendly Housing

HILL DISTRICT HOMEOWNER/TENANT SUPPORT

Maintaining a stable neighborhood and creating a local identity depends heavily on homeowners, who typically are long-time residents of an area. A comprehensive program could be developed to further support homeowners in the face of declining property values, foreclosure risks, and the lackluster economy. This Homeowner Support program could have the capacity to provide mortgages to populations otherwise not serviced, could make emergency loans, and could have an educational component that might include seminars or a resource center. Other components of the homeowner and tenant support initiative might include regular newsletter articles focused on homeowner education and a tenant resource center that offers housing information and counseling to tenants and landlords.

Goals

Enable residents to undertake critical home repairs to improve the health, safety, and appearance of their property and the neighborhood. Maintain or increase property values. Keep elderly residents in the neighborhood. Provide mortgages and emergency loans to otherwise under-served populations. Provide renters with information and resources on their rights.

Local Programs & Resources

- The URA currently runs the Home Emergency Loan Program (HELP) to provide financing to help with

unforeseen emergency conditions that present health and safety hazards to a household

- Freedom Unlimited Home Repair Services Program (freedom-unlimited.org)
Freedom Unlimited is a Hill-based organization that promotes self-sufficiency to low-income residents. One of their newer efforts is the Home Repair Services Program, which provides financial assistance to Hill District homeowners to undertake minor home repair or renovation projects. The program's goal is to "encourage disadvantaged Hill District home-owners to preserve and maintain their homes and to promote neighborhood beautification by reducing the numbers of homes that become dilapidated and abandoned."
- NeighborWorks Western Pennsylvania (www.nwwpa.org)
Uptown-based non-profit offering free housing, foreclosure, and credit counseling and education.
- A number of organizations located in the Greater Hill District provide emergency shelter, bridge housing, transitional housing, and healthcare to those in crisis:
 - Womenspace East, Inc.
 - Bethlehem Haven (www.bethlehemhaven.org)
 - FamilyLinks (www.familylinks.org)
 - Sheperd's Heart Ministries (shepheart.com)
 - Operation Safety Net (www.pmhs.org/operation-safety-net)
- Capitol Hill Village (Washington, DC) (www.capitolhillvillage.org)
"Capitol Hill Village is a neighborhood nonprofit

Program Initiatives

FAMILY-FRIENDLY HOUSING

Program Initiatives

FAMILY-FRIENDLY HOUSING

corporation which aims to give residents of Capitol Hill both the practical means and the confidence to live their lives to the fullest in their own homes as they grow older.” Modeled on Beacon Village in Boston, Capitol Hill Village members pay annual dues to the organization in exchange for “access to professional and volunteer services and a variety of educational and social programs. Volunteers and staff provide free transportation to events and appointments; medical and legal advocacy; advice on senior-friendly home renovation updates; vendor recommendations for repair and maintenance projects; and a monthly list of programs and activities.” While focused on the needs of the aging population, a comparable model could be employed to help support homeowners and residents of all ages.

Potential Programs

HOMEOWNER COOPERATIVE

- A mutually supportive network of neighbors could form an association or cooperative. This entity could function similarly to Community Supported Agriculture—members pay in a fixed fee (one-time or installments) and then have access to a reliable contractor who will work at a previously agreed-upon, reduced price. This may be particularly useful for elderly homeowners who would benefit from having a “one-stop shop” for home maintenance. Contractors would benefit from guaranteed income, and the program could also be tied into a workforce training for construction professions. Furthermore, the association could hire Hill District youth to perform basic maintenance tasks such as snow removal and lawn mowing. This program could also aid individuals who are renting and are interested in purchasing homes in the Hill.

HOMEOWNER EDUCATION ARTICLES

- Consider adding a section to the HDCG newsletter that would



Housing Innovation Zone: New housing possibilities for the Hill

be dedicated to homeowner support. This column could cover topics from finance to maintenance, and could also identify affordable ways for homeowners to increase the value of their property.

TENANT RESOURCE CENTER

- A tenant resource center would be dedicated to creating positive relationships between residential renters and landlords by providing information and referrals, education about rental rights and responsibilities, and access to conflict resolution. The University of Pittsburgh offers an off-campus living website which provides guides, checklists, and legal material but a more comprehensive model is the Madison, Wisconsin Tenant Resource Center.
- University of Pittsburgh Off-Campus Living www.ocl.pitt.edu
- Tenant Resource Center (Madison, WI) www.tenantresourcecenter.org

Target Area

District-wide, with focus on Middle Hill and Upper Hill.

HOUSING INNOVATION ZONE

Designate a block(s) as a housing innovation zone to demonstrate best practices in housing design, green construction/technology and repair/maintenance. Using vacant lots for new construction and abandoned units for rehabilitation demonstration projects, the program would identify new ways to design, construct, and repair/maintain housing units appropriate for the Hill such as small lot single-family, duplex, townhouses and multi-family units. Developers could be invited to showcase innovative design practices and construction techniques before they are applied on a larger scale. The program could include

training for local residents in best practices for housing design, construction and repair/maintenance. Also, interest in the Housing Innovation Zone could be generated regionally or even nation-wide by hosting a sustainable housing design-build competition.

Goals

Identify innovative housing design, construction, and maintenance practices that set standards for larger scale new and rehabilitated housing development in the Hill.

Target Area

Middle Hill, Upper Hill.

COMPREHENSIVE VACANT PROPERTY STRATEGY

Current best practices recognize that a blanket treatment of vacant lots and buildings is much less effective than a strategy targeted towards the specific characteristics of the neighborhood and each vacant property. This strategy, creates a vacant property plan for the Hill that considers the size, location and adjacent uses of vacant lots and buildings in order to recommend the most appropriate next step for each—maintain as permanent open space, use as temporary open space, or designate as a long-term development site. Beyond identifying potential next steps for vacant properties, this program could also include some degree of capacity for maintaining lots and buildings until disposition. Use the Hill District Historic Inventory to prioritize rehabilitation.

Program Initiatives

FAMILY-FRIENDLY HOUSING

Program Initiatives

FAMILY-FRIENDLY HOUSING

Goals

Enable the community to capitalize on the opportunity and potential in abandoned and vacant properties and protect against speculators by holding vacant properties in order to facilitate their desired neighborhood redevelopment. Increase property values and improve neighborhood appearance. Increase sense of ownership/stewardship. Create better communication with City regarding demolition.

Local Programs & Resources

- City of Pittsburgh Land Recycling Task Force
- PGH SNAP inventory
(www.pittsburghpa.gov/dcp/snap)
- SPARC
- Existing URA and City of Pittsburgh Adopt-a-Lot and Side Lot Transfer programs
- Pittsburgh Community Reinvestment Group (PCRG) Vacant Property Working Group (www.pcr.org)
- National Vacant Properties Campaign
(www.vacantproperties.org)
- Detroit Vacant Properties Campaign
- Project 5000 (Baltimore)
- Neighborhoods in Bloom (Richmond)
- Southwest Corridor Conservancy (Boston)

Potential Programs

HILL DISTRICT LAND BANK

- Create a neighborhood-specific, community owned land bank and revolving fund to acquire, hold, manage, sell and selectively develop vacant lots and buildings. Land banks

are an innovative tool to address widespread abandoned and foreclosed properties. A revolving fund is needed to acquire properties for rehabilitation that are then sold and the funds used to purchase other properties for redevelopment. (Foundations could be a source of capital for a revolving fund.) A neighborhood Land Bank would enable the community to capitalize on the opportunity and potential in abandoned and vacant properties and protect against speculators by holding vacant properties in order to facilitate their future redevelopment. Involve local CDCs or socially conscious organizations such as churches, Habitat for Humanity, etc. Bring these organizations together to form an informal land bank—working collectively to acquire and redevelop properties in the Hill. However, establishing a land bank is likely to be a slow process as it may require changes to Pennsylvania's foreclosure and vacant property laws.

- Examples: Genesee County Land Bank (Flint, MI), Detroit Land Bank, Historic Savannah Foundation (Savannah, GA), City of Pittsburgh Land Recycling Task Force

DEMOLITION MORATORIUM

- Prohibit demolition prior to a complete assessment of building quality and historic character and establishing a plan for maintenance and disposition of the property.

VACANT PROPERTY MAINTENANCE STANDARDS

- Establish minimum maintenance standards for vacant lots and buildings and obtain the right to enforce those standards. Develop lot maintenance programs, perhaps involving local youth, to help with property upkeep.

TEMPORARY USES

- Consider using vacant lots or underutilized parking areas for community events in the evening or on the weekend. Short-term uses will bring activity outdoors, will give reason to maintain the lots, and can benefit the community. Temporary use ideas might include a flea market, an arts fair, or a local music performance.

ADOPT-A-LOT

- An adopt-a-lot program would allow property owners in the Hill to use nearby lots for gardens or yards in exchange for maintaining them. In some situations, nearby institutions (churches, schools) might also be willing to maintain certain lots as a service to the community.

SIDE-LOT TRANSFER

- Going a step beyond “Adopt-a-Lot,” a sidelot transfer program allows neighbors to purchase an adjacent vacant lot at a reduced price. The neighbor benefits from inexpensively increasing their property holdings, while the neighborhood and city benefit by having the lot privately maintained.

NEIGHBORHOOD CLEAN-UPS

- As already demonstrated by Find the Rivers! and other groups, neighborhood organizations could facilitate a seasonal day-long cleanup of vacant lots and publicly owned spaces in the Hill. These cleanups could involve neighborhood youth and perhaps conclude with a celebratory meal or event. Regular clean-ups would improve the physical appearance of the Hill, would increase residents’ sense of ownership/stewardship and would provide safe, productive options during school vacation for neighborhood kids.

Target Area

Vacant properties throughout the Hill, with focus on the Middle Hill (especially Cliff Street) and the Upper Hill.

Economic Empowerment & Commercial Development

HILL DISTRICT WORKFORCE DEVELOPMENT

Residents of the Hill live in a prime location to work in a variety of growing industries. There are several opportunities within the Hill to tie workforce development to other programs and nearby institutions, training residents for higher-paying work to improve individuals’ quality-of-life and to bring more income to the Hill. For instance, the Hill could become a living laboratory for urban neighborhood regeneration, with residents engaged in all the stages of redefining life in post-industrial cities—from developing ideas to prototyping them and constructing them. The ideas below are just some of the workforce development programs that could be instituted in tandem with other opportunities in the Hill.

Workforce development can begin at an early age, with the added benefits of keeping youth busy during non-school hours and giving them a source of pocket cash. Teenagers could be targeted for jobs around the neighborhood such as maintaining vacant lots, light construction, running summer camps for younger children, or undertaking history projects. In addition, programs should be supportive to formerly incarcerated individuals to aid in the transition back into the workforce.

Goals

Help residents learn the skills needed to be employed in growing, well-paid occupations in Pittsburgh such as

Program Initiatives

ECONOMIC EMPOWERMENT & COMMERCIAL DEVELOPMENT

Program Initiatives

ECONOMIC EMPOWERMENT & COMMERCIAL DEVELOPMENT

health care, sustainable construction, and services. Prepare neighborhood youth for eventual employment; promote neighborhood involvement and stewardship. Coordinate communications between existing hiring centers withing the Hill.

Local Programs & Resources

- Penguins workforce training center (part of CBA)
- Pittsburgh Green Innovators/Connelly School Green Center
- CORO Next Generation Program
- Bidwell Program in the Manchester neighborhood
- Job Corner at Jubilee Kitchen (<http://jubileesoupkitchen.org>)
- Hill District First Source Center (www.firstsourcecenter.com)
Provides a range of employment services for Hill District residents and others. Services include job assessments, career counseling, and referrals to job training and trade apprenticeship programs.
- Bedford HOPE Center (www.hacp.org)
Multiple programs to assist all residents in the Bedford community, including an on-site Technology Center, GED Preparation, Job Search and Training, and Employment Seminars.
- Job Links (www.joblinks.opdc.org)
Community-based job readiness, healthcare employment and CPR certification and training center run by the Oakland Planning and Development Corporation
- School 2 Career (www.s2c.opdc.org)

Helps youth establish career goals and provides the support to reach them through academic support, mentored work experiences and personal skill building. Also run by Oakland Planning and Development Corporation.

- Project Employ (www.bethlehemhaven.org)
“Project Employ is an intensive 14-week professional development program where individuals are provided with the tools and resources to develop a professional image and the confidence to pursue careers in their areas of personal interest. Extensive networking and job placement opportunities are also provided to facilitate the employment process. Long-term follow-up services are provided for a minimum of 12 months to foster job retention and advancement.”



Construction/Renovation/Historic Preservation: Construction could play a pivotal role in workforce development in the Hill District.

- Life'sWork (www.lifesworkwpa.org)
Life'sWork provides resume building, job assessment, and skills coaching services to assist persons with disabilities or other barriers to employment in securing jobs.

Potential Programs

GREEN BUILDING, CLEAN MANUFACTURING AND "GREEN-COLLAR" JOBS

- Use projects in the Hill, such as transforming Bedford Avenue into a Complete Street, as learning opportunities for trainees.
- Further develop relationship with the Penn State program and the Pittsburgh Green Innovators at the Connelly School (Lower Hill), which is to be redeveloped "as an incubator of green industry, a job training center for green-industry jobs and a technical support center for work force development."
- Example: Evergreen Cooperatives
Cleveland, OH (www.evergreencoop.com)
An innovative model of job creation, wealth building and sustainability. The green-focused, for-profit companies within the Cooperative are employee-owned and locally based. Workers earn a living wage and build equity in their companies.

CONSTRUCTION/RENOVATION/HISTORIC PRESERVATION

- Projects in the Hill could be used as training sites for construction-related professions and urban regeneration practices.

NURSING/HEALTH RELATED PROFESSIONS

- Potential to tie into program at Duquesne Nursing School
- With an aging population, health care and support for the elderly will be in strong demand.

RESTAURANT/FOOD SERVICE

- Team with nearby restaurants to train people in cooking and food service so they can work in nearby institutions and downtown restaurants.

- Example: Haley House in the South End—food service job training for formerly incarcerated individuals.

YOUTH OPPORTUNITIES

- Prioritize hiring neighborhood youth for basic maintenance jobs such as raking leaves, shoveling snow, or mowing lawns.
- Organize a Youth Ambassador program in which youth are paid to welcome people to the neighborhood and help out as needed (assist people in finding their way, directing cars to parking, watching over parking lots).

JOB PLACEMENT RESOURCES

- As residents develop additional skills, it will be crucial to link them to employment opportunities where they can best be applied. A job-searching service could exist as a single central entity (new or as part of the Hill House or other social services provider) or could be built into each job-training opportunity.
- It would also be advantageous to have existing partnerships with potential employers in order to ease placement, and to have staff who serve as advocates for the job-seeker.

Target Area

Throughout the Hill

HILL DISTRICT BUSINESS INCUBATOR

Establishing new, innovative businesses will go far towards rebuilding the Hill District's economy. To this end, the Hill District Incubator Program Initiative is a series of related ideas for encouraging and supporting local businesses with the goal of establishing a sustainable, lively economy in the Hill. Businesses related to the leading Pittsburgh industries—financial services, higher education, health care, technology and professional services as well as local

Program Initiatives

ECONOMIC EMPOWERMENT &
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businesses such as catering—will be encouraged. To boost visibility, the Incubator should occupy a prominent physical space in the Hill. Small businesses located on-site will benefit from shared resources and from working in a highly-collaborative space. The Incubator will support all affiliated businesses (whether on-site or located elsewhere within the Hill) with business ownership seminars, technical support (e.g. innovative marketing practices or book-keeping) and access to needed other resources.

Goals

Help Hill District residents start small businesses or maintain and grow existing small businesses. Generate interest in the Hill as a place for new businesses, bring new firms into the neighborhood, and bring innovative ideas to the Hill to be piloted. Restore/preserve existing houses or commercial buildings. Expand connections with local institutions (Pitt, CMU, Duquesne, UPMC) and HBCUs.

Local Programs & Resources

- Program to Aid Citizen Enterprise (PACE) (www.pacepgh.com)
PACE provides grants and technical assistance to strengthen community-based non-profit organizations that assist African American and economically disadvantaged communities.

Potential Programs

NON-PROFIT INCUBATOR SPACE

- New non-profits, likely to be operating on tight budgets, may welcome the opportunity to rent low-cost, renovated space in existing buildings. With a number of non-profits clustering near the existing Hill House and One Hope Square, in particular, small organizations could benefit from sharing

resources (administration, IT, conference rooms) and from the clustering of related programs. Establishing incubator space for new non-profits could help to restore/preserve existing buildings, introduce economic opportunity, bring innovative ideas to the Hill to be piloted, and establish connections with local institutions (Pitt, CMU, Duquesne, UPMC) and HBCUs.

- Example: StartUptown (1940 Fifth Avenue).

ARTS INCUBATOR SPACE

- Existing buildings such as closed school with sufficient light and large rooms can often be converted relatively easily into clusters of art studios/galleries. Artists renting these spaces benefit from being near other artists, and ideally from less expensive rent than they would pay in more established arts districts such as The Strip. Some studios may be designed as live/work units as well, increasing the residential population of the neighborhood.
- Example: The Graham Collection
1800 Belmont Avenue, Washington, DC.
Though no longer in existence, this Victorian home housed a number of artists and provided them with an affordable place to both showcase and sell their work.
- Example: Brickbottom Artists Building (Somerville, MA - www.brickbottomartists.com)
The Brickbottom Artist Association was founded by residents of the Brickbottom Artist Building, one of the oldest living and working artists communities in the country. In 1984, a group of artists came together, in search of a stable and affordable working and living environment. They eventually purchased two semi-abandoned buildings which were originally erected in the 1920's as the cannery and bakery of A&P stores. Today, the nearly 150 condominium spaces, each of a unique size, shape and design, serve as both home and workspace to BAA member artists and non-artists alike. The BAA also offers health insurance at group rates to local artists.

SMALL BUSINESS INCUBATOR SPACE

- Incubator space could be set aside for small businesses of any type—not just non-profits or art studios. If leased in just one- or two-month increments, this space could allow young

businesses to open up an office of their own without sinking a large portion of their capital into rent or mortgage payments. Bringing together a number of entrepreneurs could help cross-pollinate ideas and allow business owners to make important professional connections.

COOPERATIVE MARKETPLACE

- Support the existing Ujamaa cooperative marketplace in serving Hill District artisans and residents.

SMALL BUSINESS SUPPORT

- The workplace has been redefined over the past couple of decades as more and more people are self-employed and work out of their homes. This population, along with small business owners, brings an important revenue stream into the Hill and needs to be supported to keep businesses strong. Small business support could be a combination of shared resources (marketing, bookkeeping, etc.), seminars or programs on business development, and emergency funds to help a business get through temporary distress. This support may be directed towards small, neighborhood businesses throughout the Hill.
- Example: Cambridge Innovation Center (Cambridge, MA - www.cictr.com)

INNOVATION COMPETITION

- To generate excitement for incubator spaces and start-up businesses in the Hill, set up a competition for innovative businesses. Competitors submit their business plan and the winners are awarded free rent and business support for the upcoming year, or a similar prize. The business competition could be tied to a design competition for adaptive reuse of existing buildings for incubator space.
- Example: Mass Challenge – Innovation District Welcome Home Challenge (<http://www.innovationdistrict.org>)
The Innovation District Welcome Home Challenge invites businesses to compete for this funding by promoting their business or business plan on a web-based forum. The Mass Challenge, a global start up competition and accelerator in the Innovation District, has offered the winner of the

Innovation District Welcome Home Challenge free space for four employees in their One Marina Park Drive location until November 2011. Additionally, the winner will be able to participate in their Startup Accelerator events.

- Duquesne University small business center

Target Area

The Business Incubator headquarters should be on Centre Avenue for visibility and to allow people to come and go at all hours. Businesses could be located district-wide, either within business owners' homes or in reused buildings. Arts incubator should be in Uptown and/or on Centre Avenue.

CENTRE AVENUE BUSINESS DISTRICT

In order to strengthen Centre Avenue as the retail and commercial core of the Hill, delineate the blocks between Devilliers and Kirkpatrick Streets as a special business district that will be the focus of continued growth and improvements. This initiative will include economic development efforts to draw businesses to Centre Avenue, business support efforts to strengthen existing and new businesses, and physical improvements to storefronts and the streetscape to establish a cohesive feel. These efforts may range from organizing a Centre Avenue street fair to supporting a facade improvement program. Spaces like the New Granada Theater could be repurposed for business activity.

This initiative should happen in close collaboration with the Hill Community Development Corporation and the Hill House Economic Development Corporation. Both organizations are headquartered along Centre Avenue, the primary corridor which includes a new grocery store, the New Granada Theater redevelopment project, a new YMCA

Program Initiatives

ECONOMIC EMPOWERMENT &
COMMERCIAL DEVELOPMENT

Program Initiatives

GREEN & WELL-DESIGNED COMMUNITY

and more. However, the success of this strategy depends on having a concentration of businesses along this portion of Centre Avenue and sufficient nearby residential density in order to draw customers. With too much nearby competition, demand may be diluted and both locations may suffer.

Goals

Establish a multi-block core of retail stores, small businesses and civic, cultural and institutional facilities to serve the residents of the Hill District. Increase retail and commercial economic activity in the Hill. Provide jobs for Hill District residents.

Local Programs & Resources

- Hill House EDC (www.hillhouse.org)
- Hill Community Development Corporation (www.hilldistrict.org)
- Pittsburgh Central Keystone Innovation Zone (PCKIZ) (www.pckiz.org)
- Carson Street (Pittsburgh's South Side)

Target Area

Centre Avenue between Devilliers and Kirkpatrick Streets

Green & Well-Designed Community

GREENPRINT IMPLEMENTATION

Find the Rivers! (FTR) is a resident-driven project that seeks to re-make severed physical connections and re-imagine a future for the Hill District characterized by beautiful public spaces and sustainable “green” economic development for its residents. Among the major outcomes of FTR are the Greenprint plans. Greenprint I is a conceptual plan that reconceptualizes the Hill as a “Village in the Woods” along the Allegheny and Monongahela Rivers in Pittsburgh. The Project seeks to reinforce the Village as a compact development zone with a strong civic identity; the Woods as a managed woodland with vital connections that link stairs, open space, and housing; and a conveyance system that finds opportunities for human circulation and ground/storm water systems in both the village and woodland settings. Key points of the plan include:



Greenprint Implementation: Artistic rendering of proposed Chauncy and Junilla Steps project (courtesy of Hood Design)

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- Village Street Conveyance and Public Space
- Coal Seam Park and Stairs
- Cliffside Park
- Memory Lane Overlook
- Sugartop Watergarden and Overlook
- Martin Luther King Field and Wetlands
- Addison Terrace Gardens and Trails
- Coal Seam Trail
- Herron Avenue Run

Improve the quality and availability of open spaces in the Hill District. Connect Hill District open spaces into the citywide and regional green network. Leverage the Hill's natural features.

GREEN & WELL-DESIGNED COMMUNITY

Program Initiatives

GREEN & WELL-DESIGNED COMMUNITY

Local Programs & Resources

- Greenprint I and Greenprint II
www.pittsburghparks.org/greenprint
Created by Hood Design Studio, Studio for Spatial Practice and the Community Partners Institute for Find the Rivers!, Pittsburgh Parks Conservancy, Hill House Association, and the Hill District Consensus Group

Target Area

Throughout the Hill

URBAN AGRICULTURE

In addition to the community agriculture recommendations made in Greenprint, an effort should be made to encourage community gardens in the Greater Hill District. Community gardens are small plots of land made available to the public for growing vegetables and planting. Usually there is a governing association or organizational board that administers the gardens and shared resources such as water taps, wheelbarrows, etc. This leadership group can also organize social events, educational events, or children's activities. Individuals or families sign up for a garden and tend it for the growing season; often, people continue working on the same plot year after year. Depending on the amount of investment needed to improve the soils and locate the planting beds, community gardens could be a temporary use of vacant lots while they are being held by a community land bank or public entity.

When enough vacant land can be consolidated, it may be

possible to grow vegetables or other plants at a greater scale than community gardens. Urban tree nurseries and farms are often organized as non-profits; however, profit from produce sales is often used to pay stipends for residents working at the farm/nursery. Additionally, employees learn agricultural job skills and get experience in business management.

Goals

Improve maintenance of vacant lots. Provide residents with garden space. Create economic opportunity and workforce development.

Target Area

District-wide, with initial focus on the Middle Hill

Local Programs & Resources

- Dwayne Cooper—Garden of Hope
- Uptown Community Garden
Uptown's first community garden, consisting of 10 raised beds, will be ready for planting this spring. It was developed through Grow Pittsburgh's City Growers program, which is supported by both Grow Pittsburgh and the Western PA Conservancy. The Uptown Community Garden will also host community workshops on urban gardening and nutrition.
- Landslide Community Farm
www.landslidecommunityfarm.org
"Landslide is an Urban Farm in Soho—a neighborhood located between Uptown, the Hill District and West Oakland—dedicated to being

a free source of healthy food for the community. Landslide is a neighborhood and volunteer run project committed to sustainability and focused on mutual aid. Landslide holds weekly open meetings run on consensus and regular work days for friends and neighbors to come down and volunteer with collective members. On the farm site Landslide is planting an organic vegetable garden, a forest garden and a fun and educational children's garden." Landslide's mission includes supporting other local garden projects and to learn from other gardens in the community.

into an "urban front yard"—a safe place for activities ranging from the formal (karate or yoga instruction) to the informal (jump rope or pick-up soccer) and including everything in between. Play streets encourage physical activity, help to build a sense of community, improve perception of neighborhood safety, and can even factor in to future decisions to locate more parks in the area.

- Example: Harvest Home Play Streets in East Harlem and the South Bronx. Case studies, best practices and evaluation available at: www.transalt.org/newsroom/reports/

Target Area

Throughout the Hill, particularly in locations near family-friendly housing.

Program Initiatives

GREEN & WELL-DESIGNED
COMMUNITY

PLAY SPACES

A number of residents have pointed out the need for more children-friendly outdoor spaces in the Hill. While permanent play areas are needed, it may be possible to accomplish the short-term need for play areas and at the same time advocate for longer-term solutions.

Goals

Create safe, fun outdoor spaces for children. Increase youth activity.

Potential Programs

PLAY STREETS

- Play streets are temporary open spaces that create places for youth to play and socialize. A play street occurs on a local street that is officially closed to traffic for specific hours on a regular basis. The closed segment of street is transformed

Program Initiatives

MOBILITY, TRANSPORTATION & PARKING

Mobility, Transportation & Parking

NEIGHBORHOOD TRANSPORTATION

Many people are quick to observe that the Greater Hill District is not an easy place to get around. The Hill is actually five separate hills, and there are few north-south connectors through the neighborhoods. Furthermore, there are a limited number of streets that connect to Downtown and few public transit options.

Yet successful shops, busy restaurants, and well-attended community activities all require the support of a strong transportation infrastructure for visitors and residents alike. Developing a reliable, comprehensive transportation system is critical to the future of the Hill.

This system will be composed of many parts, including improved sidewalks, safer pedestrian crossings, streets that allow for both cars and bikes, shuttle systems to and from work, and bus rapid transit. An overarching strategy needs to be in place in order for the system to be as effective and efficient as possible.

Goals

Increase transportation options for Hill District residents and visitors.

Potential Programs

TRANSPORTATION ADVOCACY GROUP

- This group of residents and transportation professionals could be responsible for keeping track of transportation projects, plans, and needs around the Hill. They could vet potential projects and also propose needed improvements. The Advocacy Group would be the Hill District's interface with city,

state, and federal planning agencies, and would also look for private and non-profit resources to support transportation in the Hill.

INTRA-HILL NEIGHBORHOOD TRANSIT

- Short-term public transit organized by the Transportation Advocacy Group to serve immediate resident needs. This might be by contracting with small buses to cover a new route, or by engaging a used motor bike vendor who could sell affordable vehicles to residents. In many cases, Neighborhood Transit projects could be used as pilots for proposed capital improvements in order to assess demand and test out potential additional routes.

HILL DISTRICT TRANSPORTATION PLAN

- Build upon the work done in the Hill-Uptown-Oakland Multimodal Connectivity Assessment (2010) to develop a comprehensive transportation plan that supports the master plan objectives. This plan will need to align with city, state and federal transportation plans.

Target Area

Throughout the Hill

RIDE-TO-WORK

Given the number of major employers near the Hill, it could be very useful to establish a system for sharing transportation to and from work. This could take several forms—a shuttle system that takes people to work at key times (beginning/end of day, shift changes), a ride-sharing system, or jitney stands, among others. Regardless of its form, this system could reduce costs for individuals, improve mobility for residents who do not own vehicles or otherwise cannot drive, and foster a sense of community. The system might be administered via a website or

other easily accessible information clearinghouse, and would need to include a mechanism to ensure safety and reliability.

Individuals who commit to using ride-to-work on a daily basis might also be given a back-up option for emergency situations. For instance, riders might have a limited number of free taxi vouchers per year to use if a child gets sick in the middle of the day and has to be picked up from school, or if other such situations arise.

Goals

Improve resident mobility; decrease carbon emissions.

Local Programs & Resources

- Existing UPMC shuttles to Shadyside and Oakland



Streetscape Improvements: Plantings and alternative paving materials could help to redefine the character of parking lots

- Pittsburgh Transportation Equity Project (PTEP)
- North Hills Community Outreach - Carpool

Potential Programs

SHUTTLE TO MAJOR EMPLOYERS

- Given the number of major employers near the Hill, it could be very efficient to establish a shuttle system that takes people to work at key times (beginning/end of day, shift changes). A system such as this might have a couple pick-up points within the Hill before going directly to the destination.

RIDE-SHARING SYSTEM

- A ride-sharing system for the Hill would be a central clearinghouse for drivers and riders. The system would ideally be online, though could also be run by a central organization such as the Hill House. There would need to be some sort of mechanism in place to ensure safety and reliability, and there may also need to be some sort of incentive to encourage people to give rides. Ideally, the system would greatly improve the mobility of residents who do not own vehicles or otherwise cannot drive.
- Example: SmartTrips (Eugene, OR) (www.smarttripseugene.com)

JITNEY STAND

- An agreement could be worked out with existing jitney stands or jitney drivers to provide regular transportation to small groups of workers on a daily basis. This would be similar to a ride-sharing system, but with a hired—rather than volunteer—vehicle and driver.

Target Area

Throughout the Hill (destinations might include grocery stores, retail stores, churches, service providers) and nearby employment centers (UPMC, Pitt, Downtown, and others).

Program Initiatives

MOBILITY, TRANSPORTATION
& PARKING

Program Initiatives

MOBILITY, TRANSPORTATION & PARKING

STREETSCAPE IMPROVEMENTS

The investment in infrastructure is an ongoing enterprise that improves and maintains the community spaces of the neighborhood. Well-designed and gracious streets create value for adjacent real estate and safety for users. Focusing on streetscape and intersection improvements will change the perception and improve the pedestrian experience.

Goals

Improve the pedestrian experience. Improve safety.

Local Programs & Resources

- MovePGH (planpgh.com)

Target Area

Bedford Avenue, Herron Avenue, Center Avenue, Fifth Avenue, Forbes Avenue, Kirkpatrick Street, Dinwiddie Street, and Crawford Street.

"COMPLETE STREETS" PILOT

"Complete Streets" are streets designed with all users in mind - including public transportation vehicles and riders, automobiles, bicyclists, and pedestrians of all ages and abilities. As part of the transformation of Uptown, changes need to be made to improve the pedestrian experience, encourage bicycling, and improve traffic safety. The changes to Fifth and Forbes Avenues could be treated as a pilot program, and could also involve training residents in some of the skills needed to design and construct complete streets. If successful, the complete street model would be

used throughout the Hill in the future.

Goals

Introduce "Complete Streets" to the Hill; create jobs in construction/street improvements.

Local Programs & Resources

- Elizabeth Avenue (Charlotte, NC)
(www.elizabethavenue.com)

Target Area

Throughout the Greater Hill, with particular focus on major corridors such as Fifth and Forbes Avenues.

COMPREHENSIVE PARKING STRATEGY

Parking is already an issue in the Greater Hill District and demand is likely to increase as the Hill is revitalized. Currently, Fifth Avenue is lined with commuter cars in non-metered spaces by drivers who do not live, eat or shop in the neighborhood, but park there to take the bus Downtown.

A comprehensive parking strategy for the Hill could incorporate a number of measures to appropriately distribute parking in the neighborhood. These may include a new set of parking prices (location-specific), fees for commuters who street-park all day, permit parking, and shared parking agreements (i.e. a church parking lot being used by visitors, event goers, shoppers, and commuters during the week), among others. The parking strategy could also address the quantity and quality of neighborhood parking, whether setting minimum

standards for green space in parking lots or limiting the construction of new parking areas. Additionally, the parking strategy can guide the construction of parking associated with new development, ensuring that garages and lots are placed appropriately and well-designed.

Goals

Minimize the sense that the Hill is the city's parking lot. Preempt parking issues that may arise from the new Consol Center and from future development. Earn income for the neighborhood from parking (and direct it towards street improvements).

Local Programs & Resources

- Community Parking Program (Seattle, WA)

Target Area

Throughout the Hill, with particular focus on the Lower Hill, Centre Avenue and Uptown as existing surface lots get redeveloped.

Program Initiatives

MOBILITY, TRANSPORTATION
& PARKING

District Welcomes
OP'n S



CENTRAL PLAZA

Hill House Ecology Center
Brinkley
Sustainable Development
Partners in Part
Health of Pennsylvania
Tom Corbett, Governor
Representative Jake Wheatley, Jr.
Dwight Evans
Don C...



MASTER PLAN URBAN DESIGN PROPOSALS

Lower Hill

Crawford Corridor

Uptown Opportunities

Bedford Avenue Corridor

Centre View

Kirkpatrick Street Recreational Corridor

Herron Avenue

Upper Hill

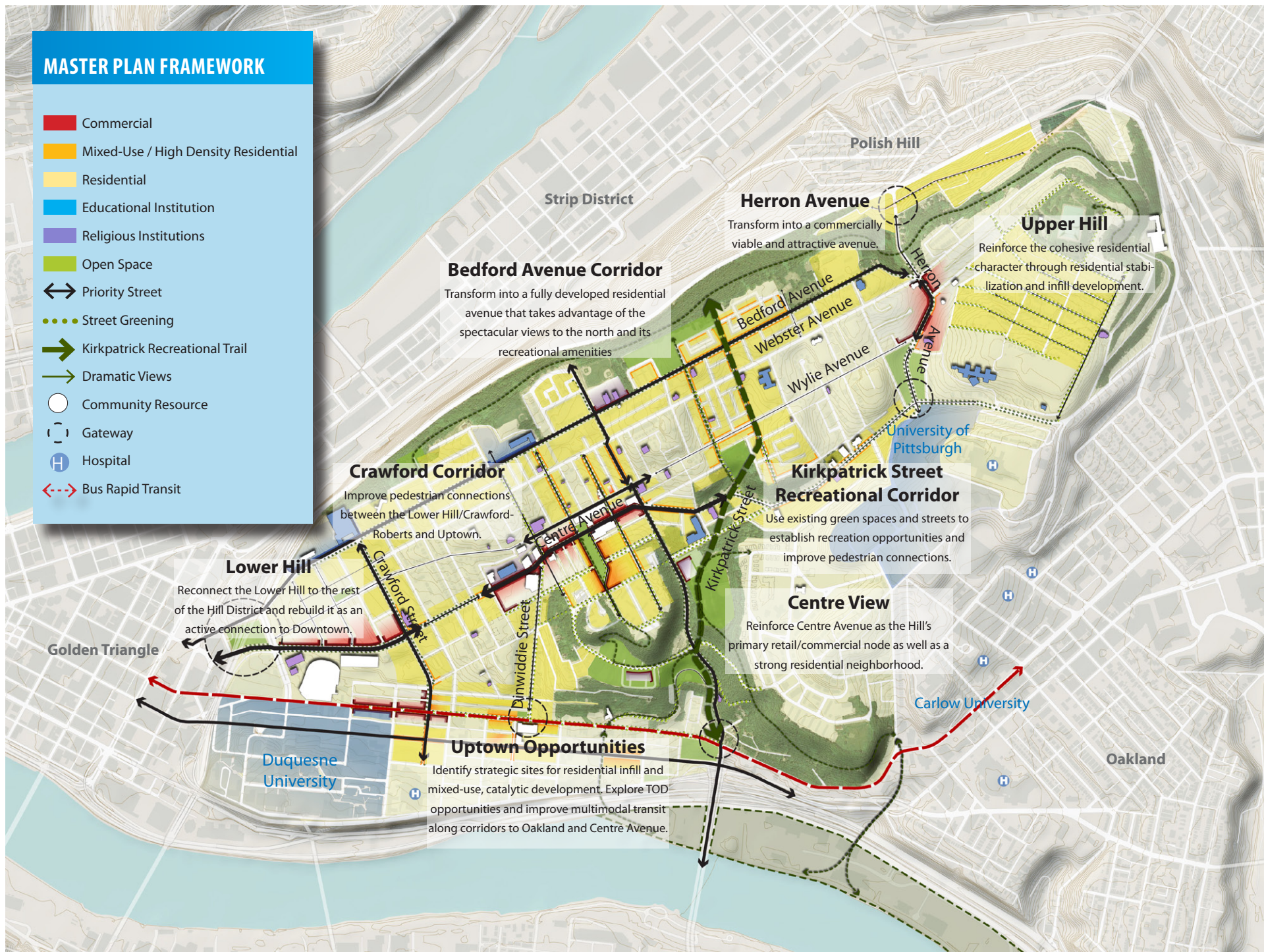
Urban Design Proposals

The Greater Hill District Master Plan is comprised of eight urban design proposals that address opportunities to improve the physical environment and to leverage recent and near term development proposals in the Hill. Each proposal is comprised of discrete projects that address community goals both individually and collectively. The urban design proposals are designed to be site specific and capable of independent implementation, while complementing previous planning initiatives. The urban design proposals vary in scale and complexity from the redevelopment of existing public housing projects to the creation of new gateways at important intersections. The Urban Design Proposals are further strengthened by a number of program initiatives that address non-physical implementation.

The Hill Community Development Corporation (www.hilldistrict.org) will work with private, public and non-profit developers, as well as other interested parties in early stages of planning, design and implementation of community development projects to assure alignment with appropriate stakeholders and the community masterplan.

MASTER PLAN FRAMEWORK

- Commercial
- Mixed-Use / High Density Residential
- Residential
- Educational Institution
- Religious Institutions
- Open Space
- Priority Street
- Street Greening
- Kirkpatrick Recreational Trail
- Dramatic Views
- Community Resource
- Gateway
- Hospital
- Bus Rapid Transit



Urban Design Proposals

Lower Hill

Reconnect the Lower Hill to the rest of the Hill District and rebuild it as an active neighborhood with connections to Downtown.

Crawford Corridor

Improve pedestrian connections between the Lower Hill/Crawford-Roberts and Uptown.

Uptown Opportunities

Identify strategic sites for residential infill and mixed-use, catalytic development. Explore TOD opportunities and improve multimodal transit along corridors to Oakland and Centre Avenue.

Bedford Avenue Corridor

Transform Bedford Avenue into a fully developed residential avenue that takes advantage of the spectacular views to the north and its recreational amenities.

Centre View

Reinforce Centre Avenue as the Hill's primary retail, institutional, and cultural node as well as a strong residential neighborhood.

Kirkpatrick Street Recreational Corridor

Use existing green spaces and streets to establish recreation opportunities and improve pedestrian connections such as those recommended in Greenprint.

Herron Avenue

Transform Herron Avenue into a commercially viable and attractive avenue and a gateway into the neighborhood.

Upper Hill

Reinforce the cohesive residential character through residential stabilization and infill development.

URBAN DESIGN PROPOSALS

- Commercial
- Mixed-Use / High Density Residential
- Residential
- Community Resource
- Open Space
- Paths and Plazas
- Street Greening
- Bus Rapid Transit



Lower Hill

As the historic marketplace for the Hill, the Lower Hill has not yet recovered from the 1950s demolition for urban renewal. However, with the new Consol Center already in use and an exciting plan for reuse of the Lower Hill site, the neighborhood is poised to rebound. Successful growth will include strong connections to the surrounding blocks and a mix of uses.

GUIDING CONCEPTS

1. Create a continuous and connected street network—complete the grid
2. Develop a mix of uses, with a retail node at Centre Avenue and Crawford Street that reinforces the identity of Centre Avenue as a retail street
3. Improve streetscape along Centre Avenue (lighting, signage, and vegetation)





Bedford Avenue

Wylie Avenue

Centre Avenue

Crawford Street

Fifth Avenue

Forbes Avenue

Pickle Street



Proposed Mellon Arena Redevelopment Plan. Source: Urban Design Associates, September 2010.

Recommended modifications to the proposed Mellon Arena Redevelopment Plan include the addition of retail on Centre Avenue at Crawford Street to reinforce the identity of Centre Avenue and the Hill District's primary retail destination.



Artistic sketch of proposed Mellon Arena Redevelopment Plan. Source: Urban Design Associates, September 2010.

Related Program Initiatives:

Streetscape Improvements (p. 65)

The investment in infrastructure is an ongoing enterprise that improves and maintains the community spaces of the neighborhood. Well-designed and gracious streets create value for adjacent real estate and safety for users. Focusing on streetscape and intersection improvements will change the perception and improve the pedestrian experience.

Comprehensive Parking Strategy (p. 66)

Parking is already an issue in the Greater Hill District and demand is likely to increase as the Hill is revitalized. A comprehensive parking strategy for the Hill could incorporate a number of measures to appropriately distribute parking in the neighborhood and also address the quantity and quality of neighborhood parking, whether setting minimum standards for green space in parking lots or limiting the construction of new parking areas.



The redeveloped Lower Hill could include buildings that combine first-floor retail with residential above.

Crawford Corridor

The proposal for the Crawford Street Corridor is to improve pedestrian connections between Lower Hill/Crawford-Roberts and Uptown by improving the streetscape (lighting, signage, and vegetation) and identifying new development opportunities for mixed income housing and retail.

Related Program Initiatives:

District Identity (p. 42)

Establish a recognizable graphic identity for the Hill. Mark the entrances to the Hill to welcome and encourage visitors and new investment. Keep residents and visitors informed about local initiatives, special events, and other neighborhood news.

Streetscape Improvements (p. 65)

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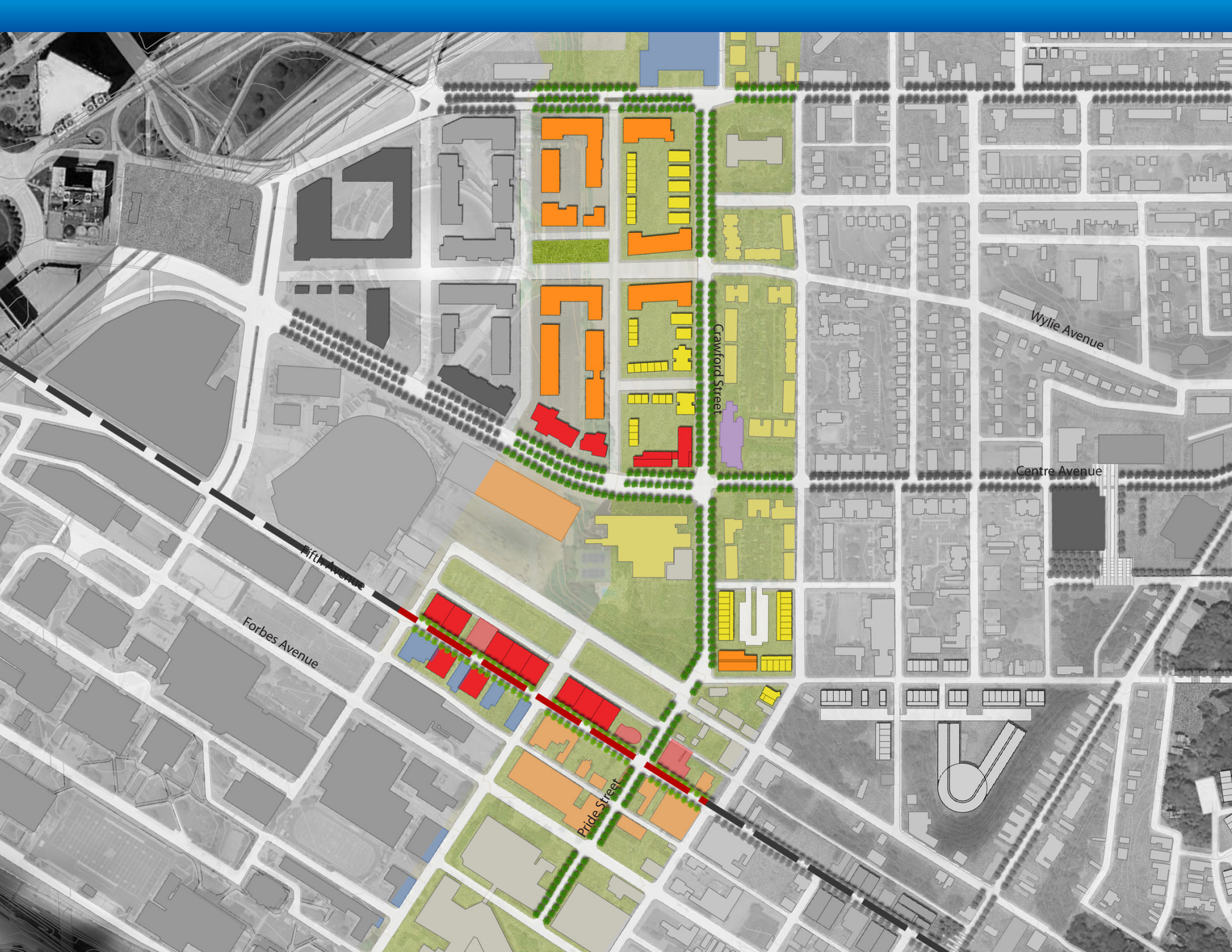
Comprehensive Parking Strategy (p. 66)

A comprehensive parking strategy for the Hill could incorporate a number of measures to appropriately distribute parking in the neighborhood. These may include a new set of parking prices (location-specific), fees for commuters who park in the neighborhood and then walk downtown, shared parking agreements (i.e. a church parking lot being used by commuters during the week), and others. The parking strategy could also address the quantity and quality of neighborhood parking, whether setting minimum standards for green space in parking lots or limiting the construction of new parking areas.

GUIDING CONCEPTS

1. Expand residential development along Crawford Street
2. Establish a continuous and distinct streetscape (lighting, signage, and vegetation) along Crawford Street
3. Anchor the northwest corner of Centre Avenue and Crawford Street with neighborhood-scale retail







Crawford Street-Centre Avenue Corner Retail

Encourage retail development in the Lower Hill Master Plan along Centre Avenue starting at Crawford Street. Retail development in this location will strengthen the connection between downtown and the Centre Avenue commercial district, and increase pedestrian activity along Centre Avenue.

Crawford Street Streetscape

Improve the Crawford Street streetscape from the Connelly School to UPMC with new street trees, lighting, sidewalks, and small scale pedestrian spaces. This will encourage new residential and mixed use development and increase pedestrian traffic and activity.

Expand Crawford Roberts Neighborhood

Encourage redevelopment of the block defined by Crawford, Reed and Vine Streets and Foreside Place with a plan and design similar to the Crawford Roberts neighborhood. Encourage the extension of the Crawford Roberts neighborhood pattern into other adjacent blocks with development potential. New housing in this area should be mixed-income.



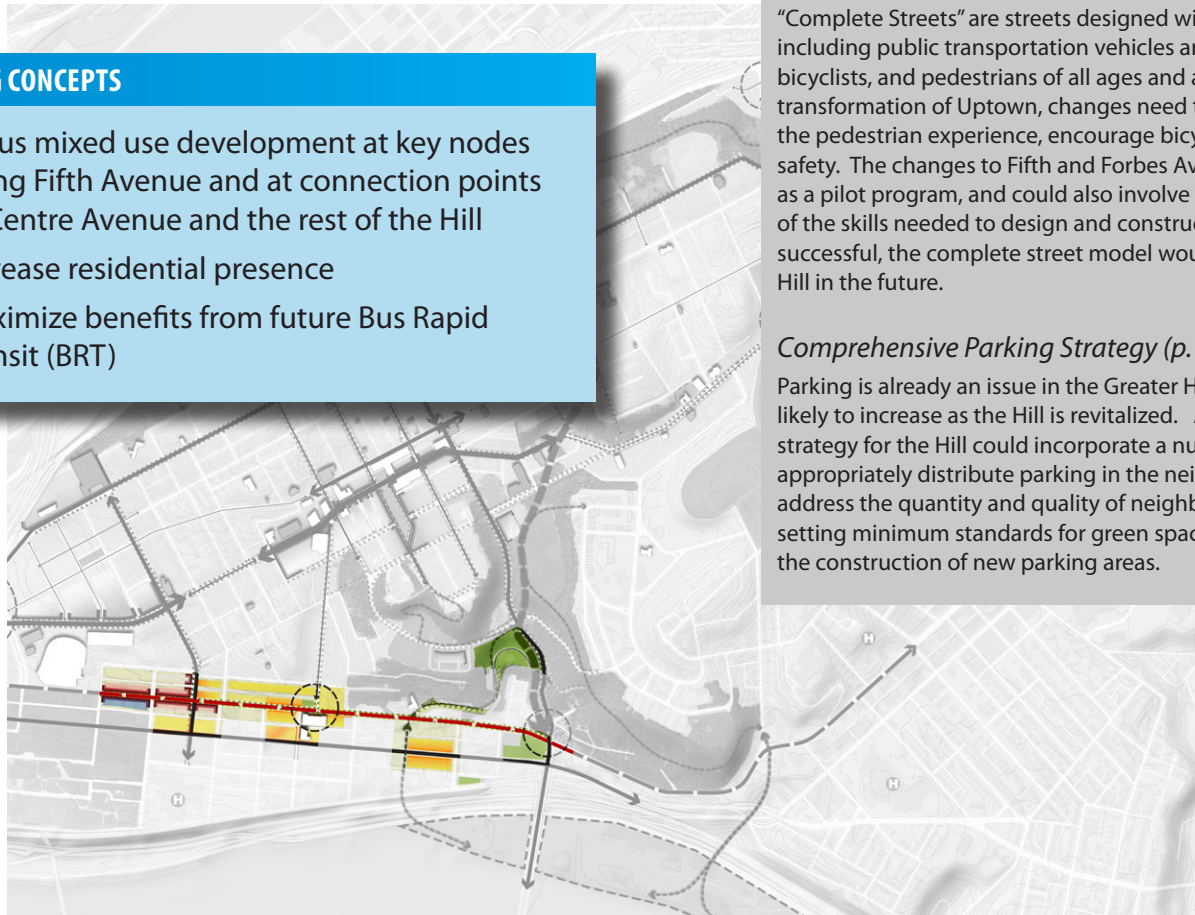
Examples of neighborhood retail development and an improved streetscape

Uptown Opportunities

The proposal for Uptown blends transit-oriented, mixed-use development along Forbes and Fifth Avenues, stemming from the City's BRT plans. A good example is the URA-owned corner of Fifth Avenue and Dinwiddie Street. New mixed income infill housing and renovated historic buildings for residential use are also significant to the neighborhood's growth strategy.

GUIDING CONCEPTS

1. Focus mixed use development at key nodes along Fifth Avenue and at connection points to Centre Avenue and the rest of the Hill
2. Increase residential presence
3. Maximize benefits from future Bus Rapid Transit (BRT)



Related Program Initiatives:

Streetscape Improvements (p. 65)

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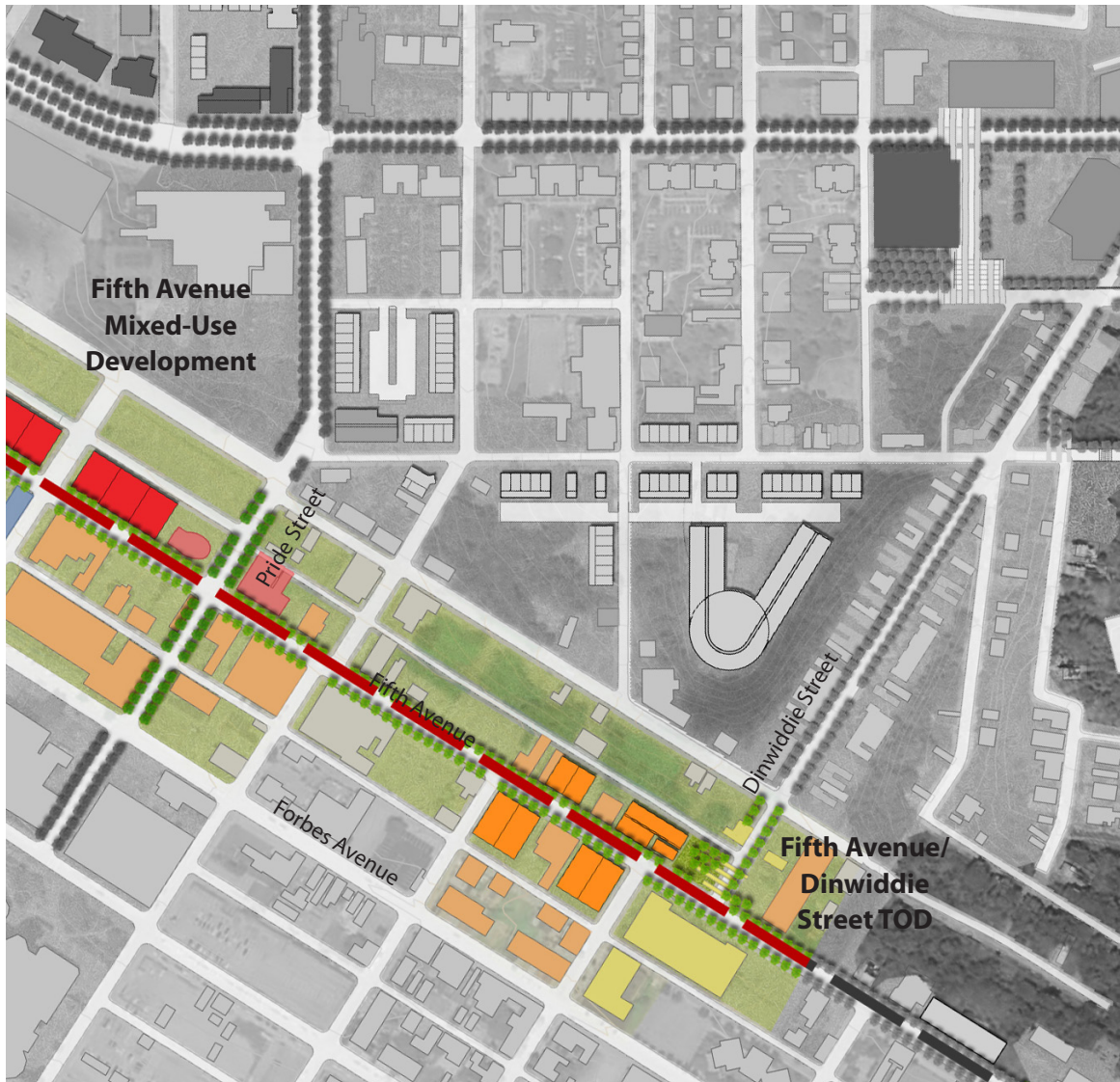
"Complete Streets" Pilot (p. 65)

"Complete Streets" are streets designed with all users in mind - including public transportation vehicles and riders, automobiles, bicyclists, and pedestrians of all ages and abilities. As part of the transformation of Uptown, changes need to be made to improve the pedestrian experience, encourage bicycling, and improve traffic safety. The changes to Fifth and Forbes Avenues could be treated as a pilot program, and could also involve training residents in some of the skills needed to design and construct complete streets. If successful, the complete street model would be used throughout the Hill in the future.

Comprehensive Parking Strategy (p. 66)

Parking is already an issue in the Greater Hill District and demand is likely to increase as the Hill is revitalized. A comprehensive parking strategy for the Hill could incorporate a number of measures to appropriately distribute parking in the neighborhood and also address the quantity and quality of neighborhood parking, whether setting minimum standards for green space in parking lots or limiting the construction of new parking areas.





Fifth Avenue/Dinwiddie Street Transit-Oriented Development (TOD)

As recommended in the 2009 Uptown Vision Plan, a mixed use/TOD node on the surface parking lots on Fifth Avenue between Dinwiddie Street and Van Braam Street should be created. Mixed-use development on these surface lots will reinforce ongoing and proposed development projects such as the conversion of the former high school to residential units and establish this as an important stop for the future BRT line proposed for Fifth and Forbes Avenues. Development at this location will strengthen Uptown's connection to the Hill's Centre Avenue commercial district. Dinwiddie Street will become the primary pedestrian connection from Centre Avenue to the proposed BRT route on Fifth/Forbes Avenues with a new civic space gateway at the intersection of Dinwiddie Street and Fifth Avenue.

Comprehensive Traffic & Parking Strategy

With the introduction of the BRT, removal of the Mellon Arena and subsequent loss of flexible surface parking, as well as the resurgence of activity along Fifth and Forbes Avenues, a comprehensive traffic and parking study should be undertaken and incorporated into the long-term redevelopment strategy. The strategy should also address traffic speed issues with approaches to calm traffic along these corridors (i.e. by converting them to two-way streets or by introducing curb extensions at intersections).

Fifth Avenue Mixed-Use Development

Encourage mixed-use development such as retail/commercial on the ground level with residential above on parking lots along Fifth Avenue. Development of lots such as those between Pride and Magee will strengthen this section of Uptown and contribute to the recent investments and development from UPMC, Duquesne University, and the Consol Center.



Stabilize and Renovate Historic Homes

Pockets of vacant or blighted homes provide opportunity for small-scale residential rehabilitation and redevelopment. Renovating historic structures provides a strong opportunity to reestablish the residential character and fabric of Uptown and could catalyze improvement of adjacent buildings. Prime areas for this effort include the row homes on Forbes Avenue between Jumonville and Seneca Streets and the Miltenberger Street/Forbes Avenue node.



Historic homes in Uptown

Bedford Avenue Corridor

The proposal for Bedford Avenue Corridor is to transform it into a fully developed residential avenue that takes advantage of the spectacular views to the north and recreational amenities such as the Coal Seam Trail, parks, ball fields, scenic overlooks, and gardens. New residential units along Bedford Avenue could aid in the reduction of future displacement.

GUIDING CONCEPTS

1. Create a continuous street edge to distinguish Bedford Avenue as a walkable neighborhood street
2. Reinforce new development and rehabilitation projects with improvements to the surrounding context (streetscape and nearby buildings)
3. Maximize access to views to the north
4. Establish the Coal Seam Trail as a public amenity and continuous link between existing recreation spaces



Related Program Initiatives:

Homeowner/Tenant Support (p. 50)

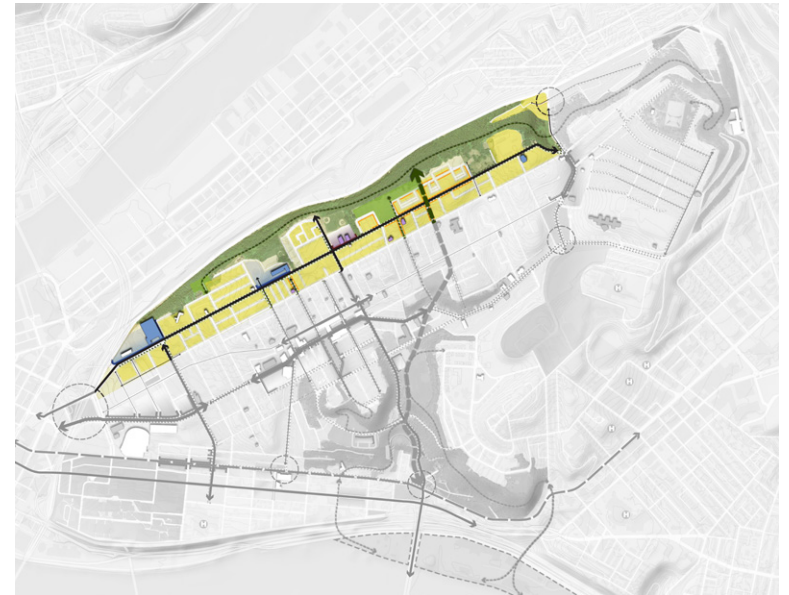
A comprehensive program could be developed to further support homeowners in the face of declining property values, foreclosure risks, and the lackluster economy. This Homeowner Support program could have the capacity to make emergency loans as well as having an educational component that might include seminars or a resource center for tenants as well as homeowners.

Greenprint Implementation (p. 60)

A number of Greenprint recommendations should be implemented in the Bedford Avenue Corridor, including the Coal Seam Trail (or “Past, Present, and Future Trail”) and associated overlooks.

Streetscape Improvements (p. 65)

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Birdseye view of plan with underlying topography

Redevelop Bedford Dwellings

Replace the outdated Bedford Dwellings with a mixed income multi-family housing development for owners and renters. The new housing development should be designed to reinforce the urban character of the street based upon an extension of the relationship of existing housing to Bedford Avenue. Provide for a new publicly accessible overlook park within the housing development.



Examples of mixed income multi-family housing





Birdseye view of plan with underlying topography

Bedford Avenue Streetscape

Improve the Bedford Avenue streetscape from downtown to Herron Avenue with new street trees, lighting, signage, sidewalks, and small scale pedestrian spaces such as seating and play spaces.

Network of Green

Similar to the Greenprint recommendations, use the Coal Seam Trail to create a connected network of green spaces, recreational amenities, and community gardens along the northern ridge. Provide public access between Bedford Avenue and the trail at strategic locations. Reinforce pedestrian connections from the trail to the Centre Avenue commercial node along Devilliers and Kirkpatrick Streets.



Residential units creating a continuous street edge and public realm

Residential Infill

Concentrate residential infill in strategic locations within the corridor such as Cliff Street, and on vacant parcels on Bedford Avenue adjacent to active churches and the Miller African-Centered Academy.



Existing residential infill in the Greater Hill District



Successful example of context-sensitive residential infill



Birdseye view of plan with underlying topography

Centre View

This proposal, referred to as “Centre View” is intended to reinforce Centre Avenue as the Hill’s primary retail/commercial/cultural node as well as a strong residential neighborhood. An important element of this proposal is strengthening north-south pedestrian connections and providing public access to the spectacular city views north from the Bedford Reservoir Park and Cliffside Park, and to the south from Addison Terrace.

GUIDING CONCEPTS

1. Create a continuous and connected street network—complete the grid
2. Maximize public access to views and open space
3. Build higher density and a greater mix of uses near Centre Avenue
4. Establish a variety of housing options for a diverse residential market





Devilliers Street

Erin Street

Kirkpatrick Street

Wylie Avenue

Centre Avenue

Rose Street

Kirkpatrick Street

Dinwiddle Street

Addison Terrace

Replace the Addison Terrace public housing project with a new mixed income neighborhood of a variety of housing types including single-family, townhouse, and multi-family units (ownership and rental) that is strongly connected to Centre Avenue. The new neighborhood will contribute to and benefit from the increasing retail/commercial vitality of Centre Avenue. The new neighborhood should include strong pedestrian connections to a new public greenspace that provides long distance views to the south, and a civic pavillion on Bentley Drive for neighborhood and city-wide functions.



Example of mixed-income residential development suitable for Addison Terrace



Birdseye view of plan with underlying topography



Addison Terrace should be redeveloped using a variety of housing types



Centre Avenue

Focus and encourage new retail and commercial development on Centre Avenue and Wylie Avenue to reinforce existing commercial activity. Between Devilliers and Kirkpatrick streets introduce new infill buildings and renovation of existing buildings, with public realm and streetscape improvements (lighting, signage, and vegetation) to reinforce the pedestrian character and quality of this section of Centre Avenue.



Examples of improved, pedestrian-oriented commercial streets



Birdseye view of plan with underlying topography looking west



Birdseye view of plan with underlying topography

Middle Hill Residential Infill

Designate the blocks between Wylie and Webster Avenues and from Trent to Perry Streets for residential infill of duplex units. Use Erin Street to reestablish strong pedestrian connection from Centre Avenue to destinations along Bedford Avenue such as the Miller African-Centered Academy and Cliffside Park.

Related Program Initiatives:

Hill District Homeowner/Tenant Support (p. 50)

A comprehensive program could be developed to further support homeowners in the face of declining property values, foreclosure risks, and the lackluster economy. This Homeowner Support program could have the capacity to make emergency loans as well as having an educational component that might include seminars or a resource center for tenants as well as homeowners.

Housing Innovation Zone (p. 53)

Designate a block(s) as a mixed income housing innovation zone to demonstrate best practices in housing design, green construction/technology, and repair/maintenance.

Comprehensive Vacant Property Strategy (p. 53)

Current best practices recognize that a blanket treatment of vacant lots and buildings is much less effective than a strategy targeted towards the specific characteristics of the neighborhood and each vacant property. Creating a comprehensive strategy that considers the size, location, and adjacent uses of vacant lots and buildings is critical to being able to recommend the most appropriate next step for each.

Hill District Business Incubator (p. 57)

Provide shared resources to small businesses located within incubator space and also support off-site businesses located throughout the Hill with programming, information, and access to needed resources. Establish a cooperative marketplace that can be used by small businesses to sell their goods.

Centre Avenue Business District (p. 59)

In order to strengthen Centre Avenue as the retail and commercial core of the Hill, delineate the blocks between Devilliers and Kirkpatrick Streets as a special business district that will be the focus of continued growth and improvements.

Streetscape Improvements (p. 65)

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Comprehensive Parking Strategy (p. 66)

Parking is already an issue in the Greater Hill District and demand is likely to increase as the Hill is revitalized. A comprehensive parking strategy for the Hill could incorporate a number of measures to appropriately distribute parking in the neighborhood and also address the quantity and quality of neighborhood parking, whether setting minimum standards for green space in parking lots or limiting the construction of new parking areas.

Kirkpatrick Street Recreational Corridor

The Kirkpatrick Street Recreation Corridor is a proposal to use existing green spaces and streets to establish recreation opportunities and improve pedestrian connections along a north-south corridor. The Corridor starts at the gateway intersection of Kirkpatrick Street and Fifth Avenue and extends north to existing and proposed public spaces such as Bedford Reservoir Park, Ammon Playground, Cliffside Park, and the Coal Seam Trail. Together, these spaces form a larger green network, as suggested in Greenprint.



GUIDING CONCEPTS

1. Establish an identifiable network of new and existing recreational opportunities (active, passive, and cultural)
2. Improve pedestrian connections among new and existing parks
3. Improve the quality and safety of existing park facilities by increasing access and focusing new development nearby
4. Ensure universal accessibility for pedestrians and cyclists



Bedford Avenue

Webster Avenue

Wylie Avenue

Centre Avenue

Devillers Street

Dinwiddie Street

Kirkpatrick Street

Network of Diverse Parks

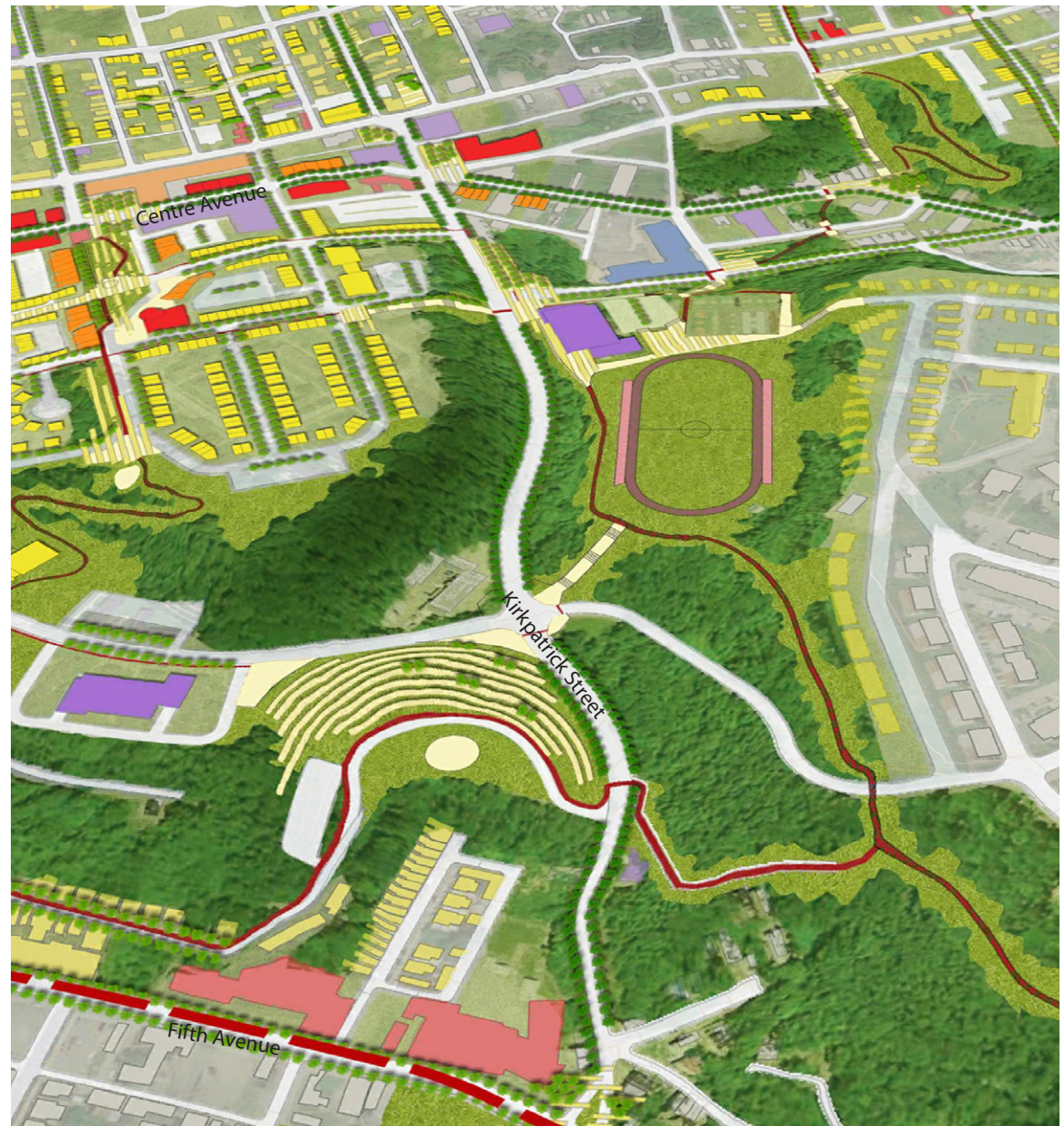
Create a linked network of parks and civic spaces connected by pedestrian trails throughout the corridor. The trails should connect Oakland (Robinson Street) and Uptown (Wyandotte Street) to the Kennard Playground, and then continue further north along Kirkpatrick Street and Junilla Street to Bedford Avenue and the Coal Seam Trail. As suggested in Greenprint, the pedestrian trails will incorporate old stairways and include new ADA ramps for pedestrians and cyclists.

Neighborhood-Scale Parks and Plazas

Provide small scale parks and plazas throughout the corridor such as at the intersection of Kirkpatrick at Reed and on Centre Avenue at the public stairs connecting to Chauncey Street.

Kirkpatrick Street Gateway

Create a formal automobile and pedestrian gateway to the Hill District at the Kirkpatrick Street and Fifth Avenue intersection. Strengthen the identity of the Hill District by reconfiguring the intersection to improve traffic flow and pedestrian access into the Hill.



Birdseye view of plan with underlying topography



Recreational corridor wayfinding



Active recreational opportunities within a recreational corridor



Neighborhood-scale plaza



Neighborhood-scale park



Kennard Regional Recreation Center

Reprogram the Kennard Playground to include a new Recreation Center—potentially a roller rink, small water park, bowling alley, arcade, creative arts center, movie screening facility, etc.—alongside refurbished recreational fields/courts for neighborhood and citywide use (basketball, soccer, football, track, and leisure uses). The Regional Recreation Center will draw people from around Pittsburgh to the Hill District and should stimulate demand for retail and commercial services on nearby Centre Avenue.



Active recreational facilities are gathering spots and promote neighborhood health and safety

Warren Branch Amphitheater

Convert the underutilized MLK Baseball Field at the Warren Branch Park into an accessible public space with an amphitheater for neighborhood and citywide events. Connect Kirkpatrick Street to DeRuad Street to improve accessibility and safety.



Amphitheaters support cultural events and passive recreation



Birdseye view of plan with underlying topography looking south



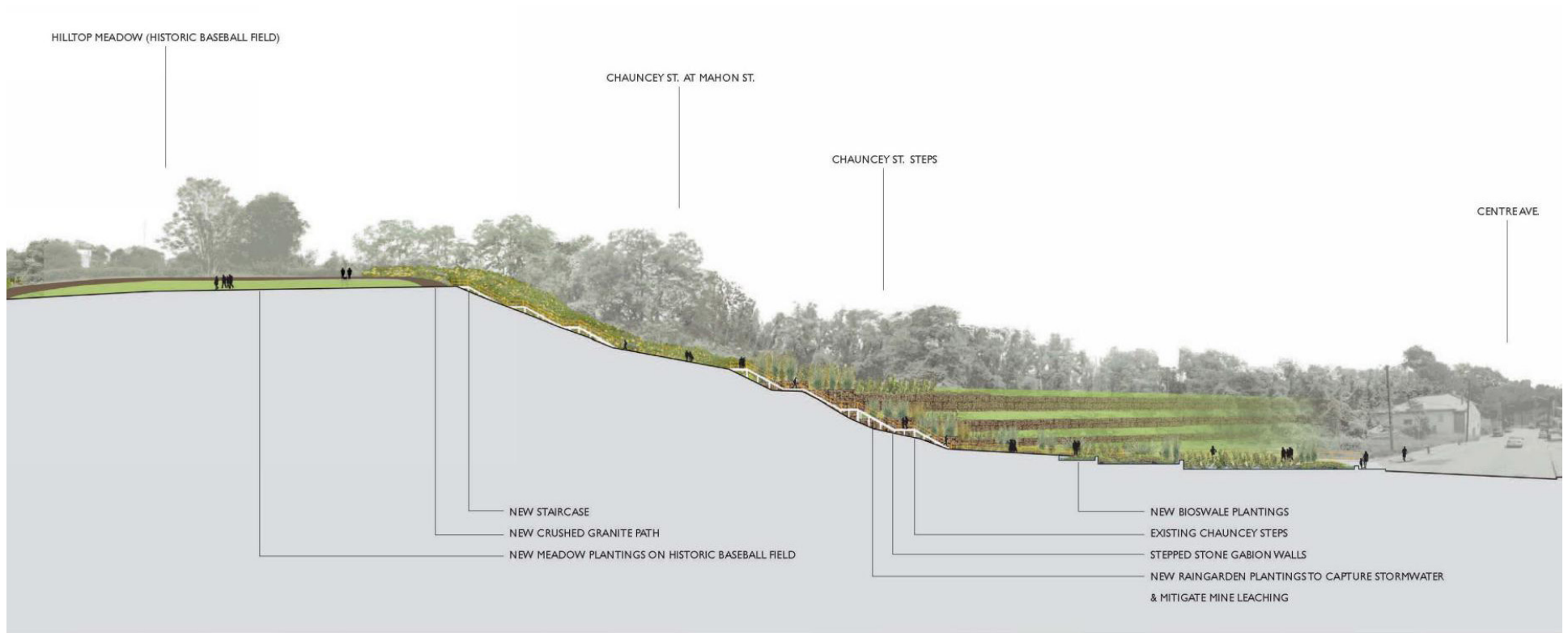
Birdseye view of plan with underlying topography looking northeast

Chauncey Street Steps

Create a pedestrian connection from Centre Avenue to Chauncey Street by rebuilding the public stairs. Rehabilitate the adjacent historic baseball field meadows as suggested by The Greenprint proposal. Connect to the overall Kirkpatrick Street Corridor by introducing mid-block crossings through vacant parcels.



Rendering from Greenprint II



Section from Greenprint II

Herron Avenue

The proposal for the Herron Avenue Corridor is to transform it into a commercially viable and attractive avenue that benefits the Hill District while serving as a connector from Oakland to Bigelow Boulevard and the Strip District. Transformation of the Corridor will most likely begin across the street from the planned AME Zion Church development at Centre Avenue and Herron Avenue and eventually continue north on Herron Avenue. Development, streetscape improvements (lighting, signage, and vegetation) and gateway treatment should slow traffic without compromising capacity.

GUIDING CONCEPTS

1. Concentrate future development near existing and planned commercial uses
2. Establish a distinctive pedestrian identity between Centre and Bedford Avenues

Related Program Initiatives:

District Identity (p. 42)

Establish a recognizable graphic identity for the Hill. Mark the entrances to the Hill to welcome and encourage visitors and new investment. Keep residents and visitors informed about local initiatives, special events, and other neighborhood news.

Streetscape Improvements (p. 65)

The investment in infrastructure is an ongoing enterprise that improves and maintains the community spaces of the neighborhood. Well-designed and gracious streets create value for adjacent real estate and safety for users. Focusing on streetscape and intersection improvements will change the perception and improve the pedestrian experience.





Bigelow Blvd.

Ridgeway Street

Bedford Avenue

Webster Avenue

Wylie Avenue

Herron Avenue

Centre Avenue

Wylie and Herron Mixed-Use

Introduce a commercial node at the intersection of Wylie and Herron Avenues that utilizes the proposed A.M.E. Zion Church senior housing project as a catalyst for a new mixed-use development. The building could provide space for businesses that need proximity to Oakland, expanding Hill District businesses, and retail uses supported by adjacent residents and traffic on Herron Avenue.



Examples of pedestrian-scale commercial nodes



Illustrations of the proposed commercial node at the intersection of Wylie and Herron Avenues

Herron Avenue Streetscape

Improve the Herron Avenue streetscape from Centre Avenue to Bigelow Boulevard, including the Five Corners intersection with new trees, lighting, signage, and sidewalks as recommended by Greenprint. Improvements should include traffic calming measures to slow down traffic and improve the pedestrian experience.

Herron Avenue Gateway

In conjunction with the Herron Avenue streetscape, visually emphasize the Herron Avenue gateways to the Hill at Centre Avenue and Bigelow Avenue.



Examples of pedestrian gateway



Opportunity for improving pedestrian safety at Herron Avenue and Bigelow Boulevard intersection



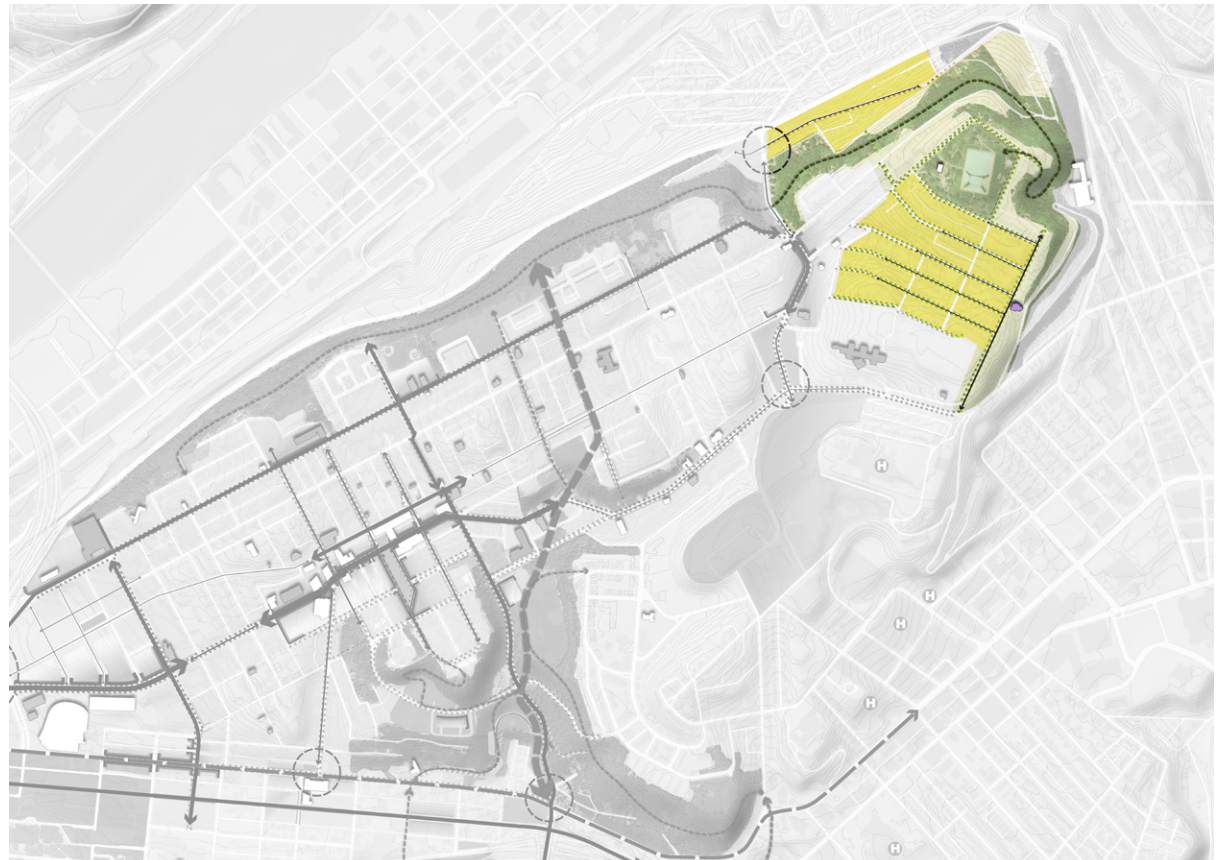
Illustration of gateway improvements at intersection of Centre and Herron Avenues

Upper Hill

The Upper Hill has a strong identity that grows from its hill top location and outstanding views of the city. The Upper Hill is a cohesive neighborhood that has several opportunities for residential stabilization and infill development to reinforce its cohesive residential character. In the Upper Hill there are three recommended urban design proposals that collectively will work together to strengthen its residential quality.

GUIDING CONCEPTS

1. Maintain and strengthen residential character
2. Locate new residential infill development to take advantage of views and natural features
3. Activate Robert Williams Memorial Park





Ridgeway Street

Bedford Avenue

Webster Avenue

Webster Avenue

Milwaukee Street

Heron Avenue

Wylie Avenue

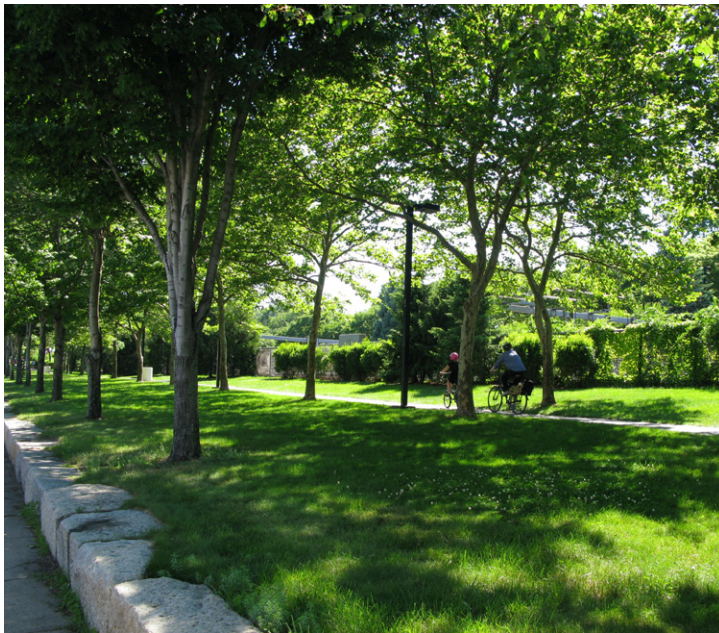
Centre Avenue

Camp Street

Iowa Street

Robert Williams Memorial Park

Robert Williams Memorial Park, which includes the reservoir, is an under-utilized asset that can better serve the Upper Hill by transforming it into a high quality neighborhood park with passive and active recreational uses. The park should be better physically integrated into the neighborhood and can be connected to the Coal Seam Trail. The Greenprint proposal for the park identifies a number of specific improvements that will improve the character and quality of the park for the Upper Hill.



Parks enhance surrounding property values and provide recreational benefits

Iowa Street Area Residential Infill

Iowa Street has a strong residential quality and character that provides a reference for continued residential development in the Upper Hill. However, the streets intersecting with Iowa Street (Cherokee, Anaheim, Bryn Mawr, Clarissa, and Adelaide Streets) have opportunities for small scale residential in-fill development that should be encouraged, and could become the basis for a specific neighborhood infill program.

Ridgeway Street Residential Infill

Ridgeway Street, on the northern edge of the Upper Hill, has spectacular views yet many vacant properties, and offers the potential for residential infill that would benefit from the long distance views. The value of the long distance views could be used as an incentive to attract private investment and transform Ridgeway Street into a high quality residential street.

Related Program Initiative:

Hill District Homeowner/Tenant Support (p. 50)

A comprehensive program could be developed to further support homeowners in the face of declining property values, foreclosure risks, and the lackluster economy. This Homeowner Support program could have the capacity to make emergency loans as well as having an educational component the might include seminars or a resource center for tenants as well as homeowners.

Housing Innovation Zone (p. 53)

Designate a block(s) as a mixed income housing innovation zone to demonstrate best practices in housing design, green construction/technology, and repair/maintenance.

Comprehensive Vacant Property Strategy (p. 53)

Current best practices recognize that a blanket treatment of vacant lots and buildings is much less effective than a strategy targeted towards the specific characteristics of the neighborhood and each vacant property. Creating a comprehensive strategy that considers the size, location and adjacent uses of vacant lots and buildings is critical to being able to recommend the most appropriate next step for each.

Streetscape Improvements (p. 65)

The investment in infrastructure is an ongoing enterprise that improves and maintains the community spaces of the neighborhood. Well-designed and gracious streets create value for adjacent real estate and safety for users. Focusing on streetscape and intersection improvements will change the perception and improve the pedestrian experience.





NEXT STEPS

Priorities

Leadership

Future Studies

Next Steps

The success of any plan is ultimately determined by its implementation. The Greater Hill District Master Plan is being issued at a time of great opportunity for planning while the economy recovers. Timely action is required to achieve the full potential of these Program Initiatives and Urban Design Proposals to

capitalize on community building once the economy rebounds. To achieve this potential requires both leadership and understanding—we urge the community and principal stakeholders to embrace the concepts incorporated in the master plan and to formally incorporate them into their own plans and actions in the coming years.

Setting Priorities

The Greater Hill District Master Plan Management Committee ranked the Program Initiatives and the Urban Design Proposals based on a number of criteria—community goals, cost/capital investment, time to initiate, time to implement, and scale of impact. The top five

strategies identified by the committee are listed below. The community also had the opportunity to identify their priorities, most of which reinforced the priorities identified by the Management Committee. These priorities should be used to further refine and establish an implementation agenda.

Priorities

PROGRAM INITIATIVES

Management Committee Priorities

- Small business support (Hill District business incubator)
- Centre Avenue business district
- Hill District homeowner support
- Job placement resources (Hill District workforce development)
- Comprehensive parking strategy (mobility and transportation)

Community Priorities

- Hill District workforce development
- Comprehensive vacant property strategy
- Hill District business incubator
- Mobility and transportation
- Hill District homeowner support
- Centre Avenue business district

URBAN DESIGN PROPOSALS

Management Committee Priorities

- Redevelop Addison Terrace (Centre View)
- Focus commercial efforts on Centre Avenue (Centre View)
- Redevelop Bedford Dwellings (Bedford Avenue Corridor)
- Establish a diverse network of parks along the Kirkpatrick Street Corridor (Kirkpatrick Street Recreational Corridor)
- Encourage mixed use at Wylie and Herron (Herron Avenue)

Community Priorities

- Centre View
- Herron Avenue
- Kirkpatrick Street Recreational Corridor
- Crawford Corridor
- Uptown Opportunities
- Upper Hill
- Bedford Avenue Corridor

Greatest Economic Feasibility

Assessing Economic Feasibility

The Reinvestment Fund (TRF), a consultant group retained by the Urban Redevelopment Authority, also analyzed the strategies based on their assessment of the economic conditions in the Greater Hill District. Those strategies with the greatest economic feasibility are listed here.

PROGRAM INITIATIVES

- Centre Avenue Business District
- Housing Innovation Zone
- Hill District Workforce Development
 - Nursing/Health Related Professions
 - Restaurant/Food Service
- Comprehensive Vacant Property Strategy
 - Vacant Property Maintenance Standards
 - Adopt-a-Lot
 - Sidelot Transfer
 - Neighborhood Clean-up
- “Past, Present, & Future” Trail
- “Complete Streets” Pilot
- Comp. Parking Strategy
- Urban Fellows Program

URBAN DESIGN PROPOSALS

- Centre View
 - Redevelop Addison Terrace
 - Focus on Centre Avenue
- Bedford Avenue Corridor
 - Residential Infill
 - Redevelop Bedford Dwellings
- Crawford Corridor
 - Crawford Street streetscape (lighting, signage and vegetation)
 - Expand Crawford Roberts
- Uptown
 - Dinwiddie Street TOD
 - Fifth Avenue mixed-use development
- Upper Hill
 - Activate Memorial Park
 - Iowa Street Area residential infill
 - Ridgeway Street residential infill

The implementation of the Greater Hill District Master Plan can be aided by the creation of (or enhancement of existing) entities charged with moving the plan forward. There are at least two types of entities that can separately but cooperatively advance the plan.

One such entity is a community-drive oversight committee that participates in the decision-making process by overseeing planning activities. An example of this is the Roxbury Strategic Master Plan Oversight Committee (Boston) discussed in the following case study. Oversight committees are generally tasked with the promotion and oversight of the master plan, which can include the disposition of publicly owned land, coordinating public input and conducting project review.

Another potential leadership entity is a public-private, non-profit community development corporation (CDC) that coordinates resources, investment, funding, and ultimately development implementation. The Over-the-Rhine (Cincinnati) case study in this section is an example of public-private, developer-driven implementation.

CDCs are often started out of a catalytic event that motivates leaders and groups to focus their efforts and work together. After an initial success, often against great odds, confidence builds, leadership evolves, and momentum is created. Community leaders and organizations are then able to leverage their initial efforts into a more comprehensive and substantive effort.

Successful CDCs tend to have similar characteristics including a defined mission, experience staff, adequate operating and capital resources, a professional and active board, and community support. A Ford Foundation study

suggests that CDCs with successful track records have achieved their goals by engaging in extensive partnerships with public, private, and nonprofit funders, and employing professional staffs with increasingly more sophisticated technical skills and experience.

Successful CDCs tend to have:

1. Clear and specific mission statements that inspire commitment and community support
2. Organizational competency which includes strong internal staff and board capabilities to engage in planning, community organizing, fund-raising, and program/project implementation
3. Organized community members to advocate their own interests and have represented community interests in the local context (ie. they have political capital)
4. Diverse funding from multiple sources to reduce vulnerability to cutbacks.

Leadership

LOCALIZED LEADERSHIP

As noted in the Uptown Community Vision (2009), there is a need to build local “capacity to organize and advance this shared community vision.” The Uptown Vision goes on to suggest a catalytic project to “facilitate and expand participation of residents, institutions, property owners, businesses, workers, students, and visitors to Uptown.” Uptown’s “Localized Leadership” project describes an expanded organizational structure that brings the right people to the table to be able to pursue development and get projects up and running.

Other local programs such as the Hill House Kassi Leadership Academy and the Coro Fellows Program should be leveraged to foster the education and development of local leaders from within the Greater Hill District.

Roxbury Strategic Master Plan

BOSTON, MASSACHUSETTS

This community-based plan outlines how to build a socially and economically vibrant Roxbury community. The plan pays particular attention on the implementation structure needed to meet the goals of the community for the plan.

A Case Study: Implementation and Governance

From the initiation of the planning process, one of the most important and consistent themes articulated by the community participants has been the need to develop mechanisms to implement the recommendations of the Roxbury Strategic Master Plan according to its stated principles. Identifying and sustaining sources of funding is an obvious component of any implementation strategy, but equally important is the establishment of a broadly representative entity charged with overseeing the implementation of the Plan for the foreseeable future.

One of the most important goals of the Roxbury Strategic Master Plan is to ensure that its implementation be a community driven process. The Roxbury community, the Roxbury Neighborhood Council (RNC) and elected officials will participate in the decision making process through the creation of the Roxbury Strategic Master Plan Oversight Committee (RSMPOC).

The RSMPOC operates with the advice of the RNC, the BRA, other city and state agencies and other stakeholders to ensure all private and public development activities are in compliance with the provisions and spirit of the Roxbury Strategic Master Plan by all parties, public and private.

The RNC and its members have been one of the most active participants in the drafting of the Roxbury Strategic Master Plan in the past two and a half years. In addition, the organization has played a principal role in development issues, accountability, and community review for most of the past 20 years. The RNC is a membership organization with a democratically elected board of directors. The membership is comprised of residents of the Roxbury Neighborhood District as defined in the Interim Planning Overlay District (IPOD) map.



Residents at a community charette



Community stakeholders meeting with Boston mayor Thomas Menino

More information on the Roxbury Strategic Master Plan can be accessed at:
<http://www.bostonredevelopmentauthority.org>

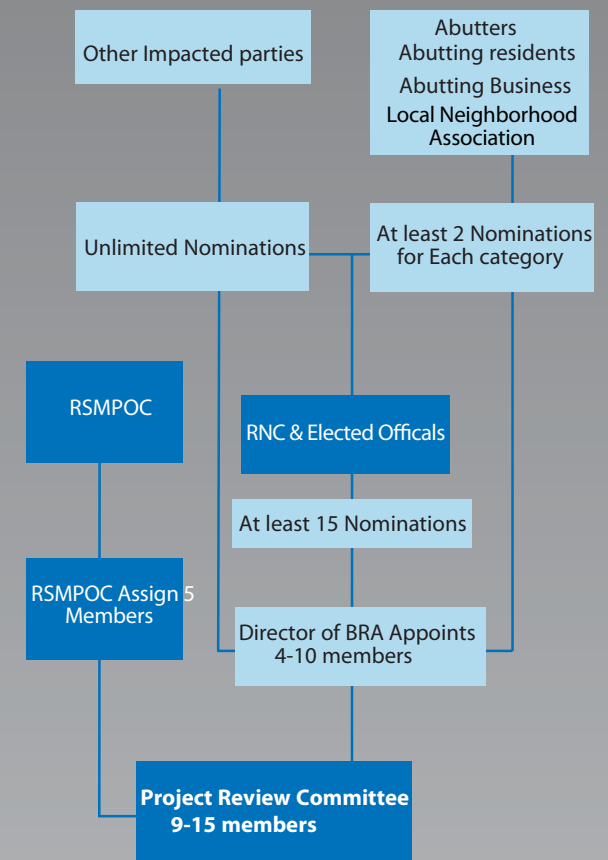
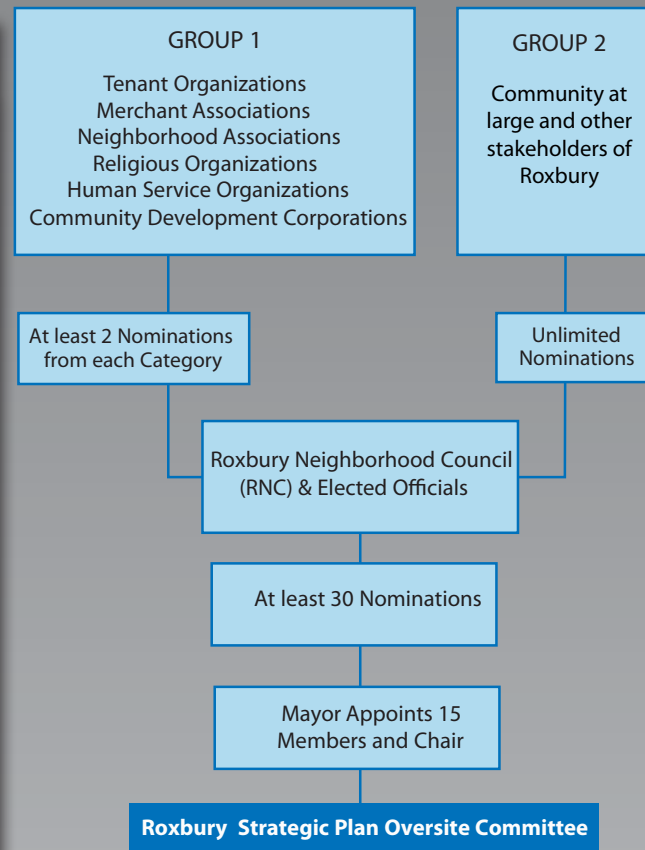
Role Of The Roxbury Strategic Master Plan Oversight Committee (RSMPOC)

Oversees implementation of the master plan in the disposition of publicly owner parcels

- *Proposing land use programs*
- *Recommend the order of parcel disposition*
- *Coordinating public comment and input*
- *Review drafts of RFPs*
- *Recommend changes to RFP*
- *Creating subcommittees to review individual parcels*
- *Coordinate with other existing neighborhood review committees*

Promoting the Roxbury Strategic Master Plan

- *Set benchmarks and review on the proposals for effectiveness of the plan on the activities of RSMPOC*
- *Public outreach of communication*
- *Review zoning in concert with RNC*
- *Identify funding sources to implement the plan*



Roxbury Strategic Master Plan Oversight Committee (RSMPOC)

The Roxbury Strategic Master Plan Oversight Committee will be broadly representative of the entire Roxbury neighborhood and have a transparent organizational structure recognized by the community, its elected officials and city government. The RSMPOC will be ultimately accountable and responsible to the community. In addition to oversight duties, the RSMPOC can participate in other planning activities with the advice and consent of the RNC, such as comprehensive zoning review.

The RSMPOC will have representatives from a broad range of neighborhood organizations and community stakeholders and be able to solicit input and resources from the community to support it on key issues. In addition, the RSMPOC will need to work effectively with the city, state and federal agencies, as well as other public and private neighborhood stakeholders.

Project Review Committees (PRC)

When the BRA issues an RFP for a specific parcel, the RSMPOC will form a PRC that will consider the disposition, developer designation, and the status and Plan compliance of proposals or ongoing projects on particular parcels. The PRC is an advisory committee that will make recommendations to all public agencies involved in the disposition process, the RNC, elected officials and the whole community.

Over-the-Rhine

CINCINNATI, OHIO

Existing Conditions:

- 500 vacant buildings
- 700 vacant lots
- 1667 vacant housing units

Gateway I,II & III:

- 130 of 182 condos (71%) sold
- 51% of space leased (28,800 SF of 56,576 SF).
- Currently negotiating multiple leases

Gateway I,II, III & IV (upon completion):

- 400 new housing units
- 70,000 sq ft commercial space

A Case Study: Inner City Neighborhood Reinvestment

The inner city neighborhood of Over-the-Rhine in Cincinnati has a rich history that was still evident, even in its crumbling remains. Like the Hill District, this neighborhood is home to a largely working-class and low income African-American community and has experienced disinvestment and massive population decline since the 1950's when there were more than 45,000 residents. Today, as in the Hill, the population is well under 10,000 residents. Just as the Hill District has struggled to capitalize on its proximity to the Golden Triangle and Oakland, Over-the-Rhine, despite its proximity to the three largest employment areas in the City (the Central Business District to the south and the University of Cincinnati and Group Health Alliance to the north), has been continuously overlooked.

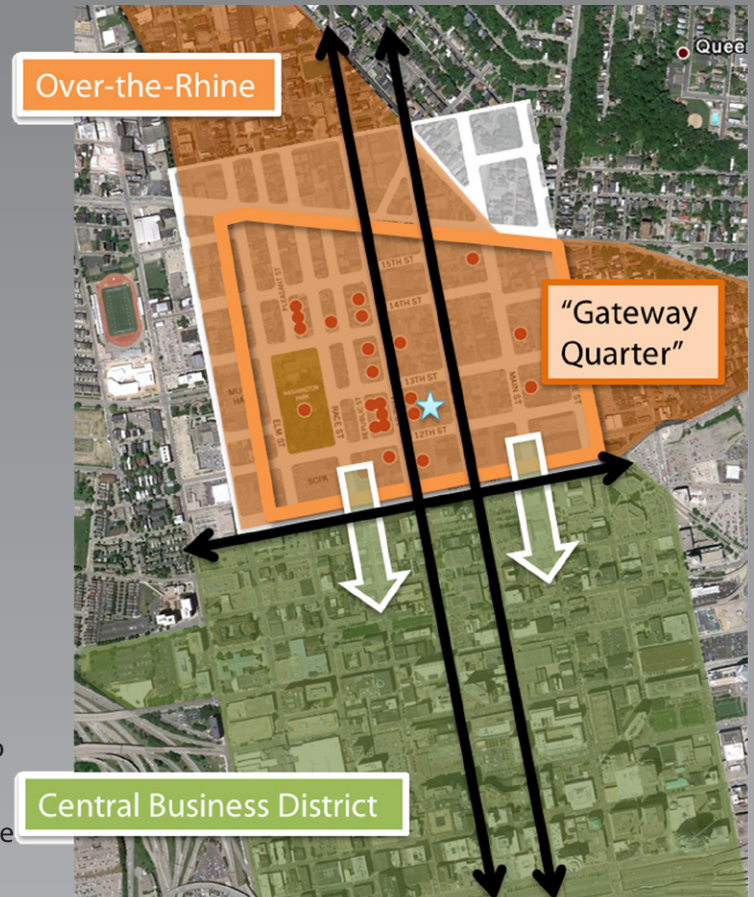
Over the last four decades, the City of Cincinnati has attempted various approaches to spur reinvestment, with strategies ranging from the selling of buildings for \$1 in the 70's, to supporting campaigns for the mass demolition of dilapidated buildings. None of these strategies has proven to be successful at attracting new investment.

In 2003, the City of Cincinnati brought together the corporate players from the private sector who had vested interests in the health, well-being and progress of the City, and together they created the Cincinnati Center City Development Corporation (3CDC). The result of this unusual public-private partnership was a non-profit that was tasked with defining a clear and ambitious yet achievable project scope; facilitating the synchronization of investors, developers and the City in order to pool resources and adjust policies as necessary; and finally to orchestrate the clever coordination of funding sources necessary to implement projects.

More information on 3CDC and Gateway Quarter can be accessed at:

<http://www.3cdc.org/>

<http://www.gatewayquarter.com/>



3CDC defined a 25-square block focus area (about 1 acre) as the Gateway Quarter to concentrate investments in a way that would allow all new projects to be mutually beneficial.



Step 1: Outline a clear scope

3CDC defined a 25-square block focus area (about 1 acre) to concentrate investments in a way that would allow all new projects to be mutually beneficial. The mission was defined by four phases which include mixed-use (residential-retail), multi-family for-sale housing, affordable housing, condominiums, and retail. The first phase was focused in a 4-square block area along Vine Street because of its proximity to downtown and its high visibility to the rest of the City. The initial primary target market was young buyers, both singles and couples, interested in city living (price range: \$85,000 - \$350,000).

Step 2: Bring together experienced developers

3CDC organized three local developers with records of success and the willingness to take on risk with the potential for high returns. The assemblage of this new developer coalition around the 25-square block focus area was branded the "Gateway Quarter." This new arrangement allowed each developer to share in the successes of the others, where the sale of a single condo or the lease of commercial space by one developer was celebrated as a shared success for all three. The developers share one office and act essentially as a single developer under the new name.

3CDC, as a non-profit that is separate from the City, provides planning, acquisition, and financing services for Gateway Quarter, and has worked closely with the City and private sector to achieve project financing models that incentivize development. A primary strategy was to include the development of for-sale housing in order to increase the owner-occupied population which would, in turn, increase and diversify the number of stakeholders in the neighborhood.

A SUCCESSFUL APPROACH TO REINVESTMENT

- Establish **targeted geographic boundaries** for redevelopment in **proximity to Downtown**
- Focus on **higher density, mixed-use** development
- Collaborate and concentrate public and private resources—**"Reach Across the Aisle"**
- Invest in prominent civic spaces —**"Tidy the Living Room"**
- **Manage** assets once they have been redeveloped

Step 3: Create a clever financing strategy

"Financing for the Gateway Quarter is somewhat unusual. The lender for the project is 3CDC, which is in turn financed by two primary sources, the Cincinnati Equity Fund (CEF) and Cincinnati New Markets Fund (CNMF). The CEF provides gap financing for market-rate development projects and the CNMF is part of the New Markets Tax Credit (NMT) Program, created by Congress in 2000, and leverages funds from 13 local corporations to be used for investments in the downtown and Over-the-Rhine neighborhoods."

Overall, 3CDC has invested \$70 million to date in redevelopment activities in Over-the-Rhine, and provided financing for projects by all three private developers of the Gateway Quarter. Proceeds from unit sales are "recycled" by 3CDC for financing additional projects. Because the NMT program has a seven-year cycle, funds can be recycled three or four times to finance development. Furthermore, the Model Group and the other developers are not required to provide equity for their projects.

The CNMF was awarded an additional \$35 million in NMTs in October 2008 to finance additional revitalization efforts in Over-the-Rhine, including projects farther north in the Gateway Quarter and the renovation of Washington Park."

— ULI Case Study, September 2009

BEFORE: Over 500 police calls per year to this corner



DURING: 7 police calls annually



AFTER: Zero police calls annually and crime has dropped 65% overall



Additional Studies

FUTURE STUDIES

APPENDIX

SUPPLEMENTAL MATERIAL

The value of a master plan comes not just from the document itself, but also from the discussions that arise during the process of developing the plan. In the case of the Greater Hill District Master planning process, a number of ideas that arose should be developed further in the future.

While some of these have been identified in the program initiatives, many are beyond the scope of work for this plan. However, they are of value to the community and should be considered as future studies:

- Community Arts Plan
- Education/Lifelong Learning Plan
- Historic Preservation
- Neighborhood Safety and Crime Reduction
- Zoning Review
- Transportation and Access Study

The complete text of the Greater Hill District Development Principles, Non-Displacement Strategies, and Strategies for Reclaiming the Lower Hill is in the appendix on the following pages.

An additional compilation of supplementary material is provided digitally. This is comprised of many of the documents that were referenced in this report as well as presentations and feedback from community meetings.

APPENDIX

- Greater Hill District Development Principles
- Greater Hill District Non-Displacement Strategies
- Strategies for Reclaiming the Lower Hill

SUPPLEMENTAL MATERIAL

- Analysis Maps
- Public Presentations
- Community Feedback
- Market Feasibility Memorandum

Throughout the Greater Hill District Master Plan planning process, the focus has been on development of mechanisms and actions to support the revitalization of the Greater Hill District. The Master Plan includes Program Initiatives and Urban Design Proposals that have been developed in cooperation with the community, and that have been extensively reviewed by the Hill District community and the Management Committee. Implementation priorities are recommended based upon community review and Management Committee participation. The Master Plan provides a broad range of specific programs and proposals for projects that collectively form the Master Plan, but which are designed to be implemented individually as part of a larger planning and development framework and strategy for the Greater Hill District. Moreover, the Master Plan program initiatives and urban design proposals are intended

to be readily adopted by public, private, institutional, non-profit, and community organizations or even by individuals who will champion and take responsibility for their further development and implementation.

Identification of sustainable funding sources is an important part of the next steps, however, equally important is the establishment and designation of a Hill District based organization that will take responsibility to monitor and guide the Master Plan throughout its ongoing evolution, development and implementation. The identification and empowerment of this Master Plan stewardship organization and its confirmation of the priorities for the implementation of the Program Initiatives and Urban Design Proposals is an important next step in the continued regeneration of the Greater Hill District.

Acknowledgements

Residents of the Greater Hill District

Thank you to the many residents and other interested participants who contributed to the Master Plan.

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Councilman Daniel Lavelle, Chair | Pittsburgh City Council

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Jake Wheatley | State House of Representatives

Iris Whitworth | Allegheny County

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