

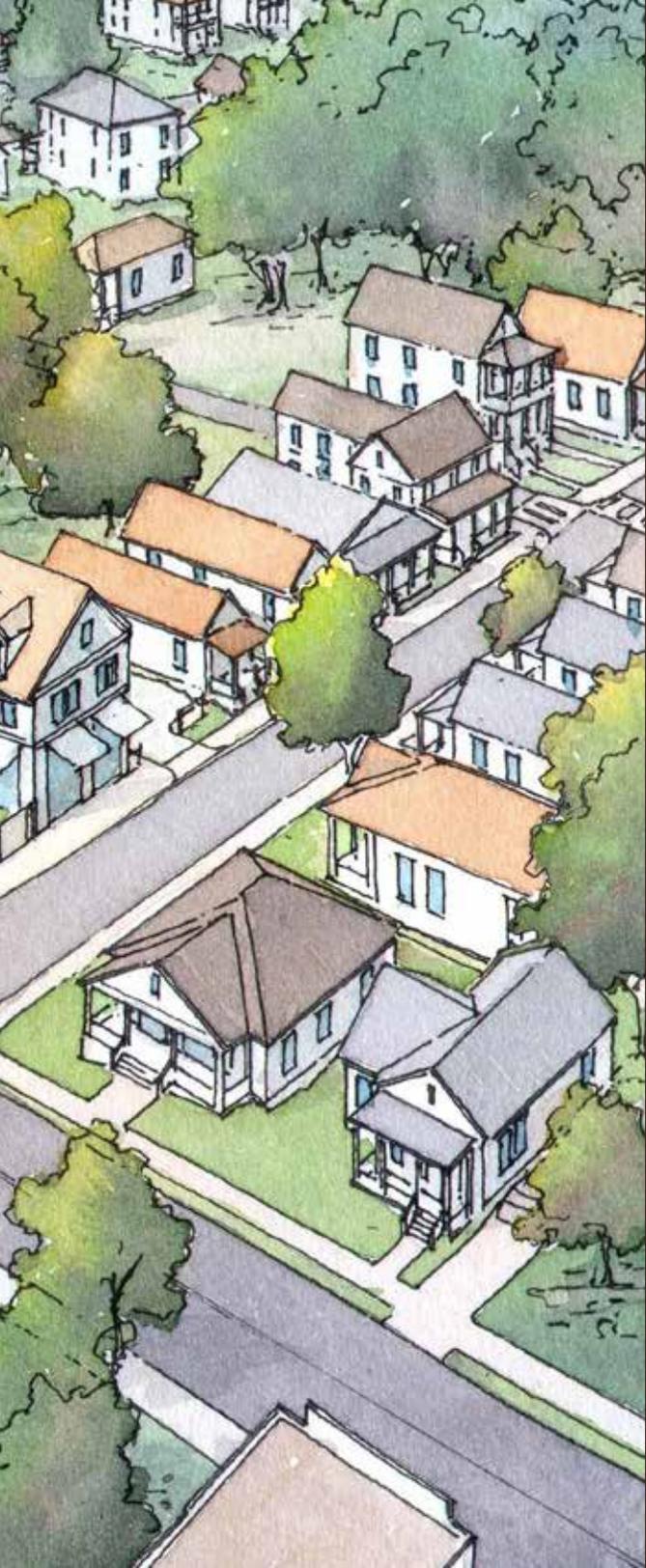


preservation of pittsburgh

neighborhood master plan report
Atlanta, Georgia

Completed 2012 - Revised 2017





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and special assistance from:

Annie E. Casey Foundation

Enterprise Community Partners

City of Atlanta

Religious Institutions of Pittsburgh

the preservation of pittsburgh master plan

was created by:

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EXECUTIVE SUMMARY

UPDATE

The Preservation of Pittsburgh Plan was commissioned by the Annie E. Casey Foundation in coordination with the Sustainable Neighborhood Development Strategies, Inc.(SNDS), Pittsburgh Community Improvement Association, Inc (PCIA). The plan was completed in 2012 by Dover, Kohl and Partners. Since its completion, the neighborhood has seen many changes and the needs of the Pittsburgh neighborhood are even more urgent. The Plan, last worked on in 2012, can still serve as a guide for future redevelopment. The goal is for the updates to the plan to build on the recent work completed by several organizations in the neighborhood and address recent concerns as shown in the map on page 5 - i.e. acquisition of properties in quadrant I, NSP and Habitat homes built in recent years, etc.

It should be noted that, while at the time, SNDS was a core partner in creating and implementing the plan, this organization no longer exists. Where SNDS is referred to for future action in the plan, other community-based and nonprofit organizations will help fill SNDS's previous role.

At the time of its completion the 2012 Plan lacked specific elements that would allow the Atlanta City Council to adopt it including an Implementation Matrix that would allow residents and stakeholders to begin the implementation of the plan. This document is set to add the final touches to the Preservation of Pittsburgh Plan and sets the stage for its final adoption by the City of Atlanta City Council. The adoption of this plan will allow the City to use it for guidance in consideration of future project funding in the Pittsburgh neighborhood, capital improvements, and as a guide for future redevelopment efforts. This recent update has added the following elements to the report:

- Introduction and Conclusion
- Additional Implementation Strategy items inclusive of Implementation Projects in Appendix C.

- Additional community engagement in the form of two community meetings and three stakeholder meetings, incorporated into the document as Appendix B, outlines the community's review of two things:
 1. Recommendations of the Preservation of the Pittsburgh Plan with a few additional comments
 2. Recommendations and prioritization of Action Items in the updated Implementation Strategy

SHORT TERM STRATEGIES

Most importantly the following short term strategies were identified by community residents and stakeholders as first priority in the revitalization process:

- **Housing Stability:** focus on safety through three strategies - sustained code enforcement, target problem landlord, and crime prevention. Infill projects should focus on creating quality market rate and affordable housing.
- **Economic Development:** in the short term identify or create programs and policies to support local businesses, increase youth participation in the neighborhood revitalization and job creation, and propose physical improvements to promote collaboration space.
- **Sustainability, Infrastructure, and Transportation:** residents and stakeholders thought that the following actions are the top priority and should be started as soon as possible – coordination of neighborhood cleanups, support the introduction of community gardens and urban agriculture, and begin to address the schools and education.
- **Urban Design:** the revitalization of McDaniel Street, which includes ideas for redevelopment of a key parcel, and the creation of a block demonstration project were seen as first priority in terms of urban design and revitalization.

WHY A PLAN?

Neighborhoods are created step by step by many people. It is only possible to coordinate public and private effort in a great neighborhood building enterprise with some idea of what the whole is meant to become as it evolves. As an important first step, the design team helped to establish community consensus and reset the community's expectations through hands-on design exercises with the general public and meetings with neighbors. The building of this general consensus was used to create a shared vision and lay the groundwork for future public support necessary to obtain approvals required for the redevelopment of the site.

The purpose of this document is to focus resources on things that will really make a difference. The plan crystallizes the desires of Pittsburgh's citizenry into buildable, functional visions, and provides do-able instructions for organizations, residents, governments and private investors. Intensive public involvement was used to chart it's future development.

BALANCE, ABOVE ALL, IS THE THEME

The many authors of this plan have struggled to find equilibrium between equally important goals. They have insisted on cleaning up vacant lots, preserving affordability and improving safety while achieving the desired urban image for heart of the community. They sought a balance between preservation of the historic character and a spirit of newness, and allowed no trade-off between productive real estate and environmental sensibility. With this plan Pittsburgh can have all these.

BUILDING ON HISTORY

The neighborhood of Pittsburgh has a colorful history, which should serve as a constant reminder to the residents and boost community pride. This is not a handbook for the slash-and-burn, slum-clearance plan of the kind that disassembled neighborhoods a generation ago; it is about putting elements from the traditional neighborhood back together. The neighborhood of Pittsburgh should build upon the proud legacy of its history, and grow a stronger more sustainable neighborhood, with this Plan.

BASIC FIRST PRINCIPLES

Through the public design process, community members and the design team worked together to develop a series of urban design and placemaking principles to guide the appropriate revitalization of Pittsburgh. Shaped from public input during the charrette, the “First Principles” embody the public’s vision for the future;

RESTORE & RE-OCCUPY VACANT BUILDINGS

FILL IN VACANT LOTS TO COMPLETE THE NEIGHBORHOOD

PRESERVE AFFORDABLE HOUSING

CREATE HIGH-QUALITY NEIGHBORHOOD OPEN SPACES

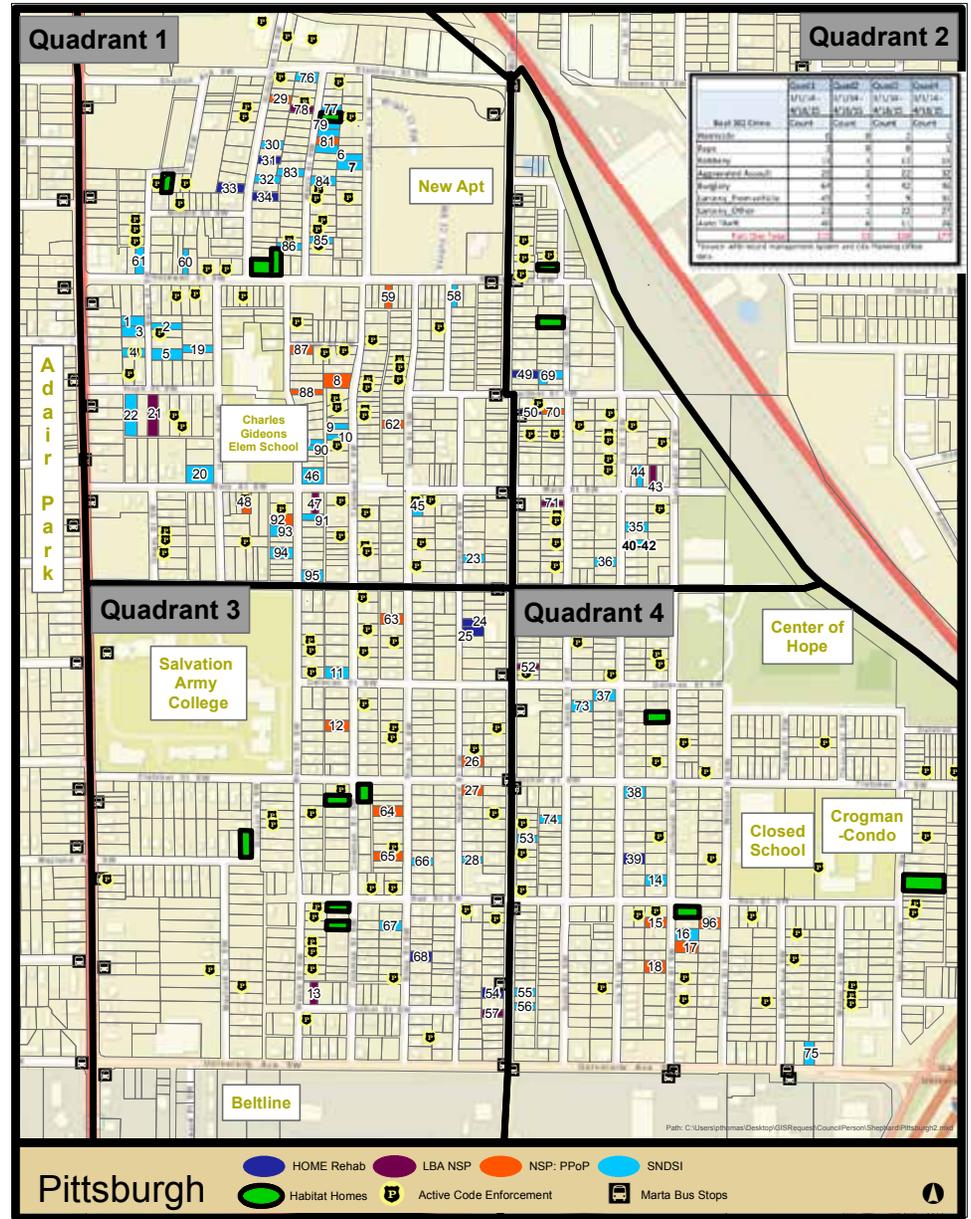
SUPPORT YOUTH RELATED ACTIVITIES

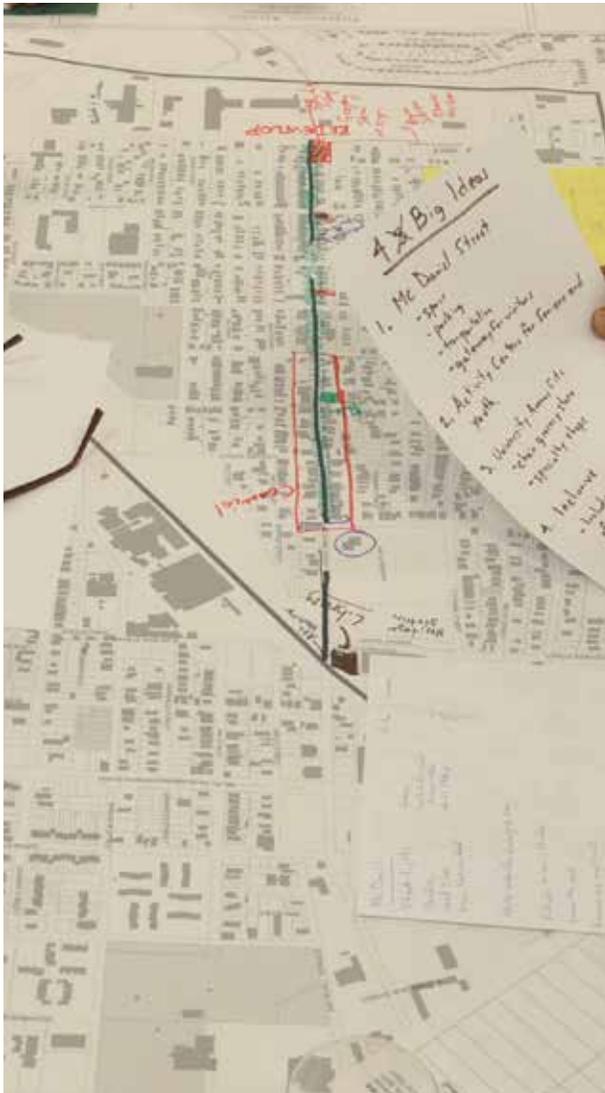
CREATE WALKABLE, LIVABLE STREETS

ENHANCE COMMUNITY RESOURCES

ATTRACT MORE RESIDENTS

PROVIDE SMART PARKING SOLUTIONS





TEAMWORK & PATIENCE

The vision is compelling, but no one agency, group of elected officials, or stakeholders can pull it off alone. This plan is assembled around the idea that many coordinated actions (large and small) by the City of Atlanta, Sustainable Neighborhood Development Strategies Inc., Pittsburgh Community Improvement Association, local businesses, developers, neighbors, organizations will gradually grow into the Pittsburgh that citizens want.

Ultimately, it will take a coordinated effort between the public and private sectors in order to achieve the desired community results. SNDSI and the City of Atlanta should continue to take an active role in continuing the efforts to revitalize Pittsburgh into an economically sustainable development by clearing obstacles and setting the stage for future development effort. But the two entities cannot do this on their own. Knowing that the public sector is committed to the plan, the private sector should also take an active role in the revitalization of Pittsburgh.

PLAN SCENARIOS & ALTERNATIVES

Alternatives for the best use and form of development for some parcels, based on its location on the site and its proximity to surrounding uses and roadways are illustrated in this plan. The proposed development scenarios allow for phasing that permits the neighborhood of Pittsburgh to develop incrementally. The end result of incremental development is that each new construction project helps to add to a cohesive, complete neighborhood.

IMPLEMENTATION

Expectations for this project need to be placed in a realistic context. Redevelopment of Pittsburgh will not happen overnight but there are steps that can be taken now to set the stage for development.

The plan looks both short term and long term projects. While the Illustrative Plan focuses on the long-term vision for the future of Pittsburgh as a whole, and foretells a series of changes and initiatives that will be decades in the making, there are specific sites identified in the plan that are prime locations for initial projects in the very near future. *More information on Implementation strategies can be found in Chapter 10.*

STAY THE COURSE

Diligence and persistence in implementing this plan will reward Pittsburgh with an inspiring neighborhood story, an ever higher quality of life, and renewed economic prosperity.

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“I’d like Pittsburgh to be a safe, livable community where people can raise a family, worship, and become a self sustainable community”

– excerpt taken from Vision Cards,
Community Visioning Workshop

O

introduction

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



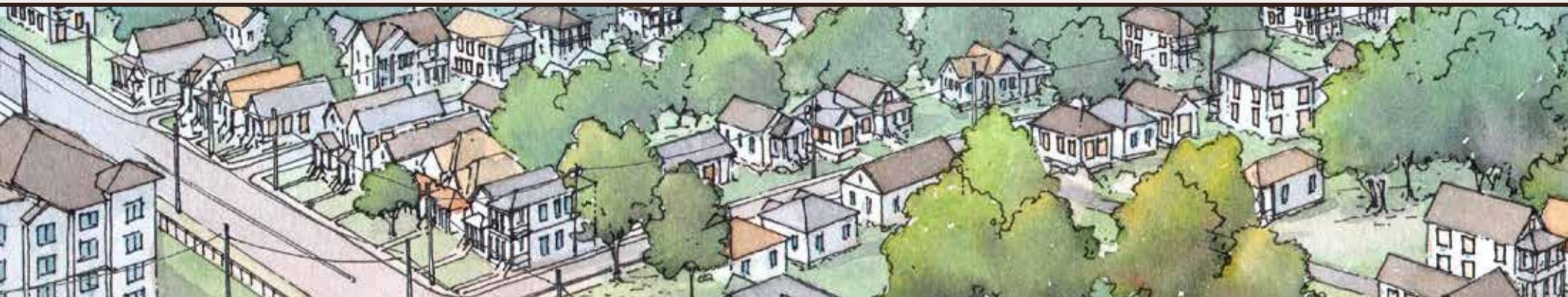
INTRODUCTION

Pittsburgh is one of Atlanta's oldest neighborhoods, dating back to 1883, encompassing a total area of 554 acres. Although historically a prosperous African American neighborhood, present day Pittsburgh continues to face the challenges of the 1990's, drugs, prostitution, vandalized vacant structures, overgrown yards, crime and mortgage fraud. Nonetheless, there are still great assets within the Pittsburgh community, which this plan will identify and build recommendations around including the neighborhood's important history, current residents, and stakeholders.

The purpose of this document is to focus resources on projects that will really make a difference and act as catalysts within the community. The ultimate goal is for this planning document to be used by stakeholders and residents as a guide to implement specific recommendations that will bring positive change to the neighborhoods. Both the city of Atlanta, and the Pittsburgh Community Improvement Association have shown great vision in the sponsorship of the development and completion of this plan. It is the City of Atlanta's intent, through the completion of this plan for adoption, that it serve its original intended purpose of guiding the redevelopment of the Pittsburgh neighborhood.

1 history

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





View of a cafeteria and homes along an McDaniel Street in the Pittsburgh neighborhood of Atlanta, Georgia
Source: Atlanta History Center, Kenan Research Center, Atlanta, Georgia
Used with Permission

HISTORY OF PITTSBURGH

Pittsburgh is one of Atlanta's oldest neighborhoods, dating back to 1883, encompassing a total area of 554 acres. The neighborhood is defined from the city's grid: Metropolitan Parkway to the west. To the east the Norfolk Rail line runs diagonally. The northern boundary is Ralph David Abernathy Blvd., and the Atlanta and West Point Rail Road is to the south. The similarity of Pittsburgh's polluted and dirty steel mills to those of Pittsburgh, Pennsylvania gave the community its name. It was settled post-Civil war, when the railroad played a considerable role in building advancement and growth of cities. The construction of the East Tennessee, Virginia and Georgia Railroad Company shops provided ample job opportunities to railroad laborers. Hence, the neighborhood was primarily settled by railroad laborers, predominantly African Americans coming from low paying jobs on plantations, seeking stable jobs, home-ownership, and small entrepreneurial opportunities.

In the late 1800's the neighborhood continued to expand; after all, it continued to be a promising place to settle because of the availability of jobs and growing economy. During the 1920's Pittsburgh was the place to be in Atlanta for African Americans of all classes. Several new schools, businesses and churches were established, greatly contributing to the strong family, community, work, and faith ethics deeply rooted in the community.

Despite the achievements of African Americans, conflicts between races persisted and haunted successful black men that, with hard work, had achieved what many lower class-white men had not. Half a century later, during the Civil Rights Movement, the community faced many physical, social and economic struggles which associated the neighborhood with negative characteristics by those outside the neighborhood. Because of the expansion of

the suburbs and desegregation, as the white residents moved to the suburbs prominent African Americans began to move into formerly white neighborhoods by Morehouse and Spelman on the west side and the Fourth Ward, along Auburn Avenue on the east side. The decline in population and businesses led to the deterioration of the Pittsburgh community.

A large number of vacant homes fell into disrepair due to the difficulties banks presented for real estate sales in black communities, known as 'redlining'. From the 1960's onward a series of events further isolated and contributed to the decline of the neighborhood. Conflicts between races increased during the 80's and 90's, making Pittsburgh a less likely candidate for new residents. By 1990 the neighborhood had lost more than half its population. Many of the black owned businesses that once lined McDaniel Street disappeared and the empty buildings were left to decay.

Present day Pittsburgh continues to face the challenges of the 1990's, drugs, prostitution, vandalized vacant structures, overgrown yards, crime and mortgage fraud. During the first decade of the 2000's the rapid rise in the housing market seemed promising for the neighborhood. Many people were moving back into the in-town areas of Atlanta. The quick re-population of the area came to a halt during the real estate crash in 2008-2009. By this time, many homes had been built in the neighborhood and sold with fraudulent mortgages. As a result, many of the new homes were abandoned and fell into foreclosure. Abandoned homes were a major target for vandalism and criminal activities. In many cases they have been stripped of appliances, fixtures, AC units and copper wiring.

As a response to the current condition in Pittsburgh, the Preservation of Pittsburgh was initiated. To implement

this revitalization strategy, Sustainable Neighborhood Development strategies Inc. (SNDSI) has partnered with the Pittsburgh Community Improvement Association, Inc. (PCIA). This collaboration is committed to a comprehensive revitalization effort by preserving the neighborhood's heritage and identity, while adopting 21st century strategies for economic growth, energy conservation, and neighborhood sustainability.

SNDSI is an independent non-profit launched by the Annie E. Casey Foundation to oversee residential and economic development efforts in and around Atlanta's Pittsburgh neighborhood. As a community-based developer, SNDSI's mission is to preserve and revitalize the Pittsburgh neighborhood by acquiring and renovating foreclosed and abandoned properties to be made available for rental or sale to working families.

Preservation of Pittsburgh and its partners have tried to create an opportunity out of the housing crisis in the neighborhood. They have acquired 95 vacant homes, in strategic locations, in hopes to decrease the vacancy rate of 43% and attract new potential residents to the area.

Despite the physical, social and economic challenges, actions by various community stakeholders have been made to address them. The Pittsburgh Redevelopment Plan, incorporated into the Atlanta Comprehensive Development Plan in 2001, the Blueprints planning process in 2006, and the inclusion of Pittsburgh into the Atlanta BeltLine Master Plan in 2009, are efforts that will guide future actions to achieve the goals of the neighborhood.

The rich culture and pride of the Pittsburgh community encourages residents to be involved and ensure that future generations can continue to be part of the neighborhood. Pittsburgh has been home to many

civic leaders and heroes such as Miss Dr. William Henry Croghan, Carrie Steele, and Charles Lewis Bivins. These leaders have inspired many and continue to inspire others to follow their example. Resident leaders work tirelessly along with the Pittsburgh Community Improvement Association (PCIA) and its partners to ensure that progress and growth will return to their community.

A formal application was submitted by PCIA to the National Register of Historic Places in an effort to embrace the unique character that the neighborhood has preserved for more than a century. In June 2006, the neighborhood received designation from the National Register of Historic Places and it is now in the hands of the residents to complete the process to make Pittsburgh a Local Historic District. A Local Historic District designation would provide aid from the Atlanta Urban Design Commission and staff in issuing Certificates for Appropriateness in the building permits process for new construction, additions, renovations, demolitions, and site work.

PREVIOUS PLANNING EFFORTS

The neighborhood of Pittsburgh has been through many planning exercises, all of which were researched and understood by the design team. A few of them have been highlighted below:

PITTSBURGH COMMUNITY REDEVELOPMENT PLAN

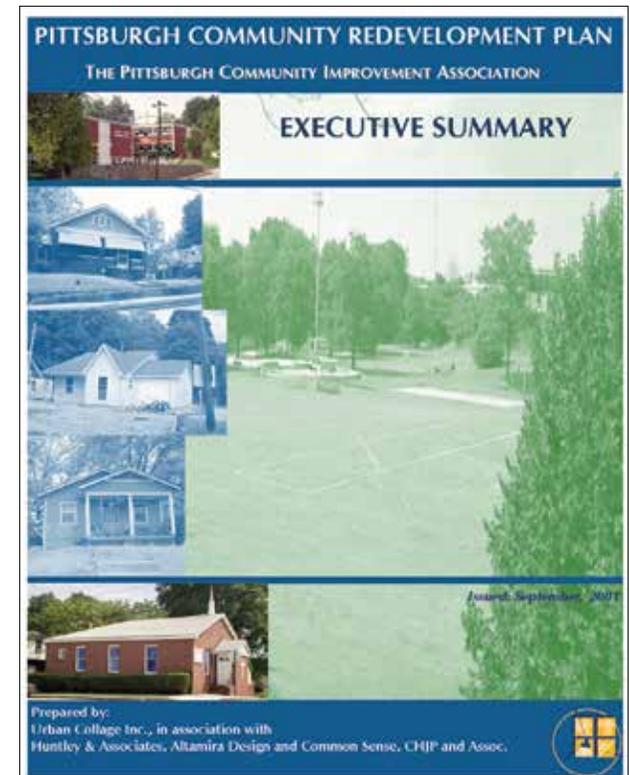
In the fall of 2000, the Pittsburgh Community Improvement Association hired a consultant team to develop an urban redevelopment plan that included the goals and visions of the Pittsburgh community. In order to realize a long-term community-wide vision and policy for the neighborhood, the team embarked on a four phased process: (i) Existing conditions analysis, (ii) community wide workshop, (iii) creation of a redevelopment framework, and (iv) an implementation plan. During this process, goals were drafted to guide the development of the plan.

Redevelopment Goals:

1. Traffic and Transportation
 - Improve Public Streets, right-of-ways and access to public transportation to create a more pedestrian friendly community and allowing an easier flow of traffic.
2. Social and Human Services
 - Provide a network of social services and cultural activities that are responsive to the need of community residents.
3. Public Safety
 - Make community safe and livable through education, crime prevention, and improved services.
4. Housing
 - Increase and facilitate homeownership.

5. Economic Development
 - Increase the number of viable commercial and retail businesses through new construction and renovation provide community oriented services, to improve the commercial competitiveness of the area and provide new job opportunities for area residents, and Metro Atlanta residents in general.
6. Historic Resources
 - Continue and expand a program of historic documentation in the Pittsburgh neighborhood.
7. Community Services and Facilities
 - Make Pittsburgh's public schools and other publicly provided facilities adequate and responsive to community needs.
8. Land Use
 - Develop a comprehensive mixed land use plan to improve the physical and visual appearance of the Pittsburgh community, which will enhance the quality of life.
9. Parks and Open Space
 - Create accessible open space throughout the Pittsburgh neighborhood.

This effort generated 27 redevelopment projects, of which about five have been completed or are underway, a proposed land use plan, civic and transportation improvements, and a proposed rezoning plan. The redevelopment plan was approved by the neighborhood and incorporated into the City of Atlanta's Comprehensive Development Plan in 2001.



PITTSBURGH: PROUD HISTORY, BRIGHT FUTURE – BLUEPRINTS FOR SUCCESSFUL COMMUNITIES

Blueprints is a program of the Georgia Conservancy that provides education and technical assistance for community-based planning. The principal goal of the program is to achieve vibrant communities by activating sound conservation and growth strategies, and building consensus for action.

In December 2005, the Pittsburgh Community Improvements Association (PCIA) extended a formal invi-

tation to the Georgia Conservancy to launch the Blueprints program in the Pittsburgh neighborhood.

During the first half of 2006, the Georgia Conservancy, in partnership with Atlanta Neighborhood Development Partnership (ANDP) and the Georgia Institute of Technology College of Architecture’s City and Regional Planning Program, led a series of community workshops that involved community members, steering committee members, and stakeholders. The meetings enabled Georgia Institute of Technology College of Architecture’s City and Regional Planning urban design studio to compile an inventory of the community’s assets, challenges, and visions for the future; and use the information gathered to compose a vision statement and an urban design framework that proposed solutions and suggestions that addressed the social and physical challenges expressed by community members, steering committee members and stakeholders during the workshops.

The Vision Statement reads:

“Pittsburgh will be a unique, historical and diverse community that promotes, ownership, economic and community development, public safety, education, recreation, environment, transportation, and community pride...a ‘city within a city.’”

The Urban Design Framework provided recommendations and resources that addressed principal challenges. A list of Short-term, Mid-term and Long-term actions was drafted as an attempt to encourage change within several different periods of time. Given the community’s frustration of “promises not kept”, the blueprints process attempted to compose a series of strategies that provided the opportunity of short and long term change.

Urban Design

Short-Term Actions:

- Request “Pittsburgh” sign toppers for all street signs in the neighborhood. Sign toppers would help bring further unity to the neighborhood and publicly announce Pittsburgh pride, history, and sense of place. PCIA could request the funds from the City of Atlanta Quality of Life Bond Fund.
- Install “No Cruising” signs at Walter L. Parks Middle School and Charles L. Gideons Elementary School to increase neighborhood awareness of safety and reduce the number of illicit behaviors which are occurring around Pittsburgh’s two schools. Ensure that there is a security officer present in the morning and afternoon to insure enforcement.
- To provide better communication for residents, request the use of the former CODA (Centennial Olympics Development Authority) information kiosks for Pittsburgh. Reuse the wayfinding system to lead visitors to significant landmarks in the neighborhood.

Mid-Term Actions:

- Coordinate tree plantings, sidewalks, and street improvements with the City of Atlanta Department of Watershed Management’s McDaniel Basin Sewer separation project.
- Coordinate with the Atlanta Public Schools to improve sidewalks around Walter L. Parks Middle School and Charles L. Gideons Elementary School.

Transportation & Infrastructure

Short-Term Actions:

- Continue discussions with Norfolk southern Railroad to improve the predictability and timing of street blockage by trains on McDaniel Street.

Mid-Term Actions:

- Continue discussions with Norfolk Southern, Georgia Department of Transportation, and City of Atlanta to make improvements to intersections adjacent to the New Schools at Carver.

Long-Term Actions:

- Meet with MARTA about the possibilities of using smaller buses, improving frequency of service, and considering bus access to West End MARTA station.

Land Use

Short-Term Actions:

- Pursue adoption of zoning changes from R4 to C-1 at nodes along McDaniel Street and seek incorporation of the Blueprints report into the Atlanta Comprehensive Development Plan.
- Consider merits of local historic designation, keeping in mind the cost and time impacts on home improvement and new housing.

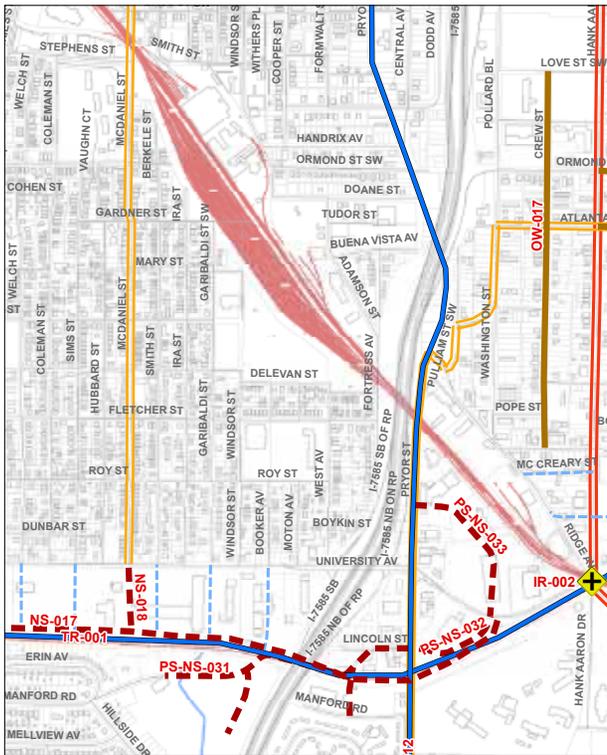
- Design redevelopment of University Avenue to include good sidewalks and pedestrian amenities. Improvements to the north side of University could begin now.
- Consider whether to support zero-lotline rezoning to permit some town house development in conjunction with nodal development

Mid-Term Actions:

- Propose using the BeltLine TAD to fund McDaniel Street nodal development focused on Mary Street and a couple of blocks north and south.
- Propose using TAD funds to improve infrastructure, such as sidewalks, tree planting, and lighting for the length of McDaniel Street.

3. Bicycle
 - Reprioritize projects to shift from old plan to new
 - Coordinate with resurfacing programs
4. Sidewalks
 - Begin spending impact fees in accordance with sidewalk prioritization framework
 - Identify funding

Several transportation projects discussed in the plan are slated to be near Pittsburgh and have the potential for increasing the overall connectivity in the Pittsburgh neighborhood. The CTP was adopted in December, 2008.



ConnectAtlantaComprehensivePlan,Showingproposedprojectsinandaround Pittsburgh

ATLANTA BELTLINE

In 2005, the Atlanta BeltLine Redevelopment plan was initiated. The effort focused on producing a set of development patterns different from the existing ones in the City. The plan is a complex, long-term effort that proposed to integrate parks, mobility, land use, and circulation along a 22-mile loop of historic railroads. The Atlanta BeltLine Redevelopment Plan was broken down into ten Subarea-Master Plans, this helped identify, prioritize and establish a budget for specific projects in each area and evenly distribute the plan efforts throughout the entire BeltLine Planning area.

Subarea 2 is located in the southern portion of Atlanta’s BeltLine Redevelopment plan area. Subarea 2, also known as the Heritage Communities of South Atlanta, traverses and connects the Adair Park, Capital View, Capital View Manor, Chosewood Park, High Point, Oakland City, Peoplestown, Pittsburgh, and South Atlanta neighborhoods.

The plan for the Heritage Communities of South Atlanta - Subarea 2, focused on physical and social issues. The plan addressed social issues such as involuntary displacement, affordable housing and job opportunities by proposing: dense land use that would sustain the feasibility of affordable housing, creating employment and neighborhood centers, and providing support to local businesses and future transit stops.

The community’s involvement was essential in the development of recommendations and goals. In addition to the knowledge and observations gathered during the public meetings, an inventory of existing conditions provided further insight on the physical conditions of the area. The following guiding principles were established to properly direct the goals and recommendations drafted for subarea 2.

Guiding Principles

1. Encourage the economic development of the Heritage Communities.
 - Existing area residents and business should be allowed to prosper with the coming of the BeltLine and the opportunities it will bring. Growth should occur in a way that protects neighborhoods from potential negative side effects.
2. Identifying and preserve historic resources and the local sense of place.
 - The rich history of the Heritage Communities of South Atlanta must be respected as the BeltLine vision is implemented. This means preserving historically significant buildings and sites and incorporating them into future public and private plans. Developers should also establish designs compatible with the community character. Public art should be introduced where opportunities exist.
3. Utilize redevelopment to mend the urban fabric.
 - New development should be urban, rather than suburban, in form and scale. It should establish new blocks and streets that allow for a variety of land uses. Building materials should be durable and environmentally friendly.
4. Provide a safe and balanced transportation system.
 - Transportation systems should provide facilities for transit riders, drivers, bicyclists, and pedestrians. They should reflect the needs of people of different ages, incomes, and abilities, and ensure that all facilities are planned for equally.

5. Provide connectivity, continuity and redundancy among various modes of transportation.
 - The transportation plan should focus first on filling gaps in pedestrian and bike facilities, while improving connectivity between all modes of travel. Multiple systems should be provided to truly reduce automobile use.
6. Connect neighborhoods and public facilities with transportation.
 - Major barriers between neighborhoods should be overcome and existing major streets should be designed to support a variety of transportation types in addition to driving. Connections across the BeltLine should be enhanced for both drivers and non-drivers.
7. Provide adequate parking facilities.
 - Ensure sufficient parking for residents, businesses and transit users, while supporting public parking facilities.
8. Provide a balanced mix of compatible land uses.
 - Ensure a mix of compatible uses and expand commercial opportunities. Strive to protect single-family neighborhoods from commercial, multifamily, and industrial encroachment by encouraging development at key intersections and near the BeltLine.
9. Expand housing options.
 - Prevent displacement of existing residents, while encouraging a mix of new housing types, neighborhoods, and prices that reflect the desired scale and character of the Heritage Communities. Include housing for families with children and identify housing opportunities where seniors can walk to parks, transit, retail services, churches, and other daily needs.

10. Provide a range of safe parks and open space.
 - Utilize parks and recreation areas to connect residential areas and commercial/mix-use areas. Encourage parks, greenways, multi-use trails and recreation facilities for people of different ages.

During the final stages of the planning efforts, the Pittsburgh Redevelopment Plan team drafted goals to ensure a successful implementation process.

Land Use & Design Goals

- Protect single-family areas from commercial and multi-family encroachment by focusing development in the BeltLine TAD area.
- Use existing zoning tools to create a height transition between primarily single-family areas and redeveloped areas.
- Place townhouses, live/work units, or small lot single-family homes where development abuts primarily single family areas.
- Expand neighborhood commercial uses.
- Encourage developers to provide space for local businesses, not just chain stores.
- Provide land uses that support job creation for a range of skill levels.
- Utilize new buildings to define streets and parks in the way that walls define a room.
- Encourage developers to use basic elements of good design in buildings.
- Utilize contextual materials where new buildings adjoin existing neighborhoods.
- Place parking decks underground or in the middle of blocks where not visible from parks, BeltLine, or existing or new streets.
- Support vending opportunities.
- Exclude retail from I-1 and I-2 zoning.
- Encourage alleys in new development
- Support the conversion of some State Farmers

- Market structures into business incubator space.
- Allow “MR-4B” zoning to be compatible with a “Medium Density Residential” land use.

Parks & Open Spaces Goals

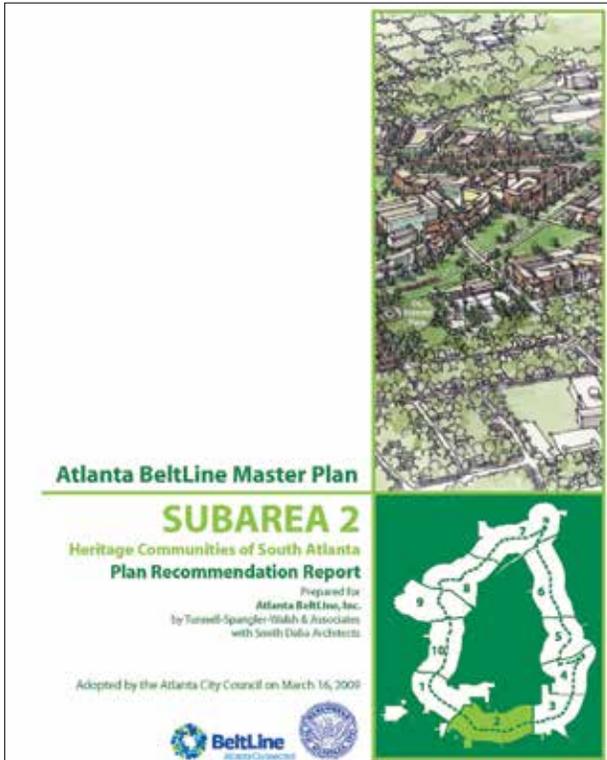
- Design BeltLine parks to provide a range of facilities.
- Recognize that “open space” does not just mean “green space”.
- Provide playgrounds in new parks.
- Surround new open spaces with streets and buildings to the maximum extent possible.
- Encourage new developments to concentrate green space into usable pocket parks rather than buffers, berms, landscape islands, or other unusable areas.
- Locate private swimming pools and amenity areas in building courtyards, rooftops, or sides rather than adjacent to the street.
- Incorporate the recommendations of the Martha BeltLine Arboretum Concept Plan.
- Provide space for vendors in existing and proposed parks, including around transit stops.
- Investigate incorporating stormwater ponds into new parks.

University Avenue, at the southern edge of Pittsburgh, is one of the major streets included in the Atlanta BeltLine Master Plan. University Avenue is intended to be one of the principal avenues traveling parallel to the proposed commuter transit line; which runs on Atlanta’s historic tracks. The lots south of University Avenue provide great opportunities for Pittsburgh to create strong connections to the surrounding neighborhoods, benefit from future transit, open spaces, and trails.

The plan has identified south of University Drive to be an area where the Pittsburgh neighborhood street grid can connect to surrounding neighborhoods and future transit stops. Further, the area is noted as an area for potential zoning change from the current industrial zoning to a 5-9

story mixed-use. This will allow for a subtle transition from the proposed 1-4 mixed-use zoning change on the north side of University Avenue.

The Atlanta BeltLine Master Plan was adopted by the Atlanta City Council on March 16, 2009 and it's envisioned as a 25 year implementation process. The plan was incorporated into the Comprehensive Development Plan.



2011 COMPREHENSIVE DEVELOPMENT PLAN

The 2011 Comprehensive Plan was prepared by the City of Atlanta Department of Planning and Community Development as fulfillment of the Georgia Planning Act of 1989, which requires that all local governments prepare a Comprehensive Development Plan (CDP) every 3 to 5 years. The Georgia Department of Community Affairs (DCA), which is the department responsible for setting the adoption date for the CDP, set October 31, 2011 as the adoption date.

The CDP serves as a guide for the growth and development of the City. It identifies the present and planned physical, social and economic development. The plan analyzed a variety of topics including: population, economic development, housing, natural resources, historic resources, community facilities, intergovernmental coordination, transportation, urban design, and land use. The planning effort for the 2011 CDP was undertaken under a new set of standards and procedures adopted by the DCA, which included the input and involvement of the public and community stakeholders.

Purpose of the 2011 City of Atlanta CDP, as stated in the CDP:

1. set forth the comprehensive development goals, policies and objectives for both the entire City and for individual geographic areas and communities within the City,
2. in conformance with such development goals, objectives and policies, identify the general location, character, and extent of streets and thoroughfares, parks, recreation facilities, sites for public buildings and structures, City and privately owned utilities, transportation systems and facilities, housing, community facilities, future land use for all classifications, and such other

elements, features and policies as will provide for the improvement of the City over the next 15 years.

The following topics were listed as overall strategies for achieving the Vision of the CDP:

Economic Development Strategies

- New Century Economic Development Plan
- Center for Global Health
- Neighborhood Business Vitality
- Retention, Expansion and Attraction of Industrial Businesses
- Grocery Stores
- Urban Agriculture
- Commercial Corridor Revitalization
- Green Business
- Business Creation/Expansion
- Capitalize on Lakewood Fairgrounds and Fort McPherson

Housing Strategies

- Create a 5-10 Year Neighborhood Transformation Plan
- Preserve affordable housing
- Prioritize affordable housing in transit oriented development
- Utilize tools for providing long-term affordable housing
- Housing Investment Commitment
- Provide aide to homeless
- Create an Employer Assisted Housing Program
- Create a system or mechanism to continually tack affordable housing in the City
- Integrate Community benefit agreements into the City's
- Create a 5-10 year resource-reduction or net-zero for residential utility use

- Create a \$100 million min. Transformation Trust
- Revise the City's Community Development Block Grant guidelines to support homeownership counseling
- Create an affordable housing fund, specifically of Transit Oriented Developments

Natural Resources Strategies

- Map future Condition of Floodplain
- Create a Watershed Protection Plan
- Create a Municipal Separate Storm Sewer System (MS4) Permit Program
- Continue to implement Department of Watershed Programs
- Implement City of Atlanta 2010 Sustainability Plan
- Implement Brownfield Programs

Historic Resources Strategies

- Research and Gather information
- Outreach, Education, and Awareness
- Resource Protection, Revitalization and Regulation

Community Facilities Strategies

- Water/Wastewater/Stormwater System Implementation program

Public Safety – Atlanta Fire and Rescue Strategies

- Enhance Firefighting Services
- Strengthen Emergency Medical Capabilities
- Increase Special Operations and Hazardous Materials Response Capabilities
- Improve Facilities, Fleet, and Working Conditions
- Enhance Firefighters' Health and Wellness

General Government Implementation Strategies

- Expand Atlanta Police Presence in neighborhoods
- Update City Facilities
- Design and build adequate Fire stations

- Improve ADA accessibility City-wide

Parks and Recreation Strategies

- Recreation
- Park, Open Space, and Greenways
- Maintenance and Management
- Funding

Transportation Strategies

- Transit
- Streets
- Quality of Life
- Maintenance and System Management
- Transportation Management and Cross-Department Coordination
- Transportation and Land Use Integration
- Mobility and Access
- Parks, Public Spaces, and Civic Infrastructure

Aviation Implementation Strategies

- Hartsfield-Jackson Atlanta Airport will reach capacity by 2025. Conduct studies to address forecast.

Intergovernmental Coordination Strategies

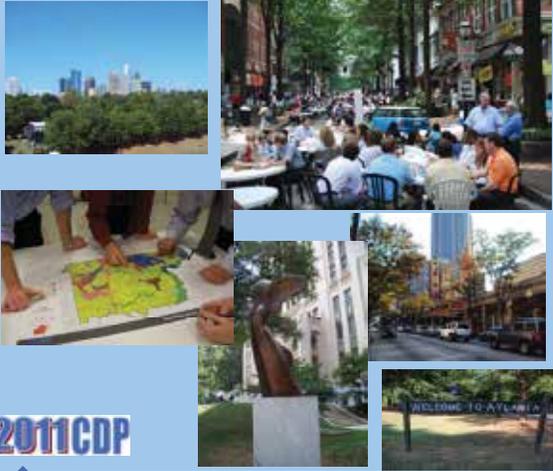
- Independent Special Authorities and Districts
- Community Improvement Districts
- Service Delivery Strategy

Urban Design Implementation Strategies

- Implement zoning recommendations
- Outreach, Education, and Awareness
- Resource Protection, Revitalization, and Regulation

Policies for each section were listed and defined. The CDP was adopted by the City of Atlanta in 2011.

**City of Atlanta
2011 Comprehensive Development Plan**



2011 CDP

Prepared by:
Department of Planning and Community Development
Office of Planning
55 Trinity Avenue, Suite 3350
Atlanta, Georgia 30303
www.atlantaga.gov

September 2011





THE PRESERVATION OF PITTSBURGH

In 2007, as a result of high numbers in foreclosed properties, a study by Georgia Tech Associate Professor, Dan Immergluck was started. The study indicated that 10% of all foreclosures in the metro Atlanta area occurred in Neighborhood Planning Unit (NPU) V, with the vast majority of those occurring in the Pittsburgh neighborhood. In response to this crisis, Sustainable Neighborhood Development Strategies, Inc. (SNDSI), the Pittsburgh Community Improvement Association (PCIA), and the Annie E. Casey Foundation-Atlanta Civic Site came together in 2008 to craft a plan to arrest the downward spiral in the Pittsburgh neighborhood and return it to the vibrant and thriving neighborhood it once was. The collaborative effort was led by SNDSI and PCIA.

GOALS OF THE PRESERVATION OF PITTSBURGH PLAN

The partners crafted an innovative, long-range plan to:

- Return the neighborhood to the safe, healthy and vibrant community it once was;
- Exemplify sustainable economic and environmental principles;
- Provide safe, affordable and energy efficient homes;
- Ensure safe walkways to schools; and
- Generate job opportunities for area residents.

With a vacancy rate of 43% in Pittsburgh, SNDSI and its partners sought to convert the neighborhood's vacant and abandoned housing into occupied housing to help the neighborhood become a thriving and vibrant mixed-income community again. To do this, SNDSI and its partners continue to acquire a significant number of homes in targeted areas in order to influence the neighborhood market, attracting other homebuyers and investors to the

neighborhood to ensure that vacancy rates decrease. As of May 1, 2011, 95 vacant strategically-located properties had been acquired in the Pittsburgh neighborhood.

HOLISTIC FAMILY-STRENGTHENING COMPONENTS

The Preservation of Pittsburgh effort is building on the programs of The Annie E. Casey Foundation's Atlanta Civic Site (ACS). Since 2001, ACS has worked in NPU-V to achieve measurable results in three areas: Education Achievement, Family Economic Success, and Neighborhood Transformation.

As a part of its work in NPU-V, Casey invested in the launch of The Center for Working Families, Inc. in NPU-V's Mechanicsville neighborhood in 2005. (The Center for Working Families, Inc. (TCWFI) provides NPU-V residents with workforce development, work supports, and asset-building programs and has placed more than 1,100 residents in jobs since its founding. TCWFI also prepares area residents for the housing and employment opportunities associated with the Preservation of Pittsburgh.

RESIDENT INPUT – JUNE 2011 PRE-PLANNING WORKSHOP

Resident input throughout the pre-planning efforts came from two major sources, the survey and the feedback from the community information meetings. Below is a summary of the feedback received, and the more detailed results are available in the appendices. The information on the following pages are a summary of information found in the survey.

General Information on Participants: 132 surveys and 74% of the respondents were residents of the

Pittsburgh neighborhood. Others included residents from surrounding communities and representatives of community stakeholders, such as churches and businesses in the community. In addition, 40% of respondents have participated in other community planning activities, while 60% were new to planning. The respondents were split evenly between those currently active in the community and those who are not, with about 45% of the respondents indicated that they attend 1 or less community meetings a year, and approximately 44% indicating they attend 6 or more community meetings a year.

Perception of Pittsburgh: The survey consisted of a series of statements that addressed perceptions of common neighborhood issues about the Pittsburgh neighborhood and residents were asked to indicate how much they agreed or disagreed with the statements provided. Some of the trends of this section included:

- 30% of respondents agreed that they feel safe in the community.
- 49% of respondents indicated that they do not have easy access to fresh foods and vegetables
- 13% of respondents agreed with the statement that said neighborhood housing was safe and of high quality.
- 51% of respondents said that parks and recreational opportunities were near their home, however 21% thought that there were sufficient activities offered at those centers.
- 54% of respondents said that transit in the community was easily accessible and 60% agreed that transit got them where they needed to go.
- 22% of respondents agreed that there were less vacant properties and more job and workforce development opportunities in the community in 2011 versus three years before.

Neighborhood Assets & Opportunities for Improvement: The survey also provided residents with an opportunity to provide information on what they liked most about the community, and what they thought needed the most improvement. Some common responses included:

- Assets: People like the neighborhood’s geographic location, including its closeness to downtown, and the friendliness of neighbors.
- Opportunities for Improvement: The two most common issues identified were vacant housing and crime, particularly drugs and prostitution.

Participation & Outreach: The survey ended by asking participants about master planning participation including: the best way to reach them to let them know about meetings, how they would like to participate, and when are the best times for meetings. Some of the trends of this section included:

- How to Participate: 42% indicated they would complete a survey, 59% indicated they would attend meetings, 30% indicated they would assist with recruitment, and 11% would to actually assist in leading meetings.
- How to Inform: Respondents were split evenly between three best ways to inform them about meetings, including a flyer sent to their home, an e-mail notice, and a phone call to inform them. The team would recommend using all three methods to reach participants.
- When: Most participants indicated that they could meet most easily on weekday evenings or Saturday mornings, with a slight preference for Monday and Thursday evenings.

Community Meeting Input: The input in community meetings was mostly received from small groups that

were broken out during the meetings. The feedback can be divided into two primary categories: Neighborhood Issues/Concerns and Community Engagement Ideas/Recommendations. The information below is only a summary.

Neighborhood Issues & Concerns: Meeting participants had many comments about their concerns about the community, ranging from getting youth engaged in activities to the high crime rates in the neighborhoods. The two main issues that were consistently brought up in both meetings however were crime (particularly prostitution and drug related crimes), as well as vacant and abandoned housing. These two issues are highly correlated, and most residents had a basic understanding of that, however the need to address crime in a more immediate way continued to be a push in meetings.

The design team would recommend that the Preservation of Pittsburgh Master Planning efforts take this into account by providing participants with information about and access to current efforts being implemented to address issues with crime in the community, such as neighborhood watch. In addition, providing participants with access to other current programs such as Friends of Pittman Park, the Center for Working Families, etc., will allow them to participate more effectively in planning and engage them more fully in neighborhood activities.

COMMUNITY ENGAGEMENT IDEAS & RECOMMENDATIONS:

Residents had many ideas about how engagement in the community could be more effective. First, they identified a couple of overarching issues with past processes, including the lack of participation among particular groups, such as seniors, renters, homeless, and youth. Ideas to reach

these particular populations included focused canvases in multi-family housing units, one-on-one meetings with homebound seniors, and transportation to meetings for seniors confined to their home because of safety or disability concerns. A group of youth who attended one meeting, spent their time coming up with specific ways to engage youth, which included better use of media, creating fun activities, and outreaching to parents at child-friendly events. In addition to ideas for outreach, participants were adamant that meetings need to provide time for residents to speak about the issues about which they are concerned, need to include more hands-on activities, such as site visits or community tours, and that information and data should be presented to the community early so that they can utilize the research in planning.

Finally, residents agreed that they were not engaged enough in implementation of plans. This has created burn out and mistrust among residents around planning. Residents wish to have a commitment from Preservation of Pittsburgh early in the process to engage them meaningfully in moving forward with the plan goals, as well as input into how that engagement will take place.

RESIDENTS' IDEAS TO DATE

information collected in June 2011 from Preservation of Pittsburgh community meetings and written surveys

ECONOMIC DEVELOPMENT

- Attract business, such as retail and grocery
- Promote activities for job creation and business development

EDUCATION

- Year-round quality educational programs for youth
- Consistent summer education programs for youth
- Utilize existing education opportunities, such as Parks Middle School and the new Early Learning Center.

HEALTH, ENVIRONMENT & SAFETY

- Stop the selling of food stamps for purposes other than purchasing food
- Prevent residents from purchasing drugs and alcohol with TANF checks
- Provide neighborhood-wide healthy activities

HOUSING

- Provide loans to low-income families
- Provide rent-control to keep renters in homes
- More information on home ownership programs
- Clean-up abandoned lots and homes
- Demolition of old buildings
- Co-op and bartering to help each other with repairs

JOBS & SERVICES

- Attract job creating industries to community
- Provide training for youth and unemployed residents

PARKS & RECREATION

- Provide more evening activities for teens and young adults
- Create a senior center with proper programming
- Utilize existing community facilities like Pittman Park

SAFETY

- Partnerships with the police in order to provide education on crime and safety
- Address specific criminal activities prevalent in the community - drugs, prostitution, fighting, carjacking and home invasions
- Increase police presence
- Community policing with foot patrols

SOCIAL SERVICES

- Provide a directory of existing services
- Attract new service providers to the neighborhood
- Provide drug treatment programs

STREETS & SIDEWALKS

- Repair existing sidewalks
- Remove bushes that have overgrown onto sidewalks
- Improve the walkability of the sidewalk on south McDaniel Street

TRANSPORTATION

- Provide benches and shelter at bus stops
- Add sidewalks to areas that are missing
- Add speed signs on neighborhood roads

YOUNG ADULTS & TEENAGERS

- Provide mentoring programs for youth
- Provide leadership development programs
- Create a Youth Advocacy Council

CIVIC ENGAGEMENT

- Create a document that details the history of Pittsburgh
- Create a positive image of the neighborhood
- Engage residents actively in the community

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2 analysis

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





Rick Hall of Hall Planning and Engineering, out in the field documenting existing right-of-way conditions in Pittsburgh.

NEIGHBORHOOD ANALYSIS

In order to get better acquainted with the neighborhood, the consultant team conducted a preliminary analysis of the neighborhood. The initial observations are highlighted in this chapter.

The consultants quickly saw that Pittsburgh is a historic neighborhood that has preserved many of its greatest assets despite the physical, social and economic challenges it has been faced with. The neighborhood is rich in culture and history making it a unique place to live. It has been home to many heroes that have inspired residents in the community.

Pittsburgh has always been located close to transit, downtown, and the airport. However, with the construction of Interstate 75 (I-75) highway and the expansion of the railroad tracks, the neighborhood connections to the East and North were cut off. The regular street grid platted over the complex topography makes internal connectivity ideal for pedestrians and automobiles. Blocks are about 230' in width by 440' in length; the ideal five-minute walk perimeter. The layout of the lots provides appropriate street fronts and diverse lot sizes allowing for a wide stock of building types and sizes. In some cases, blocks have been joined to form larger blocks. Unfortunately, these blocks have reduced connectivity by buildings which were constructed over existing roads and sidewalks, as seen with the Jars of Clay on Mary Street, between Simms Street and Coleman Street.

The topography of the neighborhood provides great views and opportunities, but it also presents challenges. The flow of stormwater trickles through the center of the neighborhood under and around McDaniel Street affecting some of the lots along the street. Some property owners have complained of erosion causing damage

to building foundations and footings. This area can be further investigated for locations for greens and parks.

It is clear that the large tree canopy that protects and shades the neighborhood was established through many years. Pittman Park is home to a widely used community center that houses many of the community's events. In efforts to control overgrown and filthy empty lots, residents have started to turn the vacant lots to small community gardens. Actions like these, help to keep abandoned lots clean of litter and crime.

The building stock of the neighborhood provides a variety of housing and mixed-use building choices. McDaniel Street has many mixed-use buildings that have the potential to complete the character of the street into a walkable, vibrant street. The architectural elements, that make the single-family houses such unique structures, have been retained throughout the years, houses built during the housing boom incorporated many of the design details of the older ones. Rows of porches are complimented by low walls or small stepped paths.

Despite the challenges that Pittsburgh has been facing for decades, it remains a unique place to live. Residents have continued to pass down the principles and traditions that were brought by the first settlers and with determination continue to work together to achieve a vibrant, successful Pittsburgh.



ANALYSIS MAPS

In addition to photographing and touring the study area, the team reviewed past studies, neighborhood reports, and the City’s Geographic Information Systems (GIS). The team used this GIS data to create a series of analysis maps* that reveal the dynamics of the neighborhood. These maps were used to isolate the land use, transportation, and physical characteristics of the study area. By examining these specific characteristics of the study area, the team was able to better understand the existing form of Pittsburgh. The following analysis maps ultimately guided the public participation and design process, serving as a clear reference for design decisions.

AERIAL

The aerial image to the left shows the boundaries of the study area. The 472 acre study area is defined by The Atlanta and West Point Railroad to the south, Ralph David Abernathy Boulevard to the north, Metropolitan Parkway to the west, and the Norfolk Rail line running diagonally to the east.

**The analysis maps are based on November 2011 GIS information provided by the City of Atlanta. Any inconsistencies with this data should be brought to the attention of the GIS Manager in Planning Department.*



GREENS + STREAMS

Pittman Park is the principal green space in the neighborhood. Historically, before the expansion of the railroad tracks, the park extended over into the adjacent neighborhood as a common space for the two. Today, it is the principal active green for the entire neighborhood, providing a community center and play-fields.

Additional green has been added, on empty lots, as community gardens, Welch Street park is an example. Welch Street park has been recognized by the City of Atlanta and Department of Parks, Recreation and Cultural Affairs (DPRCA) as a City park. Small gardens, like the one on Welch Street, which will help the community maintain empty lots, making it harder for criminal activity to occur.

Legend

- Greens
- Buildings
- Study Area
- Streams

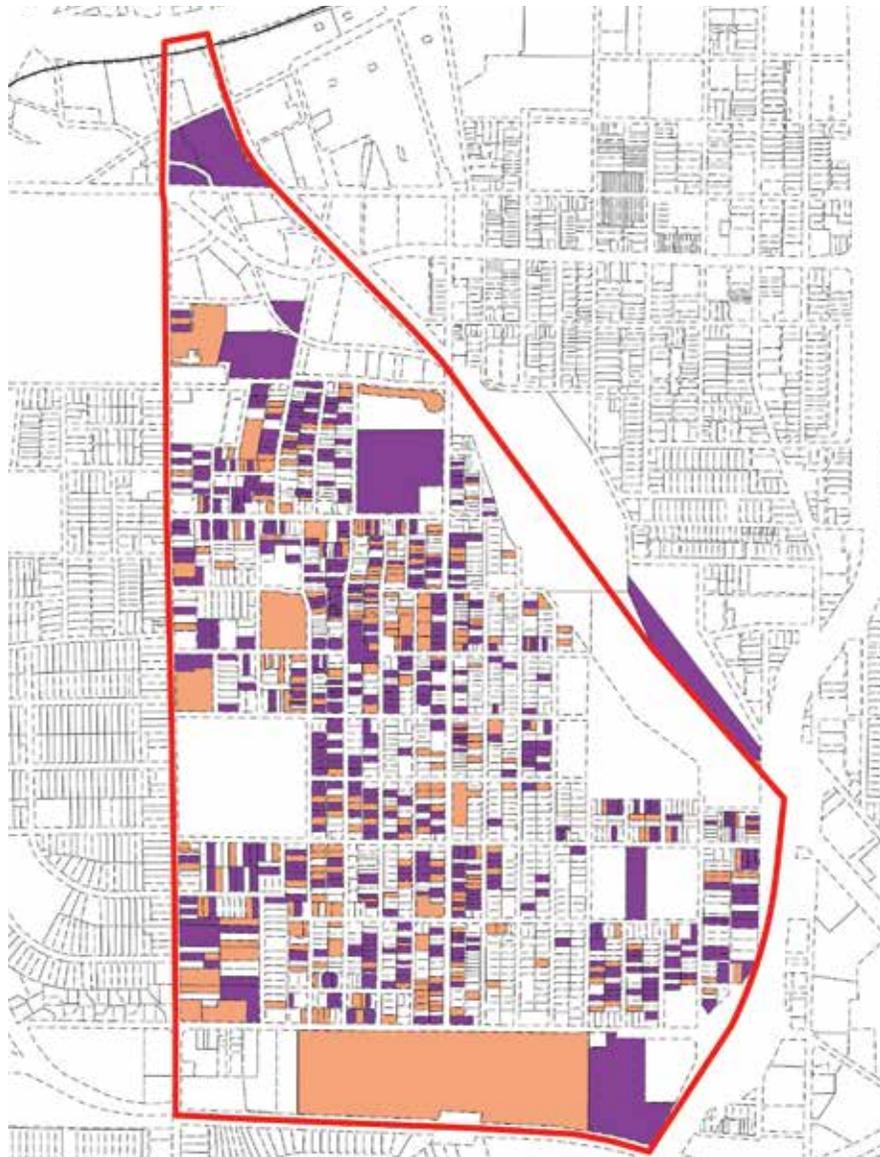


STREET NETWORK

The existing street network of Pittsburgh is lacking connectivity eastward and north - south. The eastern side of the neighborhood has two connections to the north and one connection to the east. The railroad tracks and Interstate 75 (I-75) contribute to the lack of eastward and northward connectivity. The map to the left shows proposed connections within the neighborhood (in blue) that will aide internal circulation and potential connections eastward across the rail lines (shown in yellow arrows) should be carefully considered and negotiated with the Norfolk Railroad Company.

Legend

-  Five Minute Walk
-  Study Area
-  Existing Street
-  Existing Alley



2011 OCCUPANCY

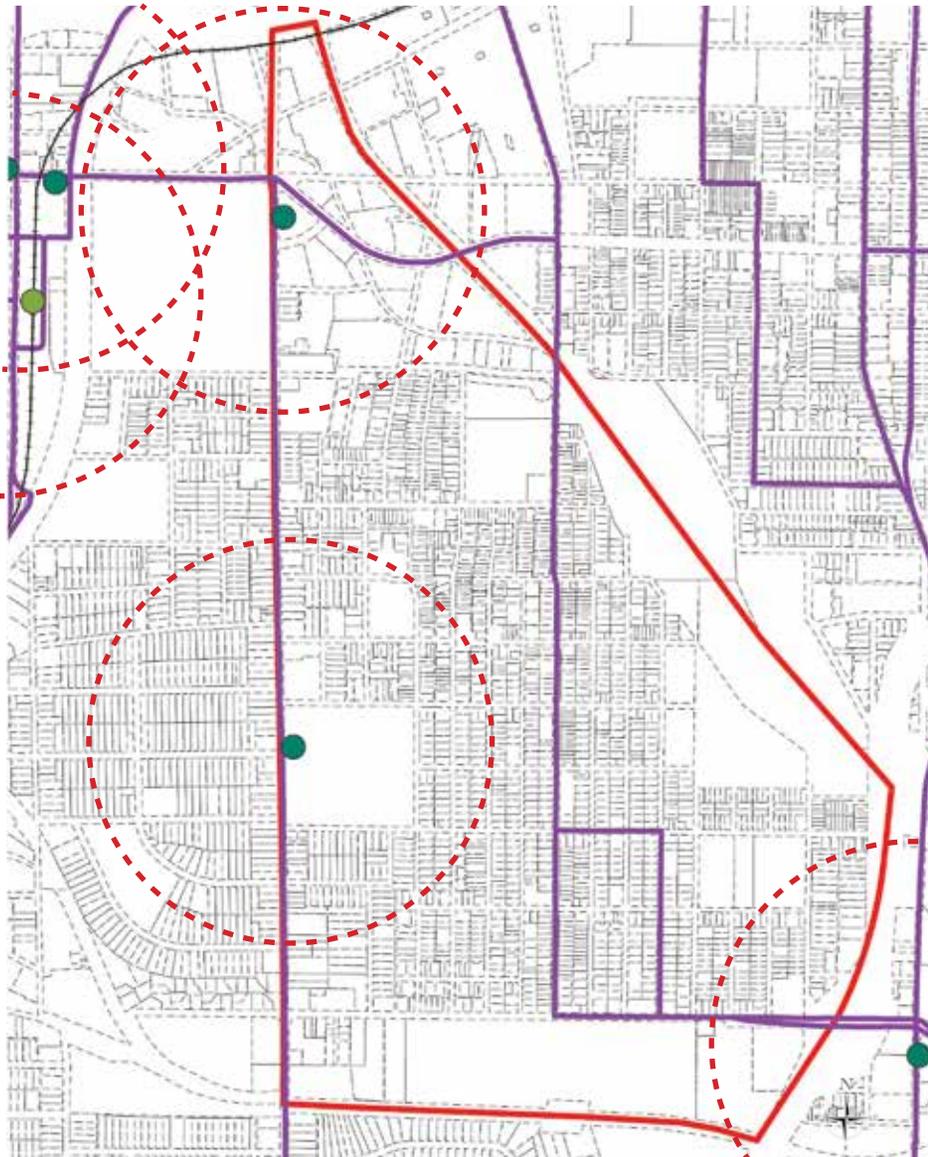
Following the housing crisis in 2008, the neighborhood was left with a large stock of abandoned/foreclosed properties. As time passed, many of the abandoned properties have been deemed unsafe and demolished. The following map was produced by an inventory done in 2011 by Taylor Stanley, Graduate Intern, Georgia State University Andrew Young School of Policy Studies.

Legend

- Occupied
- Vacant
- Missing Information
- Study Area

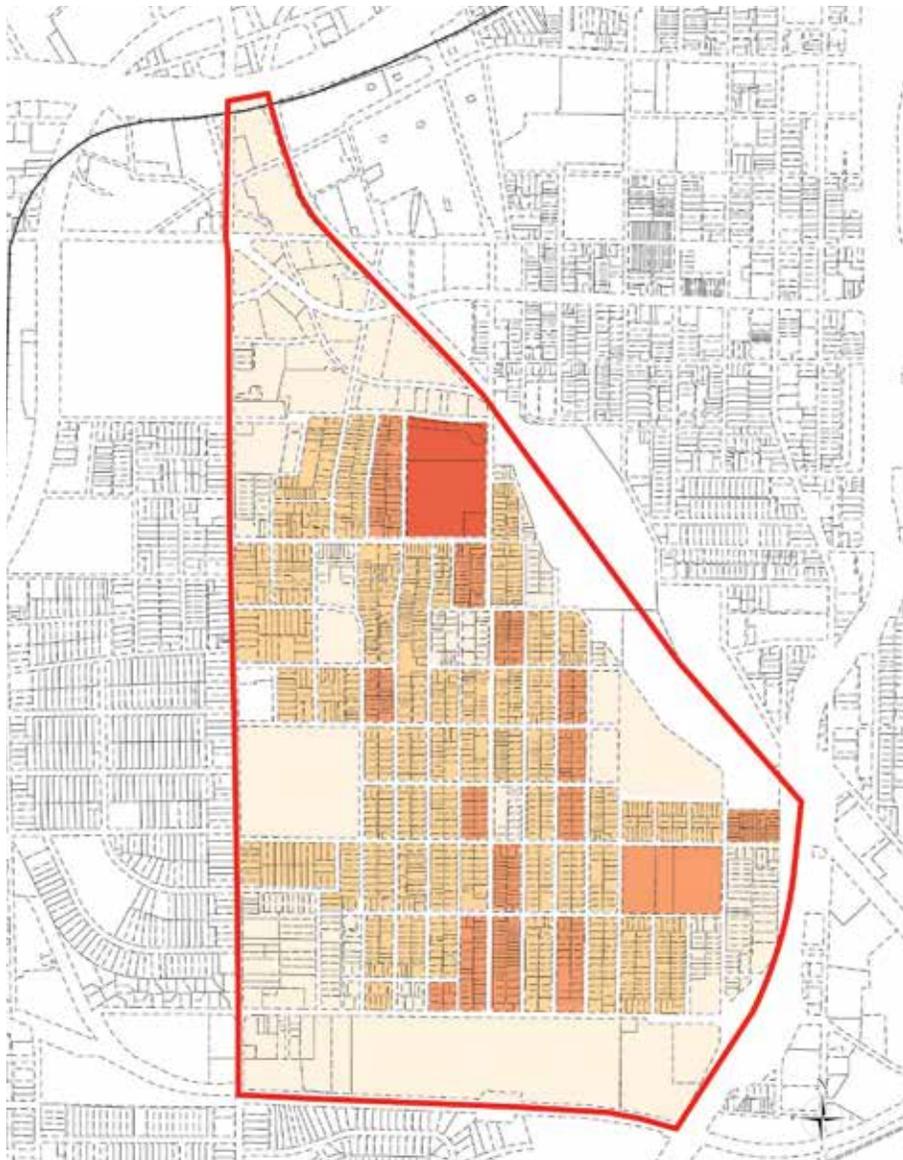
BUS SHELTERS AND RAIL STATIONS

The access to public transportation and transit-stops in the neighborhood is limited. Bus stop shelters are absent throughout the neighborhood except three locations on the edges. The five minute-walk circles help point out potential locations for future bus shelters and rail stations within walking distance of each other.



Legend

- Bus Shelters
- Rail Stations
- Five Minute Walk
- Bus Routes
- Commuter Rails



UNITS PER ACRE

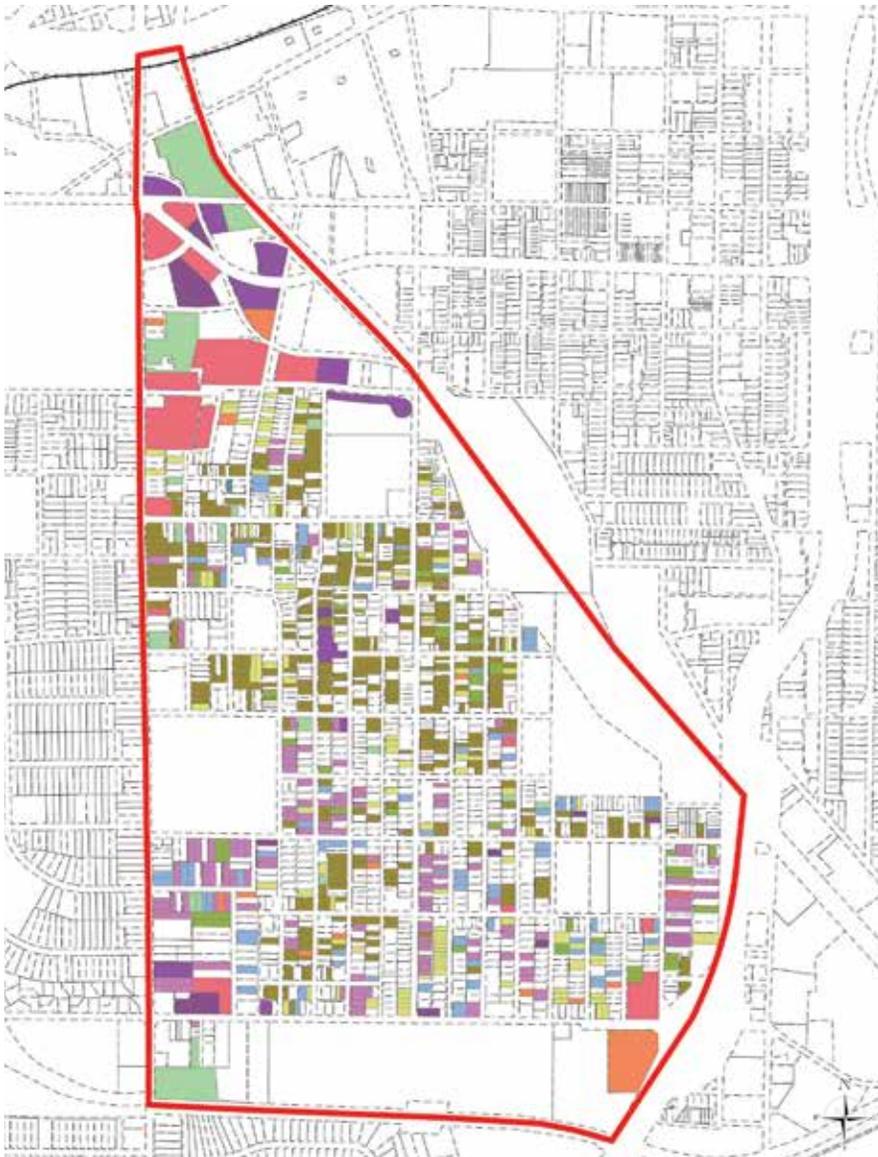
Based on the 2000 Census, Pittsburgh had about 1,100 households within the 472 acres of study area. This equates to an average of about 2.3 households per acre. This statistic is very alarming, since the neighborhood has far more households per acre than what is recorded in the 2000 Census. The difference between the number of households recorded in 2000 and the current number of households per acre (2012) proves that more than half of the units were empty at the time of the census.

Legend (units per acres)

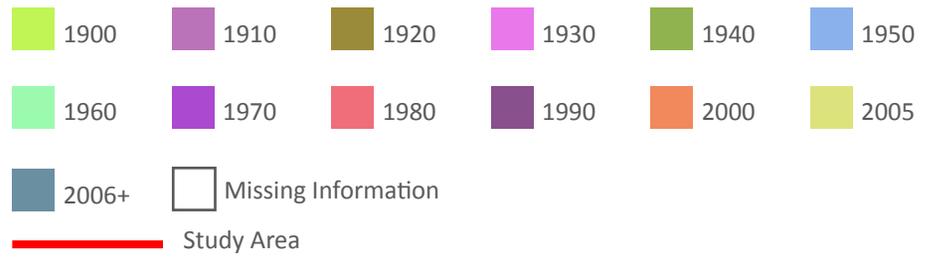


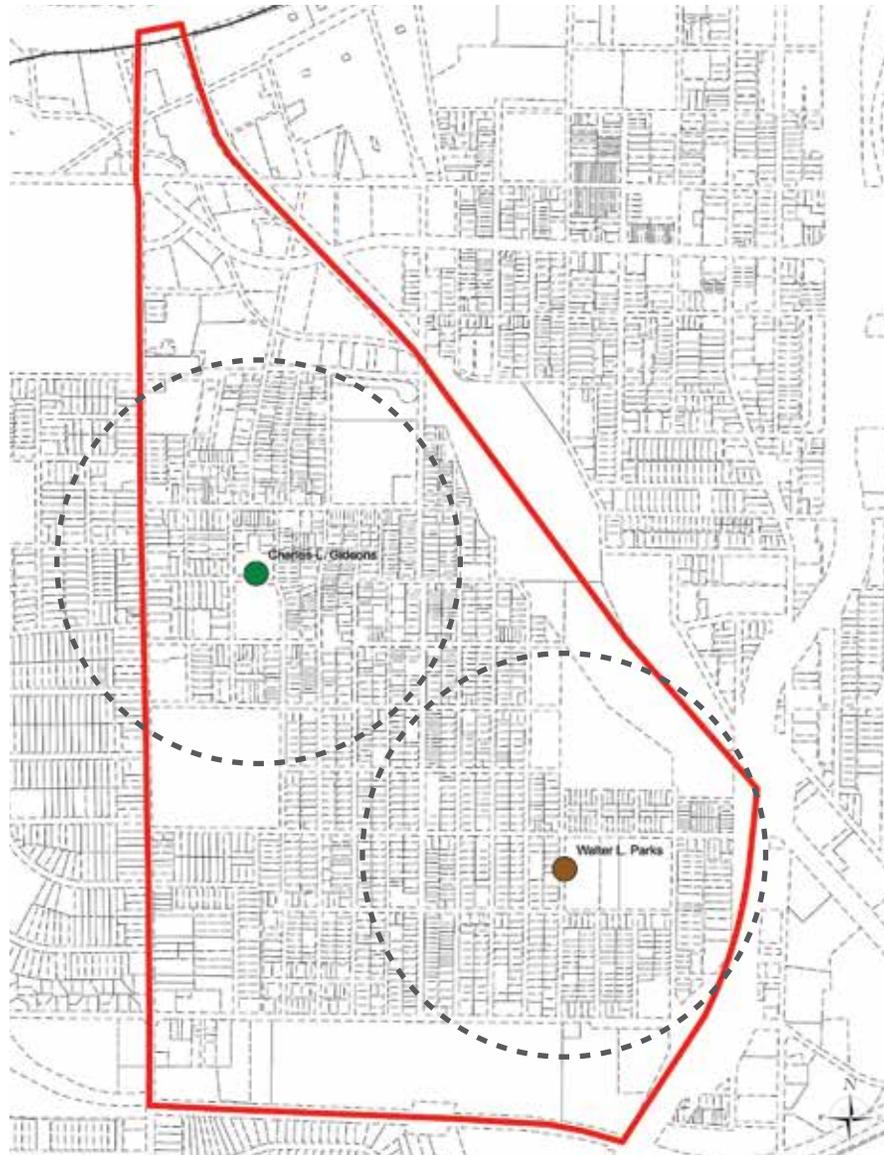
CONSTRUCTION DATE OF STRUCTURE

A large number of houses in the neighborhood were built during the 20th century.



Legend (year)





SCHOOLS

The neighborhood has one elementary school, Charles L. Gideons Elementary School and one middle school, Walter L. Parks Middle School. The neighborhood is within the Carver attendance zone.

Legend

-  Five Minute Walk
-  Study Area
-  Charles L. Gideons Elementary
-  Walter L. Parks Middle School



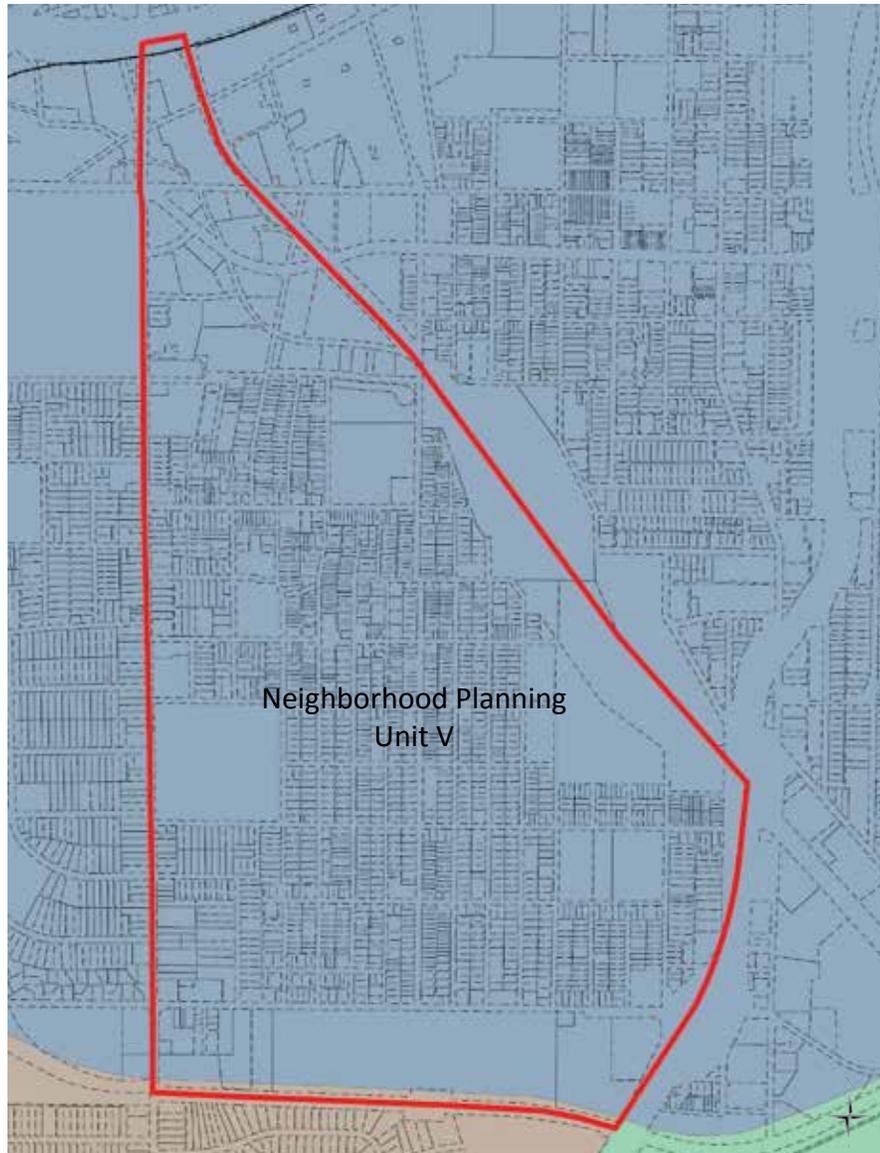
LIBRARIES

The Dunbar Library is the nearest library to the neighborhood. The Dunbar library is not accessible on foot and is located far away from the neighborhood schools. The inclusion of a new library or bookstore facility in the neighborhood would benefit the community.

Legend

- Five Minute Walk
- Study Area

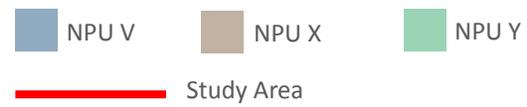
Dunbar Library

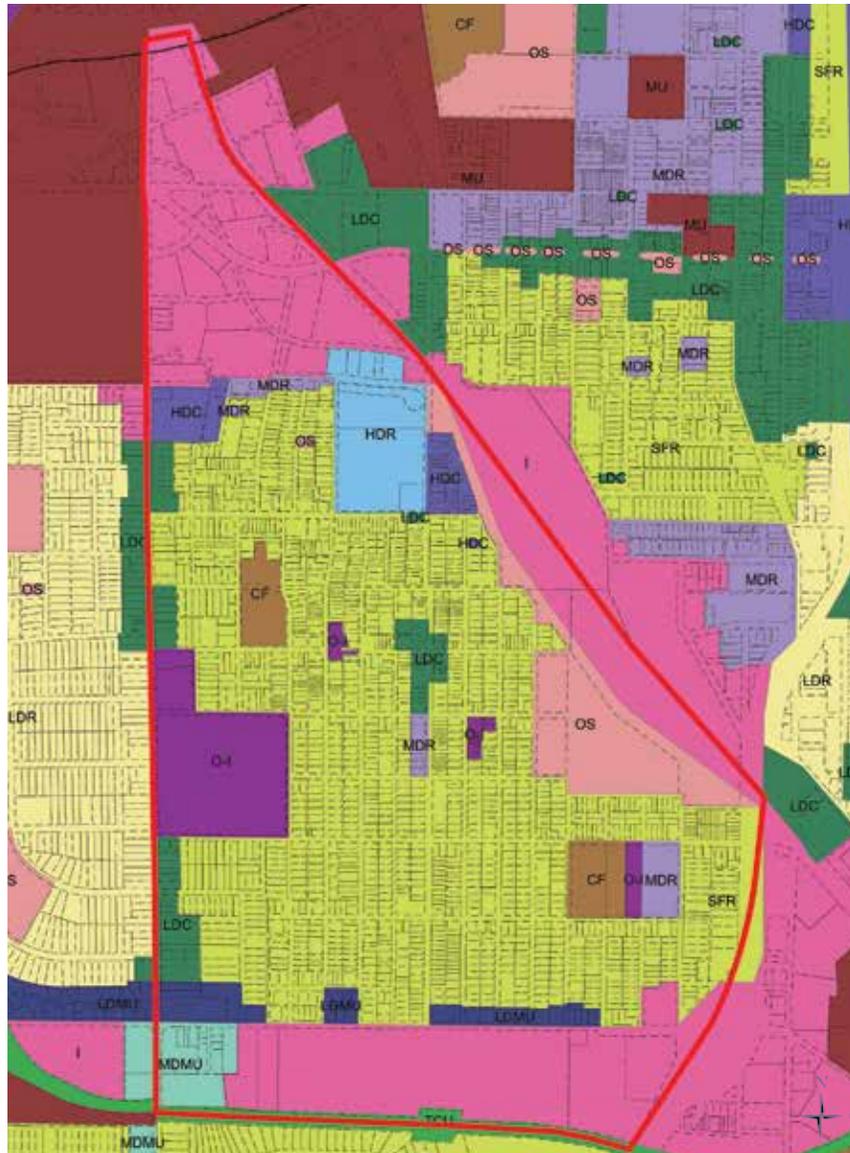


NEIGHBORHOOD PLANNING UNITS (NPUs)

Pittsburgh is part of the City of Atlanta's Neighborhood Planning Unit V. This unit contains six neighborhoods: Adair Park, Capitol Homes, Mechanicsville, Peoplestown, Pittsburgh and Summerhill.

Legend



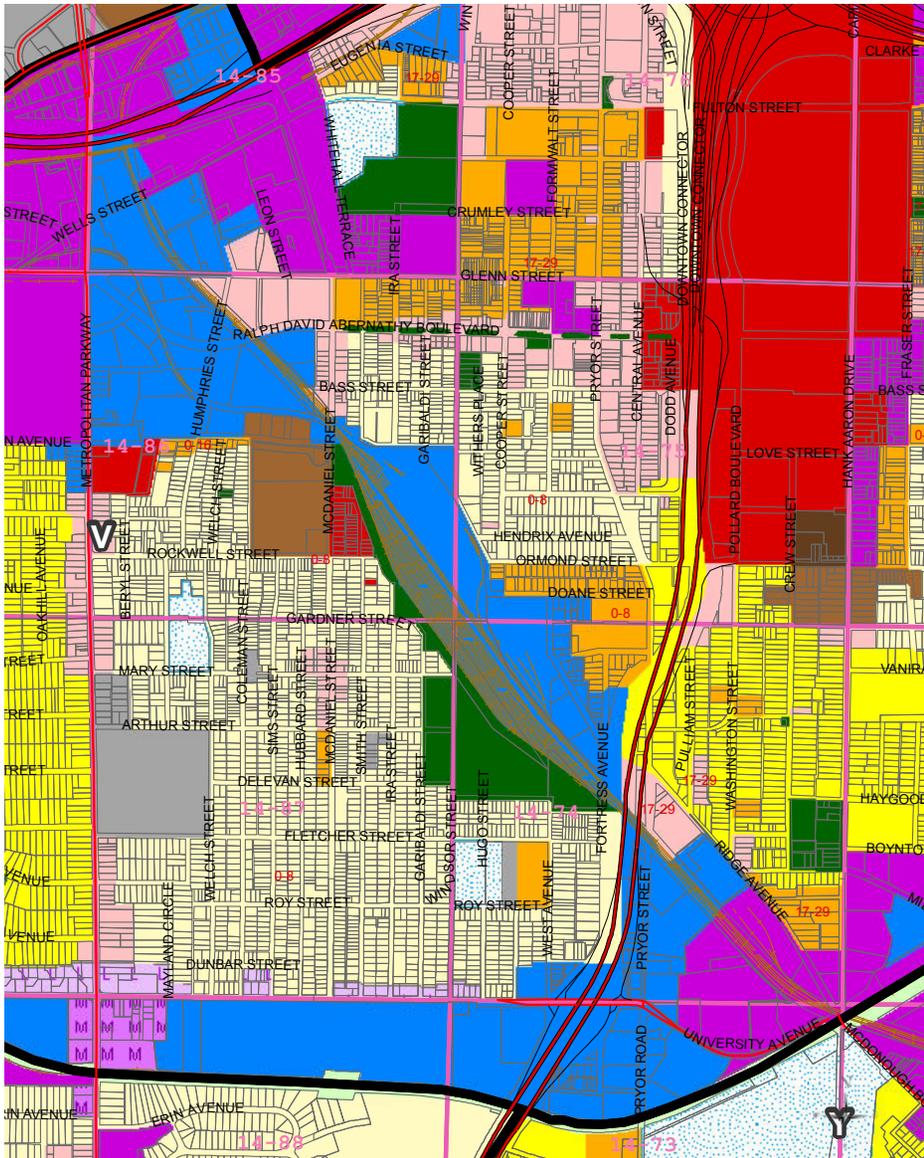


EXISTING LAND USE

The diagram on the left shows the existing land uses in the Neighborhood.

Legend

- | | | |
|--|--|--|
|  Single Family Residential |  Medium Density Residential |  High Density Residential |
|  Mixed Use |  Low Density Mixed-use |  Medium Density Mixed-use |
|  Low Density Commercial |  High Density Commercial |  Community Facility |
|  Office/Institutional |  Industrial |  Open Space |
|  Study Area | | |

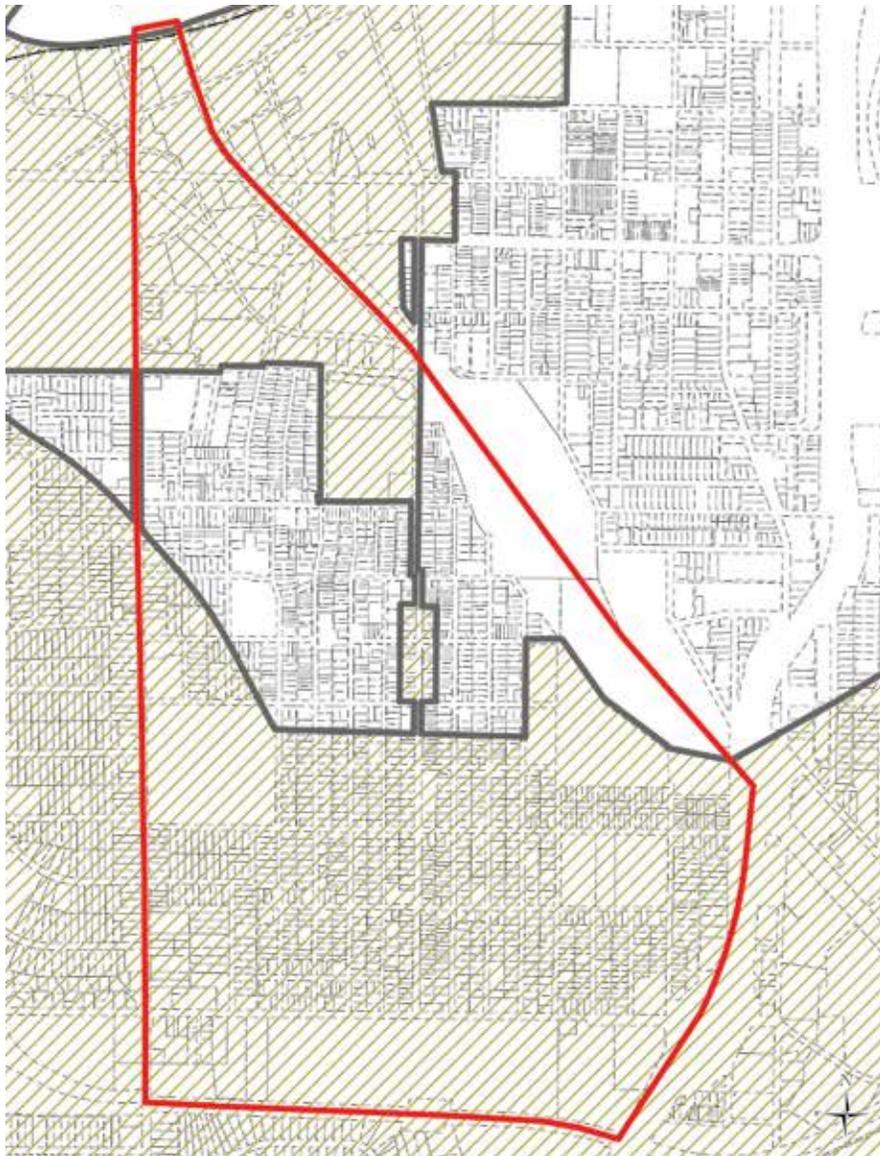


FUTURE LAND USE

Future land use map adopted by the Atlanta City Council as part of the 2011 Comprehensive Development Plan (CDP). The Map serves as an overall guide to land development within the city during the next fifteen years and a guide for rezonings.

- | | | |
|--|--------------------------------|--------------------------|
| NPU's | Medium Density Residential | POS |
| parcels | High Density Residential | Industrial |
| Land Lots | Very High Density Residential | Mixed Use |
| Future Land Use Classifications | Low Density Commercial | Low Density Mixed Use |
| Transportation/Communication | High Density Commercial | Medium Density Mixed Use |
| Community Facility | Office/Institution | High Density Mixed Use |
| Single Family Residential | Office/Institution/Residential | Open Space |
| Low Density Residential | | |

Source: Future Land Use Maps Npu V, Map Number 3629, 2009-04-15
 Map Prepared by the City of Atlanta Department of Planning and Community Development

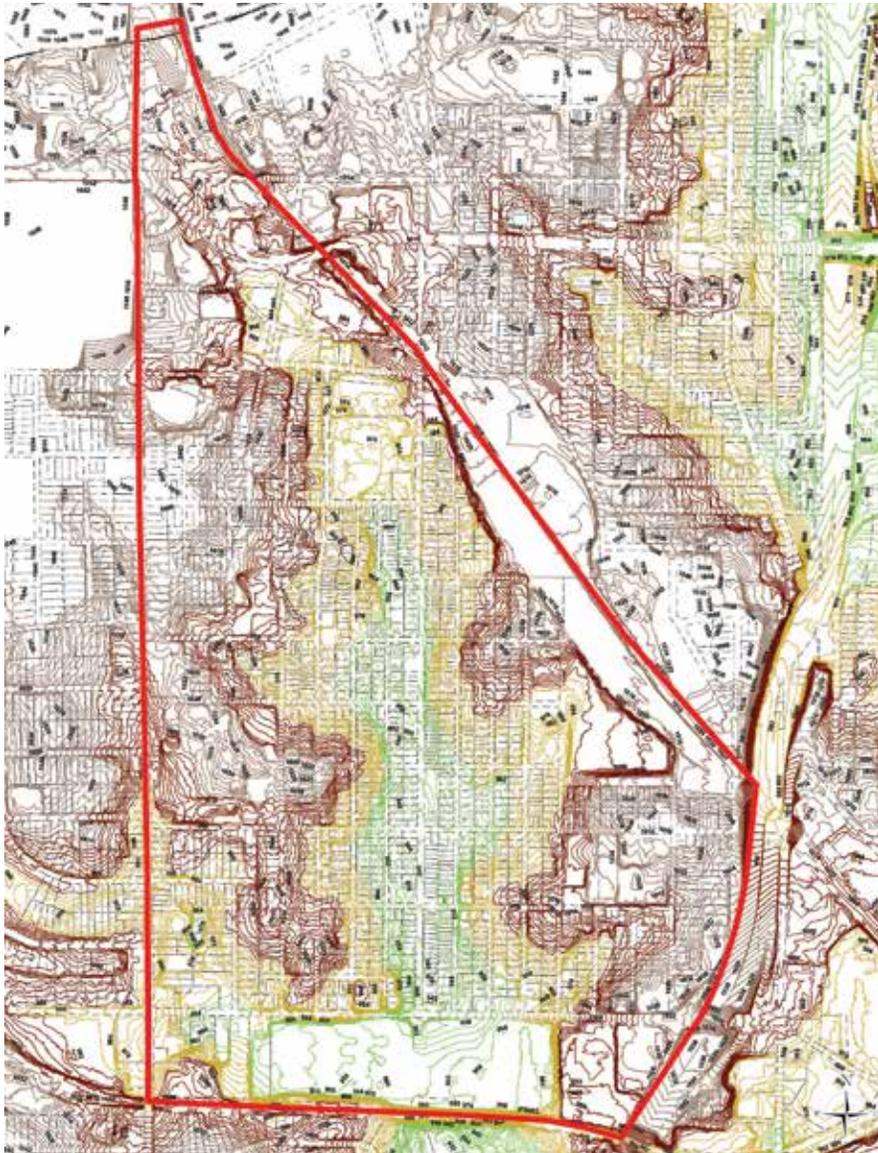


BELTLINE PLANNING AREA

In 2005, the Atlanta BeltLine Redevelopment plan was adopted. The effort focused on producing a set of development patterns different from the existing ones in the City of Atlanta. The plan is a complex, long-term effort that proposes to integrate parks, mobility, land use, and circulation along a 22-mile loop of historic railroads. The Atlanta BeltLine Redevelopment Plan was broken down into ten Subarea-Master Plans, Pittsburgh is part of Subarea 2.

Legend

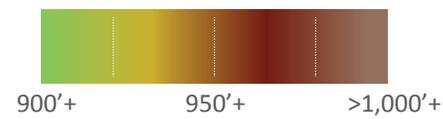
-  BeltLine Planning Area
-  Study Area



TOPOGRAPHY

There is a low point that runs North - South along the middle of the neighborhood, along McDaniel Street. This low point creates a subtle valley that serves as a major conduit for stormwater traveling from the high points down into the ground. The steep slopes create very charming street fronts by having low retaining walls or stepped paths. However, there are some areas where topography has provoked excessively long, short or flooding lots.

Legend

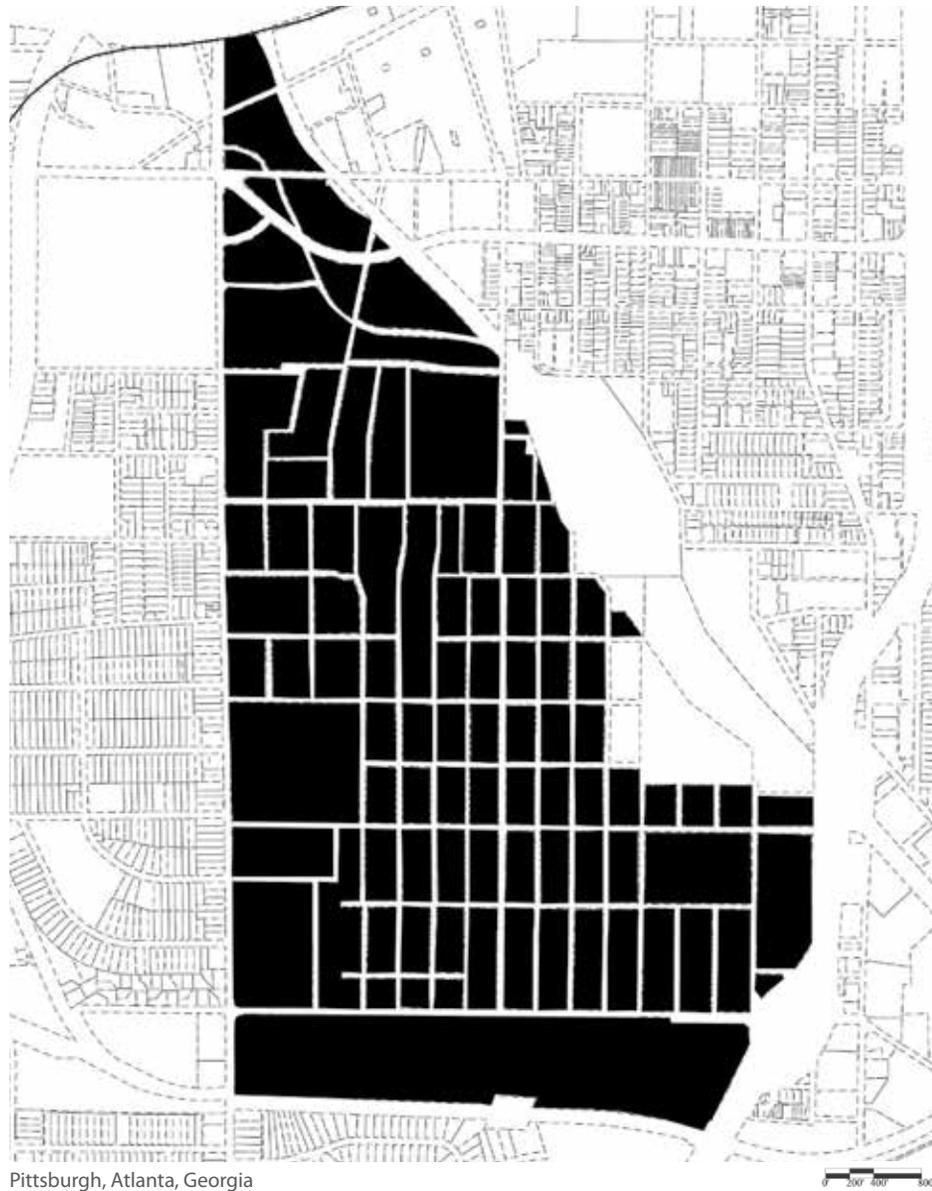


900'+

950'+

>1,000'+

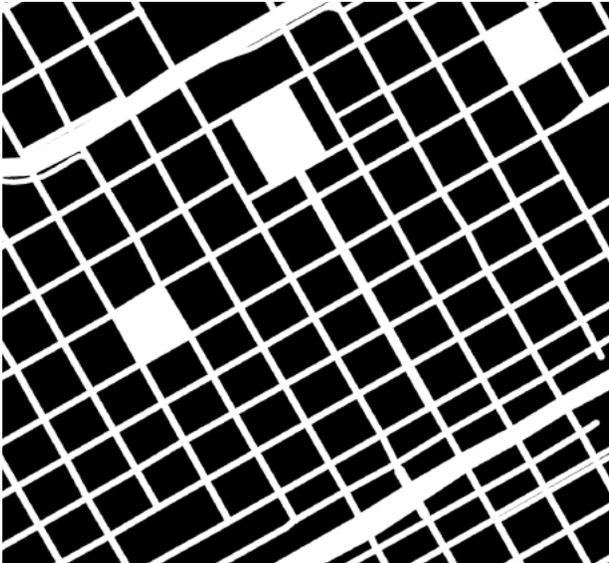
 Study Area



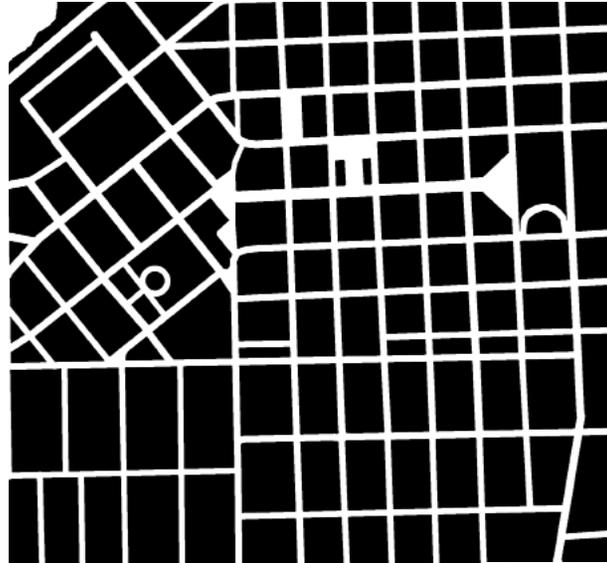
Pittsburgh, Atlanta, Georgia

BLOCK STRUCTURE

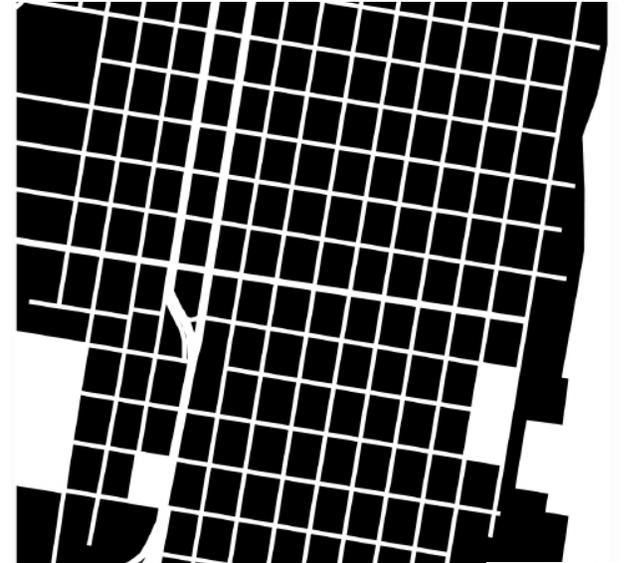
The gridiron pattern of development is most commonly found in flat areas. This kind of urban fabric is successful in arranging small, well connected blocks and streets. The figure grounds on the left depict regularly planned cities that have comparable sizes of blocks, public spaces and street connections to that of Pittsburgh (lower right hand corner).



Birmingham, Alabama



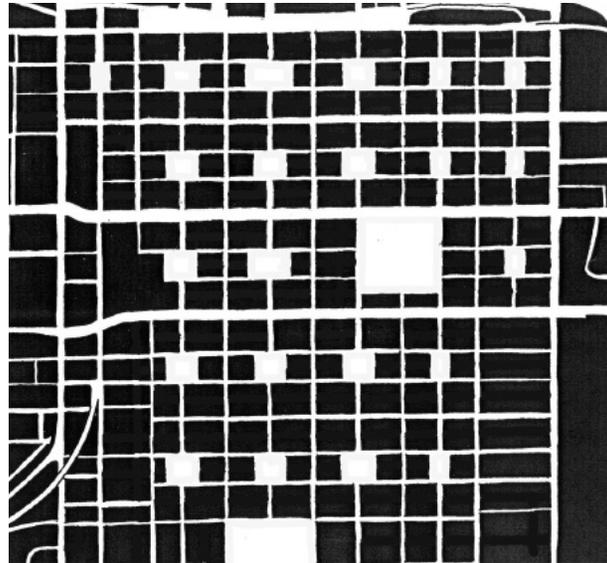
Montgomery, Alabama



Alexandria, Virginia



Tallahassee, Florida



Savannah, Georgia



Beaufort, South Carolina

ARCHITECTURE
EXISTING CONDITIONS



PUBLIC REALM
EXISTING CONDITIONS





ARCHITECTURE
EXISTING CONDITIONS



PUBLIC REALM
EXISTING CONDITIONS





ARCHITECTURE
EXISTING CONDITIONS



PUBLIC REALM
EXISTING CONDITIONS



3 process

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





PROCESS

The Preservation of Pittsburgh Neighborhood Master Plan is the direct result of teamwork and collaboration. From December 9 – 15, 2011 community members came together, rolled up their sleeves, and worked alongside the planning team to create a plan for the future of the area. Organized as a design charrette, the week was filled with a variety of events to gain public input and to review the progress of the plan as it was being created. Over 200 residents, business owners, developers, and local leaders participated in the planning process. The result is a dynamic plan that builds upon the strengths of the community and focuses efforts on areas in need of improvement. Working together as a community is the best way to guide appropriate growth and assure quality development for future generations of Pittsburgh residents; the Preservation of Pittsburgh Neighborhood Master Plan demonstrates just this kind of teamwork.

Prior to the charrette, the Dover-Kohl team focused their efforts on gathering base information and studying the existing physical conditions of the area. This included learning about local history, reviewing previous plans and studies, examining existing City ordinances and land development regulations, and analyzing the physical, social, and economic characteristics of Pittsburgh.

GETTING THE WORD OUT

Prior to the charrette, the team worked with Sustainable Neighborhood Development Strategies, Inc. (SNSDI) and the Resident Leadership Team of Pittsburgh to spread the word about the planning process. The Resident Leadership Team worked closely with community leaders to spread the word to their neighbors. The team called and e-mailed residents, property owners, and business owners, sending “Save the Date” cards for printing and distribution throughout the area.

The Leadership Team called Pittsburgh business owners and residents the week before the charrette to further encourage their participation. The community itself played an important role in getting the word out; neighborhood associations spread the word to residents and even held meetings prior to the charrette to identify neighborhood needs.

The outreach campaign continued after the charrette, encouraging public comment through a series of Living Room Chats and direct contact with the design team and SNSDI.



Charrette promotional materials created by the Resident Leadership Team

NEIGHBORHOOD OF PITTSBURGH RESIDENT LEADERSHIP TEAM

A quick profile of the Resident Leadership Team (RLT) reveals a strategically diverse group with extensive experience and networks:

- Four, third or second generation Pittsburgh residents residing in family homes
- Four residents who have lived in the neighborhood less than 5 years
- A PCIA board member and a PCIA staff member (both of whom are residents of Pittsburgh)
- Resident representation from both of the large multi-family complexes in Pittsburgh
- Two Preservation of Pittsburgh tenants
- Renters & homeowners
- Former participants in the Atlanta Civic Site prior community building activities, including Neighborhood Data Advisory Group, the Community Investment Cycle, CEDI, CSN/CAG, and the BeltLine Subarea Study Group
- Community leaders connected to the Pittsburgh Ministerial Alliance, the Salvation Army Kroc Center, social service providers, and the League of Young Voters

This group became the driving force for resident education and outreach for the Master Plan. From August – December 2011, the RLT met monthly as a group and conducted education and outreach in the neighborhood. The Senior Community Builder spent extensive one-on-one time with each member to identify leadership opportunities for each participant and provide support. This decentralized strategy was supported by ongoing outreach and education through a regular presence at neighborhood and NPU meetings, ongoing data collection to create a database of Pittsburgh residents, and a neighborhood-wide monthly newsletter created by and for residents with technical assistance from the Senior Community Builder.

In addition to engaging individual residents during this time, the Resident Leadership Team successfully secured partnerships with key Pittsburgh stakeholders, including the Heritage Station multi-family complex property management, the Pittsburgh Ministerial Alliance, Pittsburgh Resurrection Ministry, Ariel Bowen United Methodist Church, Iconium Baptist Church, New Shield of Faith Church, Genesis Lighthouse Ministries, and others.

In September, the inaugural edition of the Preservation of Pittsburgh Neighborhood Master Plan Neighborhood News

was distributed at the PCIA-sponsored annual reunion, and door-to-door by a faith ministry. This newsletter – an idea that was proposed by one of the residents in a pre-planning meeting in June – has since become a critical information source for many Pittsburgh residents. It includes critical updates and next steps for the Master Planning process, articles written by residents on pressing community issues, upcoming neighborhood events, and resource numbers that support our strategies in the neighborhood (such as code enforcement, schools, and city services). Each month 1,200 – 1,600 newsletters are distributed door-to-door, at neighborhood business, social service providers, and churches.

IMPACT TO DATE:

- Supported the leadership of 14 total Resident Leadership Team members (some members became inactive or joined) to provide grassroots leadership and strategy development for resident ownership of the Preservation of Pittsburgh Neighborhood Master Plan
- Engaged approximately 300 residents directly in pre-planning activities (1500 were contacted or indirectly engaged)
- Created a database of 284 Pittsburgh residents who receive regular updates on the Master Plan process through e-mails and phone banking.
- Engaged a total of 60 residents and stakeholders in the November kick-off planning event
- Engaged 94 residents and stakeholders in the Hands-on Community Design Session
- Engaged 25 youth (elementary through high school) in planning activities
- Met with 26 technical experts during planning meetings with Dover Kohl
- Engaged 23 residents during Open Design Studio hours
- Engaged approximately 35 residents and stakeholders in the Work in Progress presentation and community dinner (sign-in list did not reflect full number of attendees).
- Created 8 Focus Teams to review the Draft Master Plan Report with a current total of 31 distinct participants
- Distributed a total of 5,400 Pittsburgh Neighborhood Master Plan newsletters (4 monthly editions, with 7 resident contributors and participation from the entire Resident Leadership Team).

SITE VISIT & VISIONING WORKSHOP

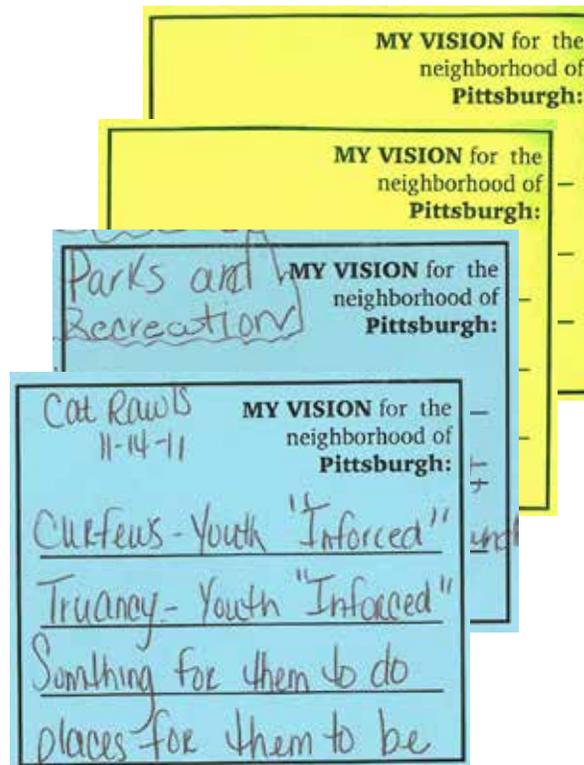
In November 2011, members of the Dover-Kohl team conducted a preliminary site visit to gain a better understanding of the dynamics shaping future development and preservation in Pittsburgh.

A primary component of the site visit was field analysis of the study area. The team drove and walked within the neighborhood of Pittsburgh. This analysis included photographs and observations of the existing urban form and the network of streets, blocks and lots, land uses, parking locations and building patterns, and urban design elements (building placement, massing and height).

During the site visit the team conducted a series of meetings; this included meetings with key members of SNDSI staff, and the Resident Leadership Team. The purpose of these meetings was to discuss the approach and process conducted by staff to date, overall project goals and objectives, and upcoming schedule. At the Resident Leadership Team session, the Dover-Kohl team led a discussion about the charrette, and the importance of participation of residents for a successful plan.

On the evening of November 15, 2011, Pittsburgh residents and stakeholders gathered for a Visioning Workshop at the Ray and Joan Kroc Corps Community Center to mark the official start of the public planning process. The workshop introduced the design team to the public, and explained the concept of a charrette, and the upcoming events to be held during the week. Residents were encouraged to participate in the charrette, and to spread the word to those who may be interested. To conclude the evening, attendees were asked to complete "one word cards" - describing in one word Pittsburgh today and in another their vision for

the future. These cards were collected at the end of the evening's presentation and reviewed by the team. Dozens of citizens also remained after the close of the event to share additional comments about the future of Pittsburgh.



WHAT IS A CHARRETTE?

Today, "charrette" has come to describe a rapid, intensive and creative work session in which a design team focuses in a particular design problem and arrives at a collaborative solution. Charrettes are product-oriented. The public charrette is fast becoming a preferred way to face the planning challenges confronting American communities.



WALKING SITE TOUR

In order to better understand the neighborhood of Pittsburgh, the team toured the study area and outlying neighborhoods. The team performed a detailed analysis of the neighborhood fabric, corridors, and structures within the study area. The routes were coordinated both by the Resident Leadership Team and SNDSI staff, who led the tour of Pittsburgh, highlighting areas of particular concern or interest.

During these tours, team members walked and recorded the existing conditions of the area through photographs, maps, and measurements. The team identified and took pictures of sites such as the University Avenue site, the McDaniel Street corridor, Pittman Park and the buildings, architectural details, and unique conditions and characteristics that would influence the plan. The team also toured large, vacant properties and areas of blight. The planners and designers also used base maps on their tour, examining the existing urban fabric and analyzing the network of streets, blocks and lots, community recreation spaces, building types, and building forms. The team documented potential areas for infill development and redevelopment. Particular characteristics such as vacant buildings and storefronts, development activity, maintenance, and street activity were noted.

Because the tour was led by the Resident Leadership team, the group was able to observe special areas in the neighborhood, noted for high crime, prostitution, homelessness and gang related activity. The team learned the alarming issues having to do with pedestrians who cross the rail line and train blockages at the key entrances into Pittsburgh. Likewise, vacant buildings that have blank walls seemed to encourage criminal activity while discouraging natural surveillance.

The team was also led to the pristine areas, such as Pittman Park, Welch Street Community Gardens, and an abundance of trees, which provide precious habitat, but are also valuable recreational spaces. By visiting Pittman Park and Croghan School, the team began to understand the rich history of the study area.



The Resident Leadership Team takes the design tour within Pittsburgh.



KICK-OFF PRESENTATION & HANDS-ON DESIGN SESSION

The design team kicked off the Charrette on December 10th with a community Hands-On Design Session at Pittman Park Recreation Center from 9am to 2pm. The event began with a short introduction and briefing by Victor Dover to further explain the challenge for participants, orient participants to base maps, and set ground rules and goals for the session. Working in small groups of approximately six people per table, participants gathered around tables to draw and share their varied ideas for the future of their neighborhood.

Each table was equipped with base maps, markers, and aerial photos of the study area. A facilitator from the Dover-Kohl team as well as a member from the Resident Leadership Team was assigned to each table to assist participants in the design exercises. Youth of all ages were encouraged to attend the session, and there was one youth led table, with ages ranging from 18 to 28 years old.

During the first part of the table sessions, community members identified the special areas and important issues associated with the overall future of Pittsburgh. Participants actively drew on base maps to illustrate how they might like to see the community evolve in the future by describing the uses, crime, vacant/open spaces, building design, street design, transportation, and services for the area. During the exercises, the table groups identified specific redevelopment areas along McDaniel Street. At the end of the workshop, a spokesperson from each table reported their table's ideas for the revitalization plan to the entire assembly.

Of the many ideas heard, some of the most widely shared ideas included:

- Neighborhood health clinic & pharmacy
- Create more youth friendly spaces
- McDaniel Street as a main corridor with mixed-uses
- Address crime & safety
- Create a sense of pride in Pittsburgh
- Connect residents to the history of the community
- Grocery stores & fresh produce
- Safe walking paths to schools
- Create more public parks and green spaces

In addition to the ideas generated during the Hands-on Design Session, an exit survey was distributed and completed by over 40 Pittsburgh residents and business owners. Initial results showed that the most negative impact on quality of life in Pittsburgh is crime while one of the most positive impacts is the affordability of housing. The surveys helped to gather a wide variety of input and provided the design team with a better understanding of the wants and needs of the community.







YOUTH HANDS-ON DESIGN SESSION

On December 12, the design team held a Youth Hands-On Design Session with students at Gideons Elementary School, located on the *Street of Dreams*, Welch Street.

During an after-school program, the students gathered in the library, and formed two large groups to work together on hands-on exercises to express and incorporate their ideas from the site into a plan. The hands-on exercise began with an exercise asking them what they liked about the neighborhood. The exercise was formatted into a large sheet, with drawn representations of boys and girls. The students were asked to color their stick-figure, and to write out in the bubble what they liked about their neighborhood.

A map of the study area was placed before each group for them to draw, discuss, and locate their ideas for the neighborhood of Pittsburgh. The group was asked to draw what they wanted to see in the future in Pittsburgh. Suggestions included parks, candy shops, restaurants that their family could walk to, wider sidewalks, bike shops, places to sit, an art wall, a dog park, a snack store, more trees and flowers.

The last exercise of the afternoon was a map of Gideons Elementary School. Students were asked to think about their school and its surroundings, and how it can better connect to the surrounding neighborhood of Pittsburgh. A wide range of topics were discussed; safety, sidewalks, missing uses and playgrounds.

The elementary school hands-on sessions were used to educate and obtain input from the City's future leaders. The sessions raised awareness about community building and helped to garner additional input. Flyers highlighting the public events that would be held throughout the rest of the week were also sent home with the students to encourage their parents to get involved in the planning effort.



OPEN DESIGN STUDIO

From December 12 through 15, 2011, the design team continued to work with the community at an open design studio at Ariel Bowen United Methodist Church. Citizens and local leaders were encouraged to stop by the studio throughout the week to check the status of the plan, provide further input, and to make sure the design team was on the right track. The table drawings and plans from the Hands-On Design Session and Youth Hands-On Session were placed around the room for easy review as new people became involved. Evolving design concepts were also placed around the room for easy viewing.

As citizens and technical experts frequented the studio, they helped the design team to develop the initial concepts for the plan. Working in the neighborhood allowed the design team ready access to the study area during all hours and days of the week. The team observed day-to-day traffic patterns, visited local businesses, and experienced other details of everyday life in Pittsburgh. The team then synthesized the many ideas heard from the community throughout the week into a single cohesive plan. The planning team also created a series of computer visualizations, diagrams, drawings, and plans that clearly illustrated the initial concepts of the Preservation of Pittsburgh Neighborhood Master Plan for the community.



TECHNICAL MEETINGS

In addition to the public design studio, members of the design team met with community stakeholders and experts in scheduled technical meetings. The meetings were used to answer design questions, discuss the draft plan, and further gain input in regards to details associated with the redevelopment of Pittsburgh. Technical meetings included sessions with SNDSI staff, elected officials, business owners, developers and property owners. The technical meetings helped to further shape the detailed elements of the plan and to ensure that the ideas being processed were balanced by awareness of many viewpoints.



COMMUNITY OPEN HOUSE

On Tuesday December 12, a formal Open House was held for residents to interact with draft plan concepts. The design team stopped drawing, and interacted with the community, explaining ideas and draft concepts evolved so far. Residents were encouraged to give feedback, additional comments and suggestions on ways to help the Master Plan and the overall development of Pittsburgh.



WORK-IN-PROGRESS PRESENTATION

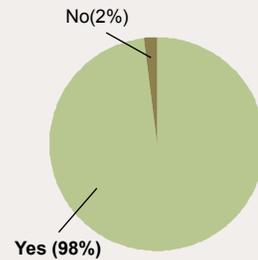
The Charrette concluded with a Work-in-Progress Presentation at Iconium Baptist Church on Thursday evening, December 15, 2011. More than 50 residents, local agencies and city staff enthusiastically came out to see the outcome of the week's work.

Mtamanika Youngblood, President and CEO of SNDSI began the workshop by acknowledging the dedication of the community and expressed her excitement for a revitalized Pittsburgh. Victor Dover then walked the audience through the various plan concepts evolved throughout the charrette week. The plans presented a synthesis of the ideas voiced by the public, merged with professional planning knowledge from the design team. A Three-Point Phasing Strategy was outlined and initial steps for implementation were identified. Recommendations for an improved Pittsburgh was discussed and detailed plans and illustrations helped all to better visualize the potential for the area. Understanding that the implementation of the plan will not happen overnight, the team provided drawings of both short and long-term changes that could be possible. During the presentation, keypads were distributed to participants, to get real-time answers to presented questions. When asked if the plan was generally on the right track, 81% of participants said yes. 98% were willing to participate in future meetings about the Preservation of Pittsburgh Neighborhood Master Plan. At the end of the presentation, participants were invited to take a closer look at the plan and renderings posted around the room and discuss their initial reactions with the team.

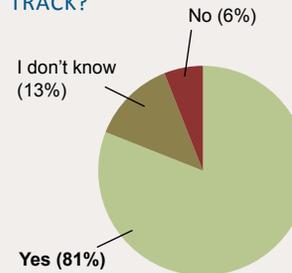


KEYPAD POLLING RESPONSES

ARE YOU WILLING TO ASSIST AND PARTICIPATE IN FUTURE MEETINGS?



DO YOU THINK THE PLAN IS GENERALLY ON THE RIGHT TRACK?



“I’m so proud to live here and to have participated in this exciting process”

– a Pittsburgh resident, at the conclusion of the charrette

AFTER THE CHARRETTE

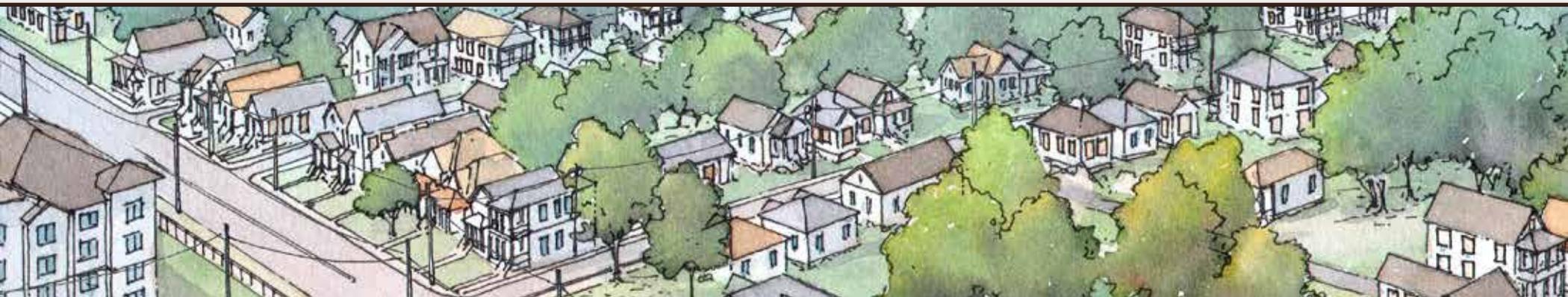
The foundation of the neighborhood of Pittsburgh is community involvement. Since the charrette, the Resident Leadership Team (RLT) and Pittsburgh residents have been involved in the Martin Luther King Day neighborhood clean-up, community meetings on the Parks Middle School school redistricting, and community meetings and rallies to respond to the violent beating of a young man in the neighborhood. The Resident Leadership Team have published & distributed monthly newsletters.

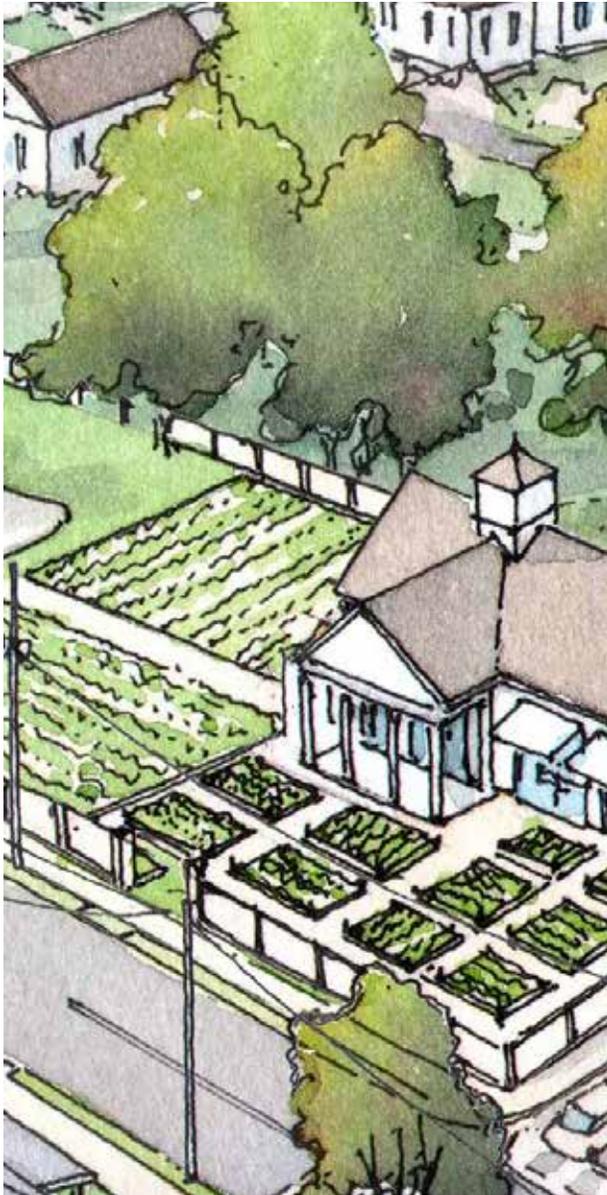
Hard copies of the plan was distributed to three sites in the neighborhood: Pittsburgh Community Improvement Association (PCIA), Ariel Bowen United Methodist Church, and the Salvation Army Ray and Joan Kroc Corps Community Center. It was uploaded to the Sustainable Neighborhood Development Strategies Inc. (SNDSI) website, and also advertised it in the neighborhood newsletter. Residents called and e-mailed Moki Macias, Senior Community Builder and the members of the Resident Leadership Team directly with their feedback. Members of the Resident Leadership team met directly with some community residents to receive their direct opinions of the plan. In addition to feedback solicited informally, a day long work session at Ariel Bowen United Methodist Church was hosted by SNDSI to discuss the Preservation of Pittsburgh Neighborhood Master Plan. Residents participated in conversations throughout the day, and provided their feedback. In addition, comments are included from a Pittsburgh community forum on youth which detail the needs of youth in the neighborhood.

Residents have been encouraged to remain active with the Preservation of Preservation of Pittsburgh Neighborhood Master Plan in all it's phases. Numerous channels of communication have been established, and multiple organizations such as Sustainable Development Neighborhood Strategies (SNDSI) and the Pittsburgh Community Improvement Association (PCIA) can ensure that all resident voices are heard.

4 principles

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





PRINCIPLES OF THE PLAN

The physical design details of the plan will likely evolve over time, but the *Principles* are intended to remain constant throughout implementation. They embody both the residents' vision for the future of their neighborhood and the basics of planning for highly livable places. They summarize the results of the public planning process and promote preservation of affordability, infill development, redevelopment, and conservation of open space and natural resources.

The Principles are to be used by Sustainable Neighborhood Development Strategies, Inc., City staff, the business community, and residents to ensure that the continued preservation and redevelopment of Pittsburgh remains true to the community's vision.

This chapter presents the important themes and action steps needed to revitalize Pittsburgh; specific design components of these principles are further described and illustrated in Chapter 5. General guidance on implementing each principle is included, and further implementation strategies can be found in Chapter 10, Implementation.

RESTORE & RE-OCCUPY VACANT BUILDINGS

FILL IN VACANT LOTS TO COMPLETE THE NEIGHBORHOOD

PRESERVE AFFORDABLE HOUSING

CREATE HIGH-QUALITY NEIGHBORHOOD OPEN SPACES

SUPPORT YOUTH RELATED ACTIVITIES

CREATE WALKABLE, LIVABLE STREETS

ENHANCE COMMUNITY RESOURCES

ATTRACT MORE RESIDENTS

PROVIDE SMART PARKING SOLUTIONS

VISION FOR PITTSBURGH

by James Bridges,
member of the Resident Leadership Team

There is a saying that goes: “If at first you try and don’t succeed, try again.” Many residents say: “we have tried this before, and look at us now.” However, many of us are inspired and this time, the best of the best were selected for the task. The master planning held on December 10th 2011 at Pittman Park was a hands-on community design session that had the community working with design staff. It was most effective.

December 11th-14th, the Open Design Studio was held at Ariel Bowen United Methodist Church. The design team worked on site, met residents, and answered questions and made changes. On December 15, a work-in-progress presentation was presented at Iconium Baptist Church. The end of the Charrette week was most inspiring! Professional presentations, visual displays, and unique, original slides showing what’s possible for the future of the Pittsburgh community.

Now, we can say: this is it! We are residing in a “gold mine” and it is going to be “a city within a city.” Of course, the BeltLine goes hand in hand with it along with the University Avenue site, where our inspiration for a beautiful development will blend in with the McDaniel Street makeover and the Salvation Army Kroc Center, one of our prize assets which gives us inspiration to really “go green.”

In closing, the design team, community, and all involved are most appreciated for helping to make the future bright and beautiful for the Pittsburgh community. This has strengthened our hope and we have faith and are blessed by your service. You are in our prayers.



RESTORE & RE-OCCUPY VACANT BUILDINGS

The economic downturn and foreclosure crisis has resulted in a large number of vacant buildings, a safety concern as well as an eyesore. To maintain the integrity of the neighborhood, procedures should make it more feasible to rehab buildings and less financially attractive to neglect them.

Many vacant buildings in the study area are owned by absent owners, or heirs of the original owners, making it difficult to reach consensus about basic actions (whom should live there, handling code violations, if the property should be rented, sold, etc). Such indecision can lead to vacancy, absentee ownership, and neglect. A second potential cause of abandonment reported during the charrette was the inability to fund needed maintenance due to the high cost of materials and construction costs necessary to upgrade homes.

Enforcing code violations for private property owners will enhance the character of the neighborhood. Owners should be required to keep their yards clean, provide better fencing, screen their industrial yards and outdoor storage, and maintain their buildings, particularly if vacant.

A program for local builders to team-up with Atlanta-based contractors for training should be implemented by SNDSI and/or PCIA. The group can repair code enforcement violations and basic home repairs at a reasonable cost or reduced rate for qualified residents of Pittsburgh. This will also provide employment opportunities for resident contractors.

In the case of already vacant properties, more proactive measures such as the acquisition (using condemnation, if necessary) or leasing of vacant parcels may be necessary

in some circumstances. These parcels can be either returned to private ownership or used for instant parks, outdoor markets and community gardens, short-term retail outlets and neighborhood event locations.

Another component of the solution may be creating programs to incentivize investment and catalyze restoration projects. An existing program by SNDSI has helped address vacant buildings by purchasing abandoned homes. This program could be enhanced to include initiatives for fix-up and rehabilitation. Other alternative programs could offer free rent (resulting in home occupancy) in exchange for maintenance of property.

Transitional housing programs should be implemented in specific vacant houses within the neighborhood. The program should be designed to provide housing and appropriate support services to the homeless. The facility should provide case management and supportive services to those housed. Services provided can range from substance abuse treatment, to psychological assistance, job training, and domestic violence assistance.

A housing pool for members for workers who are critical to our communities, including teachers, police, fire fighters, and other service providers – can be another solution. This would allow for vacant homes to be filled quickly and to reduce the number of properties that fall victim to demolition and unfavorable activity. Restoring a sense of ownership and pride to Pittsburgh is an important component to spurring the investment of both time and money.



RESTORE & RE-OCCUPY VACANT BUILDINGS [GETTING THERE]

Adopt the Preservation of Pittsburgh Neighborhood Master Plan.

Perform a Code Enforcement Blitz in Pittsburgh, followed by assistance to homeowners to correct violations.

Local apprenticeship program to Atlanta-based construction companies for interested residents.

Help building owners identify funding appropriate for adaptive reuse.

Implement a Housing Pool for members of the Civil Service.

Utilize specific sites from the existing housing stock to create transitional housing facilities.

FILL IN VACANT LOTS TO COMPLETE THE NEIGHBORHOOD

Infilling vacant lots with more houses and buildings will spark pride and additional reinvestment along every street. New buildings will follow standards to ensure they contribute to neighborhood character. In the interim, regulations should allow vacant lots to be utilized for other community purposes, including parking (with landscaping), pocket parks, temporary vendors or community gardens.

The Preservation of Pittsburgh Neighborhood Master Plan is a blueprint to guide infill development and redevelopment. Understanding that Pittsburgh is made up of a variety of land owners, the plan is intended to assist SNDSI with coordinating both public and private development efforts. The success of creating a vibrant neighborhood is dependent on partnerships between the City, SNDSI, private developers and residents. The City can only spend a small amount of the total money that has to be spent to revitalize build and continually rebuild a thriving neighborhood. The great majority of money needed to buy properties, fix buildings, and build new buildings to create the place that Pittsburgh embodies to be will be the result of private investment.

Where the urban fabric has been eroded for surface parking lots or vacant lots, these areas need to be reclaimed. In doing so, infill development should respect the architectural styles and material vocabulary of nearby historic structures. New buildings should be of a similar scale and proportion and should be placed on lots so that they create a spatial relationship that represents improvement in the continuity of the street scene. New buildings should have a similar building to street relationship as neighboring historic structures.

It is important that the vacant lots in Pittsburgh be developed responsibly, in a manner that enhances and reinforces the neighborhood’s historic, urban character. Large empty lots should be targeted for development, particularly the lot at the corner of Mary Street and McDaniel Street that can serve as a community gathering space.

Infill development with streetscape improvements can transform the neighborhood currently characterized by abandoned houses and vacant lots. Small increments of change, such as the addition of one new building in place of a vacant, overgrown lot, can make a big difference for adjacent residents. Encouraging infill on vacant lots will spark pride and encourage reinvestment along every street. With every addition, the neighborhoods will become more complete.

Not every vacant property owner is ready or able to invest in new development. An interim use that provides community benefit is recommended for vacant lots. There is a need for additional parking areas, and also for small “pocket” parks, community gardens, and other public gathering areas. In some cases, community gardens may want to remain as a permanent, instead of temporary, land use. Acquisition of these parcels on a temporary (long-term lease) basis could facilitate this re-use, while still preserving property owner rights long-term.

FILL-IN VACANT LOTS TO COMPLETE THE NEIGHBORHOOD [GETTING THERE]

- Adopt the Preservation of Pittsburgh Neighborhood Master Plan.
- Inventory existing vacant lots and create appropriate temporary uses for them.
- Continue a community-wide Clean-Up Campaign which continuously involves schools, churches and business owners on a regular basis.
- Help building owners identify funding appropriate for adaptive reuse.
- Identify a New Market Tax Credit source or work with a local entity to achieve New Market funding for Pittsburgh.
- Use historic patterns of neighborhood development as a guide to the creation of new housing.

PRESERVE AFFORDABLE HOUSING

Low and moderate-income families within the community have been greatly impacted by the foreclosure crisis, and are experiencing the highest foreclosure risk and rates. It is important that the neighborhood provide a range of housing options, suitable for a range of income levels, to ensure that residents are not displaced.

In Pittsburgh, saving decent, affordable housing means saving a critical community asset. It can also catalyze the revitalization of an entire community, and can spark the public-private investment that is essential for its revitalization. It is a critical part of any community’s healthy housing mix, ensuring diversity, opportunity and a labor force for essential community services

The health, stability, and economic vitality of the neighborhood depend on a mix of housing options. The housing stock for such a community is already in place; the wide range of housing sizes, ages, and types allows a wide range of households, ages, and income levels to live in the same neighborhood. Additional efforts, such as historic preservation grants and tax credits, should be applied to encourage the renovation of historic housing, and new construction should target a diverse residential population. Where appropriate, subsidies should be provided to fill the gap between market values and affordable housing needs.

The loss of stable affordable rental homes can mean upheaval in a neighborhood, displacement of long-time residents, and a loss of the community’s traditional character – particularly in communities where rents are rising. Well-maintained rental homes that are affordable to working families and others can contribute to neighborhood stability, combat the negative effects

of gentrification, and create or preserve diverse, mixed-income communities. The availability of affordable rental homes will also make it possible for homeowners that have undergone foreclosure to remain in their old neighborhoods as renters, helping to minimize disruptions within the already fragile neighborhood.

An important focus for housing needs in Pittsburgh is the need for attainable housing, or housing that is affordable for a family being supported by the salary of one entry-level teacher, fire-fighter or policeman. Some methods for achieving attainable housing include establishing partnerships with non-profit and private entities to facilitate the development of attainable workforce housing, modifying regulations to increase the supply and quality of attainable housing.

Below is an example of a model for a high – density affordable housing development. This kind of development can be composed of rowhouses or garden apartment buildings, with front doors facing the street and rear yards or shared patios located at the center of the block. The façade of the building that faces the street should be permeable, with resident’s eyes on the street. The selection of building materials should be carefully considered so that lasting, green, low maintenance materials are utilized. For structure and cladding, there is nothing greener than salvaged and recycled materials, such as brick. These can also help achieve the U.S. Green Building Council (USGBC) Leadership in Energy and Environmental Design (LEED) Certification. When specifying materials for internal framing, studs, trusses, reclaimed or salvaged wood is also better than freshly cut wood. Any recycled/salvaged material can offer some of the best cost savings (sometimes it can even be free!) The environmental benefit is that the

**PRESERVE AFFORDABLE HOUSING
[GETTING THERE]**

Adopt the Preservation of Pittsburgh Neighborhood Master Plan.

Establish partnerships with non-profit and private entities to facilitate the development of attainable workforce housing.

Establish an inclusionary zoning policy.

Create attainable housing so that key workers can live close to their jobs.

Create a revolving fund for affordable housing and housing rehabilitation by local builders and CDC’s.

Pittsburgh Community Landtrust

materials and embodied energy (the human energy and the electricity/fuel energy used to produce the product is embodied within the material and need not be expended again, saving time and pollution. Interior finishes that are inexpensive and tread lightly upon the planet include bamboo (for flooring) which is quickly renewable, due to its high rate of growth. Also any adhesives, varnishes, paints, chemicals, etc. should be Low VOC (volatile organic compound). Many of these are increasingly available at large retailers and their price comes down every year. There is a significant link to respiratory diseases and ailments (like asthma) with high VOC building materials.

A principle to guide low-cost design is to seek good proportion and exclude expensive ornamentation and flourishes. For instance, keep the number of different window types to a minimum but make sure that the proportion of that window is dignified and vertically proportioned and fully operable. Rather than apply fake shutters or other unauthentic elements, eliminate such details and save money, or provide for an upgrade to a higher quality building material elsewhere in the structure.

Inclusion of landscape can provide shade and further define the interior garden spaces.



Example of how affordable housing can be designed with stoops, doors and windows facing the street. This arrangement provides 'eyes on the street' enhancing the security of the community.

CREATE HIGH-QUALITY NEIGHBORHOOD OPEN SPACES

Pittsburgh has few prime opportunity sites for large public open spaces. Where applicable, smaller vacant lots can be cleaned, replanted and enhanced to become themed pocket-parks, hard-scaped plazas or community gardens. Long-term, the properties can be bought to become permanent parks.

During the charrette process, community members expressed the desire for a “greener” Pittsburgh that had more street trees and park spaces. As a result, the Master Plan places importance on balancing infill development and redevelopment with restoring and protecting open space. A system of trails and pedestrian-oriented, tree-lined streets that connect the parks should be implemented, and wayfinding elements such as lighting and signage should be provided. Second, many neighborhoods do not currently have their own park space nearby. In these locations, small, urban parks should be introduced. Such parks should be distributed throughout the Pittsburgh neighborhood so that green spaces are more accessible to residents.

In order to promote Pittsburgh as a local destination, it is essential that its history and cultural institutions be promoted and that a system of gateways and memorable intersections are created along the street. McDaniel’s long history as a local corridor and a shopping destination can be interpreted and shared through historic markers, signs, and unique street furniture. A system of gateways and memorable intersections could signal ones arrival into this unique corridor and help to define an identity for the area. These could also assist in way-finding and serve as meeting places. It is essential that clear

connections be made between McDaniel Street and its east-west connectors, particularly Mary Street, University Avenue and Fletcher Street.

During the charrette, citizens voiced serious concerns regarding the maintenance of existing street trees and the need to plant new street trees. Street trees play an essential role in the urban forestry of a city, helping to reduce the emission of carbon dioxide and other greenhouse gases. Above all, street trees create a comfortable pedestrian environment by enclosing the sidewalk and providing shade.

It is essential that trees are planted along all primary streets in Pittsburgh in order to create walkable districts. Trees should be native species that are drought and pollution-tolerant and that provide a sufficient shade canopy that is high enough to leave the pedestrian and vehicle realm clear. Trees should be selected based on their life-span and size, so that they do not outgrow their surroundings. It is also advisable that trees be native to the state of Georgia and should be part of a larger Urban Orchard within the neighborhood. Trees should be planted at the back of curb on the sidewalk in order to provide shade for pedestrians and a sense of enclosure for drivers.

Street trees should be consistently planted along McDaniel Street, University Avenue, Metropolitan Avenue, Fletcher and Mary Streets, in order to emphasize their role as primary neighborhood thoroughfares and destinations. Street trees will assist in way-finding, will help to increase property values, and will create an enjoyable pedestrian environment. They will also serve to establish a sense of place in Pittsburgh.

CREATE HIGH QUALITY NEIGHBORHOOD OPEN SPACES [GETTING THERE]

Adopt the Preservation of Pittsburgh Neighborhood Master Plan.

Encourage sidewalks on every street of Pittsburgh to foster better connections between green spaces.

Initiate an ambitious street tree campaign in partnership with Trees Atlanta. Trees native to Georgia, edibles and fruiting trees are encouraged. Precautions should be taken to enhance the lifespan of planted trees, and replanted when necessary.

Celebrate Pittsburgh’s existing parks, and increase public access and programming into them.

Educate residents on the history of Pittsburgh through a series of way-finders and markers throughout the neighborhood.

SUPPORT YOUTH RELATED ACTIVITIES

Dozens of decisions are made about the lives of young people everyday; families, schools, youth programs, churches, agencies, and the list goes on. There is an equally endless list of reasons why youth need to be engaged in making the decisions that affect them personally and their communities as a does the Preservation of Pittsburgh Neighborhood Master Plan. Youth are connected to their neighborhoods in an genuine and unobstructed way that can help planners understand issues better.

During the charrette, a number of youth activities were held to encourage the participation of youth in planning for the future as well as implementation strategies for the longevity of the Plan. Most of the youth active during the charrette was synonymous - there is a lack of safe places to socialize and interact with other teenagers in Pittsburgh. In addition, they complained about feeling left-out, and not knowing how their contribution would be vital if the elders in the community didn't listen take their ideas. When elders welcome young people, accept their fresh perspectives, and tap into their abundant energy, they create a much stronger village. In these enlightened communities young people are celebrated for their citizenship and see themselves as the collective hope for the future.

Pittsburgh hosts many activities which engage young citizens throughout the year at the Dunbar Center, The Salvation Army Ray and Joan Kroc Corps Community Center and large faith-based organizations and churches. While these all play a vital role in keeping the young citizens of Pittsburgh engaged, there needs to be a closer and more creative look at keeping the young voices interested.

Supporting Neighborhood Schools

The strong tradition of neighborhood schools should be maintained. Schools act as anchors that help define and sustain Pittsburgh. Every effort to protect and restore Parks Middle School and Gideons Elementary School should be made.

Integrating these institutions within the neighborhood will provide opportunities for additional educational programs such as after school activities or evening classes for residents of Pittsburgh. These types of activities help to increase community identity, pride, and safety.

In the event that funding for Parks Middle School continues to be reduced, and as a result the school removed from the neighborhood, a new Career Center at Gideons should be established as redevelopment gradually takes place in Pittsburgh. The center should provide advising, counseling, resources, and support to residents of Pittsburgh and surrounding neighborhoods, on how to become active participants in their own continuing career development.

Social Media

A large number of youth are constantly connected to the internet via their phones or computers. Because of the success of this already existing medium, every effort should be undertaken to create interest for youth. A neighborhood website or blog can be launched, which focuses on specific issues affecting young people in the neighborhood; a Twitter account to promote events and news from in Pittsburgh; a Tumblr page to share images of the neighborhood during its crucial transformation and art projects; a Facebook page, and a digital newsletter can also be created.

Anti-Youth Violence Program

The idea of primary prevention – reaching young people earlier, before violence occurs – helped move violence prevention services into schools and into community-based organizations. In this program, students should learn about alternatives to violence and practice what they learn through community projects. As they participate in activities, students should learn crime prevention and conflict management skills and the virtues of good citizenship, civility, and nonviolence.

Basketball Programs

Sporting activities provide a positive and safe atmosphere for youth to learn fundamental skills. Youth receive quality basketball instruction and essential behavioral modification techniques that will enable them to grow in skill and character. At-risk youth will experience developmental workshops that will teach them how to fulfill their academic, athletic and personal potential. Tournaments can be held on a regular basis between groups or neighborhoods to build camaraderie and sportsmanship.

Mentorships

Role models can too often come in the form of unsavory characters in the community. A mentorship program where positive role models become a natural conduit to mentor youth. Young residents living in Pittsburgh should get to see first hand a person living out of the same – or similar – circumstances that they have. Seeing positive actions lived out through another person can be a powerful thing. As individual youth see this, they understand that they too can become something positive.

Social Development Programs

Social development programs allow youth to engage in positive interactions with their peers in safe environments. Individual development programs focus on growing personal skills and competencies. Small groups of teens interact with community leaders who lend their talents and expertise.

Empowerment Programs for Girls and Young Women

An innovative program model for girls and young women that utilizes skill-building activities and relationships with female mentors. This model aids the girls and young women in developing strong skills, building leadership and forming goals for future success. The programs should aim at creating cycles of mutual empowerment for girls and encourage them to become strong women themselves.

Planning Youth Friendly Spaces

When youth are civically engaged they gain a sense that what they do matters, that they belong in their community, and their community belongs to them. If a young person is involved in planning a community park they take ownership of it. They might encourage others to use it, and maintain it's spaces. When youth are connected in meaningful ways to their communities, they become the best of citizens. They see themselves in the everyday life of the neighborhood, and they feel that they can make a difference and their actions matter to others.

Community Art

Teaching young citizens students about self expression and self-empowerment, each child internalizes the ability to tell stories through visual elements, which leads to the unravelling of intricate stories occurring in their own personal lives – from their every day journey to school to being woken up in middle of the night by gun shots. Students can embark on a series of workshops to create murals on donated walls, sidewalks or parks, that intend to establish an ongoing visual dialogue between the youth the residents of Pittsburgh.

Displays of Talent

Youth should be encouraged should focus on providing performance opportunities in the Pittsburgh neighborhood. Talent shows, poetry readings, art competitions, comedy shows, are a sampling of events which could be held on a regular basis. Youth should be encouraged to volunteer at these events as well, to also learn how to organize productions, manage large groups and perform as leaders in their community. Volunteers help produce and staff the show, and can also help with outreach, auditions, and other preparation prior to the event.

Health & Wellness

Health and wellness programs encourage youth to make good choices for their future through physical activity and proper nutrition. Emphasis is given to the importance of involving young people in identifying problems and developing solutions to ensure that programmes, policies and health services address their needs.

Promoting good health for young residents of Pittsburgh depends a great deal on providing appropriate information, and facilitating the development of life skills through which they acquire the ability to deal with sexuality, exercise good judgement, build and maintain healthy self-esteem, and manage emotions and feelings safely.

These efforts mentioned are examples on how young residents can be involved in advancing the development of the neighborhood of Pittsburgh.

[CASE STUDY]
THE POWER OF STORIES
BUILDING AND REVITALIZING AN ANTI-VIOLENCE ENVIRONMENT | PROJECT BRAVE

Building and Revitalizing an Anti-Violence Environment (Project BRAVE) is a youth violence prevention intervention in New Orleans, Louisiana, guided by a partnership of community and school-based organizations, school teachers and students, and various stakeholders. Project BRAVE participants view violence as a community-level public issue created in part, by conditions in their social and physical environment.

In Project BRAVE, high school students write about their experiences with violence and share their stories both in the classroom and with stakeholders in the community. It concludes with challenges faced, facilitating factors, and next steps that are relevant to school and community-based youth involvement in violence prevention.

Project BRAVE built on existing methods (e.g., story circles, community organizing) to address issues that are important to the community. In this way, the community views Project BRAVE as supporting and complementing other community-based efforts rather than diverting important resources from existing goals.

Project BRAVE takes a “youth empowerment” approach, in which youth are seen not as a source of community problems but as a vital resource to communities with the potential to act as catalysts for and agents of change.

One **Project BRAVE** story involved a student’s boyfriend, who was killed in a retaliatory shooting while riding as a passenger in a stolen car. Students identified important events that led to the violence; the theft of the car and the procurement of the gun. Students also discussed contributing factors such as the fact that the youth did not work or attend school, lack of student and parental involvement in schools, educational policy that influences student satisfaction with school, a lack of community or police presence that might have prevented the theft, a lack of employment opportunities, and public policy related to gun sales. The facilitator asked questions using different levels of analysis to help the students organize the events and factors.

When asked about the characteristics of the young men involved, students mentioned lack of interest in school and work as contributing factors. They cited peer pressure among friends as an interpersonal factor that contributed to the events. In response to questions about community and societal factors, students mentioned that businesses rarely hired neighborhood youth and, when they did, they only made minimum wage. Students used their social-ecological analyses to develop a list of stakeholders who they believed could affect the factors contributing to violence. The list included neighborhood residents, teachers and school administrators, police, business owners, and city officials. A solution that emerged from the discussion was to develop a system for neighbors to take turns monitoring the park. A representative from the city department responsible for parks and recreation programs was present and volunteered to share the idea with her supervisors. Other solutions included training for local police to avoid excessive force and presenting the students’ work citywide to motivate other neighborhoods to act.

SUPPORT YOUTH RELATED ACTIVITIES
[GETTING THERE]

- Adopt the Preservation of Pittsburgh Neighborhood Master Plan.
- Maintain momentum gained from the charrette by keeping students involved in the community – clean-ups, public art, etc.
- Create a community Youth Group to interact and help implement certain projects from the Preservation of Pittsburgh Neighborhood Master Plan.
- Emphasise the importance of neighborhood schools, and safeguard Parks Middle School from closure.

CREATE WALKABLE, LIVABLE STREETS

When revitalized, streets should have a pedestrian-friendly scale maintaining the best features of the traditional street design. Re-connecting sidewalks and removing obstacles (such as utility poles) will make it easier to walk through the neighborhood. Placing utilities underground will upgrade aesthetics and boost pride.

Streets play an essential role in the healthy operation of neighborhoods. Streets permit access to light and fresh air, provide a location for social interaction, and straight streets such as McDaniel allow views through the neighborhood.

Street closures and development that take up more than one city block (also known as “superblock” developments) restrict public access and connectivity. Given the importance of the street grid to Pittsburgh’s urban environment, every effort should be made to preserve the grid, including alleys, as the neighborhood develops further. Closure or sale of the neighborhood’s streets and alleys should be prohibited.

A number of needed improvements for neighborhood streets were discussed during the charrette. One of the major concerns of residents is to make walkability the first priority in design. This idea sets the vision or foundation for transportation planning and design, and is supported by the objective of “creating walkable, livable streets.”

Throughout the neighborhood of Pittsburgh, there is not a consistent network of sidewalks for pedestrians to navigate; where sidewalks are present they are often blocked by obstacles, either permanent (such as utility poles) or temporary (parked vehicles). Re-establishing a network of usable sidewalks will make it easier to walk through town.



Placing utilities underground will not only clear pedestrian passageways but also upgrade aesthetics and boost community pride. Re-establishing the street wall on vacant parcels, through infill buildings or garden walls, will help to define a sense of enclosure. Pedestrian-scaled lighting along street edges is needed to improve safety in the evenings. In locations where sidewalks are not possible due to narrow rights-of-way widths, ADA approved grates can be used to cover drainage gutters, and/or narrowing travel lanes would making pedestrian activity possible.

CREATE WALKABLE, LIVABLE STREETS [GETTING THERE]

Adopt the Preservation of Pittsburgh Neighborhood Master Plan.

Encourage sidewalks on every street in Pittsburgh to foster better connections between green spaces.

Initiate an ambitious street tree campaign.

Encourage the utility company to ensure proper street lighting throughout the neighborhood.

Remove unused utility poles and cables that can be removed to reduce visual clutter.

Investigate the costs associated with placing utilities underground.

TEN STEPS TOWARDS WALKABLE STREETS

[1] DESIGN FOR PEDESTRIANS FIRST.

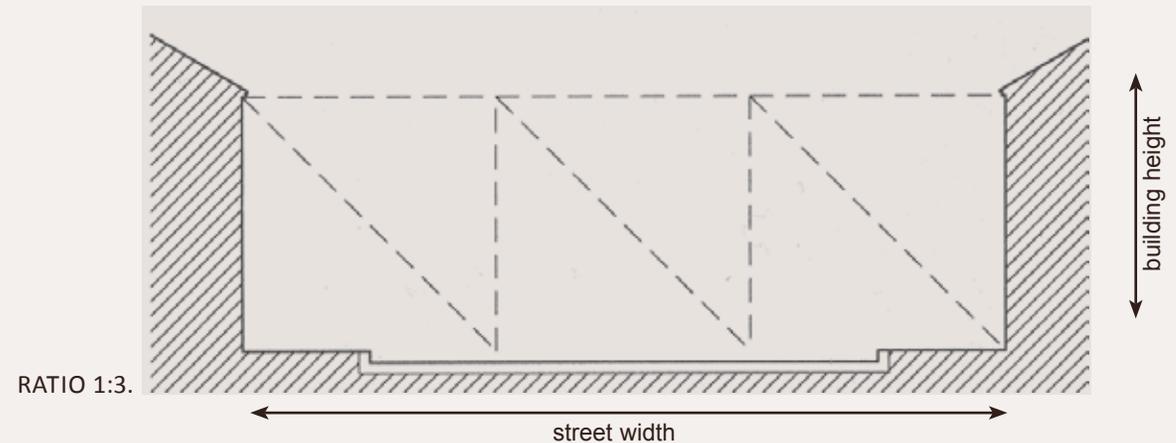
Great streets are designed to provide a high-caliber experience for pedestrians; once this is accomplished, they go on from there to accommodate all other required modes of travel.

[2] PROPORTIONS MATTER.

A street should function as an outdoor room, surrounding its occupants in a space that is welcoming and usable. A 1:3 ratio for building height to street width is often cited as a minimum section for a sense of enclosure. Creating this sense of enclosure involves more than just narrow street width, however. There are well-defined eight-lane roads just as there are two-lane roads that seem to be impassable. Streets must be sized properly for their use and should be defined with appropriate building sizes. Street trees and furniture such as lighting also play a critical role in defining the space of the street.

[3] DESIGN THE STREET AS A UNIFIED WHOLE.

An essential distinction of great streets is that the entire space is designed as an ensemble, from the travel lanes, trees and sidewalks, to the very buildings that line the roadway. Building form and character is particularly important in shaping a sense of place. The best streets invariably have buildings fronting them, with a particular height and massing that creates an appropriate sense of enclosure. The random setbacks generated by conventional zoning rarely produce this effect; form-based regulations must be put in place to control building form and placement.



PROPORTIONS OF STREET SPACE

The height-to-width ratio of the space generates spatial enclosure, which is related to the physiology of the human eye. If the width of a public space is such that the cone of vision encompasses less street wall than sky opening, the degree of spatial enclosure is slight. The ratio of 1 increment of height to 6 of width is the absolute minimum, with 1 to 3 being an effective minimum if a sense of enclosure is to result. As a general rule, the tighter the ratio, the stronger the sense of place and, often, the higher the real estate value. Spatial enclosure is particularly important for shopping streets that must compete with shopping malls, which provide very effective spatial definition. [emphasis added]. In the absence of spatial definition by facades, disciplined tree planting is an alternative. Trees aligned for spatial enclosure are necessary on thoroughfares that have substantial front yards.

Excerpted from *AIA Graphic Standards*

Furthermore, urban buildings must front the street with frequent thresholds such as doors, windows, balconies, and porches. These thresholds promote a lively streetscape, and ultimately provide passive security for pedestrians by focusing “eyes on the street.”

[4] INCLUDE SIDEWALKS.

Appropriately designed sidewalks are essential for active pedestrian life. Pedestrians will be more willing to utilize sidewalks if they are protected from automobile traffic. One of the simplest ways to buffer the pedestrian is to place street trees between the street and the sidewalk. Other street furniture such as streetlights, bus shelters, and benches occupy wider sidewalks and provide additional separation between pedestrians and automobile traffic. The width of the sidewalk will vary according to the location. On most single-family residential streets, five feet is an appropriate width, but streets with rowhouses and multi-family buildings requires a more generous sidewalk. On Main Streets, fourteen feet is an ideal sidewalk width, which must never fall below an absolute minimum of eight feet.

[5] PROVIDE SHADE.

Motorists, pedestrians, and cyclists typically prefer shady streets. Shade provides protection from heat and sun and contributes to the spatial definition of a street. Shade can be provided with canopy trees or architectural encroachments over the sidewalk. Canopy trees should be planted in a planting strip between the sidewalk and the street in order to provide continuous definition and shade for both the street and the sidewalk. Architectural encroachments over the sidewalk such as awnings,

arcades, and cantilevered balconies are another way to protect pedestrians from the elements and meanwhile shield storefronts from glare.

[6] MAKE MEDIANS SUFFICIENTLY WIDE.

Where divided thoroughfares are unavoidable, the medians must be generous enough to serve as a pedestrian amenity. A minimum median width of 8’ will accommodate a row of street trees and will provide adequate refuge for pedestrians crossing a wide roadway.

[7] PLANT THE STREET TREES IN AN ORDERLY MANNER.

Great streets are typically planted with rows of regularly-spaced trees, using consistent species. This formal tree alignment has a powerful effect; it at once shapes the space and reflects conscious design. More importantly, the shade produced by the trees will be continuous enough to make walking viable. Furthermore, the spatial impression of aligned trees also has a traffic calming effect.

[8] USE SMART LIGHTING.

Streets should be appropriately lit for automobile and pedestrian safety. Pedestrians naturally avoid streets where they feel unsafe. Loosely-spaced, highway-scaled “cobra head” light fixtures do not provide appropriate light intensity and consistency for pedestrian well-being. More frequently-spaced, shorter fixtures more appropriate, and provide light beneath the tree canopy as street trees mature.

[9] ALLOW ON-STREET PARKING IN SUITABLE LOCATIONS.

On-street parking buffers pedestrians from moving cars and calms traffic by forcing drivers to stay alert. Parallel parking is the ideal arrangement, because it requires the least amount of space and allows pedestrians to easily cross through the thin line of cars. Diagonal parking is acceptable on some shopping streets, as long as the extra curb-to-curb width is not achieved at the expense of sidewalk width. Parking located in front of a street-front business encourages people to get out of their cars and walk, and is essential to leasing street-oriented retail space.

[10] RESIST PARKING LOTS IN FRONT OF BUILDINGS.

The bulk of a building’s parking supply should occur behind the building. The conventional practice of placing surface parking lots in front of buildings results in a disconnected pedestrian environment. If current zoning regulations are reformed to provide “build-to” lines rather than mandatory front setbacks for commercial buildings, parking will be forced to the interior of the block. As a result, the pedestrian realm of the sidewalk will be defined by shop fronts and building entrances rather than parking lots.

ENHANCE COMMUNITY RESOURCES

If efforts to revitalize the neighborhood of Pittsburgh are to be successful, the needs of current Pittsburgh residents who are the most vulnerable, need to be addressed. As indicated on the chart on the following page, there are a number of organizations providing outreach and support services to residents who are homeless, under-housed, or experience extreme poverty within the neighborhood of Pittsburgh. Multiple approaches are needed to help Pittsburgh’s most vulnerable residents address the many challenges that they face:

Outreach to provide services to residents who experience extreme poverty, or have substance addictions, counselling, drug and alcohol rehabilitation, housing, and other immediate needs. The ability to develop trusting relationships, and to make appropriate referrals to support agencies outside the community, are critical.

Support to provide services to residents who are ready to receive ongoing support and housing. A team should be in place to assess the residents’ needs, identify long-term housing options and provide support to help the resident remain in their new living situation. The team should also provide advocacy services and make referrals for residents to other appropriate support agencies, such as the United Way. In addition to housing, this team should provide support for drug and alcohol rehabilitation referrals and other support services.

Sustain to provide long-term medical, drug and alcohol support services through individual counselling sessions, therapeutic and/or group programs. For efficiency, these can be provided within Pittsburgh, or a nearby neighborhood.

In the short-term, a resource center should be placed within a central part of Pittsburgh. The most economical and feasible place should be in an existing building which needs little to no renovations. The building should provide;

- Social workers
- Showers
- Meals
- Health services and screenings
- Re-entry services
- Drug & alcohol rehabilitation programs

Once an opportunity provides itself for a more permanent location, the effort can be grown to accommodate more services, and a wider range of amenities for residents. The facility should provide enhanced services such as;

- An enrollment process for homeless families entering the shelter system
- Food bank
- Mental health screenings
- Primary care clinics
- Music, art and dance classes
- Life skills assessment & training
- Mentoring program
- Hands-on skill building (gardening, computers, etc.)
- Thrift Store where donated items can be sold. The program should be designed to teach men and women work skills and to assist them in finding and retaining employment.
- Legal services and advocacy for individuals and families at risk of being evicted from their homes.
- Rental assistance program to help homeless residents pay for their own housing arrangements.

**ENHANCE COMMUNITY RESOURCES
[GETTING THERE]**

- Adopt the Preservation of Pittsburgh Neighborhood Master Plan.
- Increase coordination between organizations that provide meals in the Pittsburgh neighborhood so that services are more efficient and better coordinated.
- Locate a site in the Pittsburgh neighborhood for a resource center where basic needs and services can be provided.

[CASE STUDY]

THE FACES OF HOMELESSNESS

The Faces of Homelessness Speakers’ Bureau is a program of the National Coalition for the Homeless that is comprised of people who are or have been homeless. They work to educate the public about homelessness and what can be done to end it. This approach is a unique tool because it establishes a significant platform for those whom homelessness affects directly to talk personally about their experiences. Additionally, the Speakers’ Bureau creates opportunities for members to advocate for themselves and others, as well as build the necessary bridges with the rest of society so that we may work cooperatively to end homelessness.

Source: <http://www.nationalhomeless.org/faces/index.html>

HOMELESS SERVICE MAP OF PITTSBURGH

The main organizations addressing homelessness in Pittsburgh neighborhood are the Salvation Army Ray and Joan Kroc Corp Community Center, Pittsburgh Resurrection, Pittsburgh Ministerial Alliance (PMA), and Jars of Clay. The table below shows the services that organizations and groups provide to the homeless population of Pittsburgh on a weekly basis. Coordinating services within these organizations will make services offered to the public more efficient.

ORGANIZATION	SERVICE
The Salvation Army Ray and Joan Kroc Corps Community Center	The center gives out “snack packs” at noon five days a week and groceries on Monday morning. People can get the groceries once every three months. They also work with the PMA and the Cheesecake Factory to serve Thanksgiving dinner to about 400 people each year. Their “Angel Tree” program provides Christmas presents for hundreds of families. Their Family Literacy program provides dinner and GED classes from 5:00 to 8:00 pm Monday thru Thursday with a quality enrichment program for student’s children or grandchildren between the ages of 1 and 12 years. They have a gym and weight room as well as classes in cooking, dance, art, and many other activities.
The Pittsburgh Ministerial Alliance	The Alliance includes the more active churches in the neighborhood. They have a Tuesday breakfast for about 150 of the homeless or needy in the neighborhood. They have done a Thanksgiving meal for the community for years, but now it is done mostly in conjunction with the Kroc Center and the Cheesecake Factory though some churches also have smaller meals on Thanksgiving. They now have their 501-C-3 and a donated house and are looking to get more active in serving the homeless and the rest of the community.
The Evangeline Booth Salvation Army Officer’s Training College	The College does outreach by feeding the homeless under bridges and in other places where the homeless are known to congregate. They also do prayer walks thru the neighborhood and walk over to Magic City which is the nearest “adult entertainment” club and witness through friendship with the young women.
Pittsburgh Resurrection	The organization feeds sandwiches and chips to about thirty people on Monday, Wednesday, and Friday at 3:00 pm and a full meal Saturday at 3:00 pm. They try to meet as many other needs of the people as they can including getting into detox and drug rehab, online communication with government agencies, reading glasses, MARTA fare, just about anything – the people on their side of Pittsburgh generally come to them first when they have a need. Most rehab referrals go through them. They are looking at a couple of locations for establishing transition houses.
Toni Miller	Ms. Miller, is the granddaughter of Mr. Warren Benjamin. He was the primary rooming house owner in Pittsburgh for 50 years. She inherited the large former building of the EOA (Economic Opportunity Atlanta) at 935 McDaniel St. where Mr. Warren had a rooming house for 20 years. She would like to make it into the Benjamin Center to meet needs of the homeless who used to depend on her grandfather and youth and seniors. The building will need extensive renovation as the old wiring (that needed replacing anyway) has been extracted by homeless recyclers.
Jars of Clay	Jars of Clay is a church on Sunday and a shelter for women and children all week. They do outreach through computer classes etc. and often have big programs on holidays and special occasions.
Grace Evangelistic Ministries	Ministry meets at Jars of Clay and they feed at 12:00 pm Wednesday.
St. John’s Overcoming Church	Church has a service at 11:00 am on Wednesday followed by a lunch at noon. They try to help the people in other ways while they are there.
Community Christian Church	Church feeds breakfast Sunday morning at 8:00 AM and reaches out in other ways.
Crossroads, Emmaus House & Central Presbyterian Church	Assists residents seeking Identification Cards.
United Way	Director of homeless services attended activities during the charrette and is interested in the revitalization of Pittsburgh.

ATTRACT MORE RESIDENTS

Pittsburgh has been labeled a dangerous neighborhood in the City of Atlanta. It stems from a long history of drugs, criminal activity and prostitution; unfortunately, these small acts have branded the neighborhood. How do you attract interest in Pittsburgh once these issues are resolved?

The gradual development of traditional neighborhoods has resulted in a four characteristics that sustain economic diversity. These characteristics include a mix of uses, an interconnected street and block network, a mixture of old and new buildings, and a dense population. A mix of uses allows residents and businesses to thrive within a district by providing convenient access to housing, employment, entertainment, and diverse goods and services. An interconnected street and block network allows for numerous and convenient paths through the neighborhood. These paths support movement while providing convenient access by many modes of transportation, essential for those who cannot drive or afford a car. A mixture of old and new buildings, both large and small, allows small, local businesses to thrive side-by-side with larger companies. Finally, a dense population creates demand for a number of diverse goods and services within a tightly-defined social infrastructure, creating employment and entrepreneurial opportunity for those of all ages and backgrounds. A larger residential base can also support stores offering a variety of goods and services, open into the evening hours. This will further increase the allure of Pittsburgh to new residents.

To attract a diverse population, and ultimately become a dynamic urban destination, housing must be provided for all income levels and household types. The housing stock for such a community is already in place; the range

of housing sizes, ages, and types allows a variety of households, ages, and income levels to live in the same neighborhood.

New construction should continue to target a diverse residential population. Where appropriate, subsidies should be provided to fill the gap between market values and affordable housing needs. For example, many cities have partnered with local employers, universities, and medical institutions, to create employer-assisted housing benefit plans for employees. Through these initiatives, employers provide eligible employees with a forgivable loan of a set amount—typically between \$2,000 and \$15,000, depending on local housing costs—as well as housing information and education, and innovative financing options. Other successful mechanisms for promoting a mix of incomes in neighborhood environments include gap financing, sales and income tax incentives, and double-bottom line funds.

An important focus for housing needs in Pittsburgh is the need for attainable housing, or housing that is affordable for a family being supported by the salary of one entry-level teacher, fire-fighter or police officer. Some methods for achieving attainable housing include: Establishing establishing partnerships with non-profit and private entities to facilitate the development of attainable workforce housing, modifying regulations to increase the supply and quality of attainable housing, and establishing an inclusionary zoning policy.

**ATTRACT MORE RESIDENTS
[GETTING THERE]**

- Adopt the Preservation of Pittsburgh Neighborhood Master Plan.
- Change Pittsburgh’s image by maintaining the neighborhood publicizing positive efforts and events throughout the media and maintaining the neighborhood
- Encourage mixed commerce so that residents at all income levels can fulfill their daily needs within reasonable proximity of their home.
- Provide housing opportunities for those of all backgrounds regardless of age, race, gender or sexuality.
- In order for the neighborhood of Pittsburgh to achieve vibrancy, it must encourage economic diversity.
- Continue to celebrate and promote Pittsburgh’s history with an sustained historic preservation program and a coordinated system of history trails and museums.

PROVIDE SMART PARKING SOLUTIONS

A parking permit program should be established to give residents and businesses certainty. Common lots can provide efficient parking for neighboring users, relieving the constrained parcels.

One of the major issues identified during the charrette is the need for improved parking solutions. An overall under supply of parking exists, as does inadequate policies for existing parking. Lot sizes and topographic change make parking on-site challenging for many properties. Two solutions identified during the charrette to alleviate neighborhood parking problems include instituting a parking permit program (for residential neighborhoods) and where allowed, utilizing vacant lots as temporary public parking locations.

A neighborhood Parking Permit Program would give residents and businesses greater certainty about the availability of parking. These programs should be implemented on a block-by-block basis only where the program is desired and where there is sufficient support to monetarily administer the program.

As McDaniel Street revitalizes and returns to its original role as a commercial mixed-use corridor, it will need convenient off-street parking to support more frequent visitors. The garages should be built as a public-private partnership in coordination with McDaniel Street businesses, developers, SNDSI, PCIA, and the City of Atlanta. Surface parking lots behind buildings may also be used to accommodate off-street parking needs.

It is essential that these parking garages and lots are located mid-block, concealed from view from the street by buildings that are at least 40' deep. These liner buildings should relate to the neighboring buildings in height, scale

and character so that the urban fabric remains continuous. These buildings can accommodate residential, office, or retail uses as appropriate.

**[CASE STUDY]
RESIDENTIAL PARKING PERMIT PROGRAMS**



Parking Districts in Charleston, SC

There are a number of parking permitting program examples in many historic neighborhoods that experience similar demand for parking as Pittsburgh does. In Charleston, SC, for example, the City has established nine (9) districts (see image). These parking districts operate like zones each with their own set of rules and regulations.

Savannah, Georgia’s permitting program allows residents to park within a 1-street radius of their home, but not in front of a commercial building. These permits cost \$125 per year.

The City of Atlanta also addresses the issue on-street parking for residents in certain neighborhoods. Vehicles bearing a special parking permit may be parked in excess of the time limits posted on streets within certain permitted areas. Some of the neighborhoods include; Ansley Park , Atkins Park, Glen Iris, Home Park, Inman Park, Inwood Circle, Midtown, Myrtle Street, Saunders Street, Summerhill, and Vine City.

**PROVIDE SMART PARKING SOLUTIONS
[GETTING THERE]**

Adopt the Preservation of Pittsburgh Neighborhood Master Plan.

Investigate the feasibility of a parking permit program.

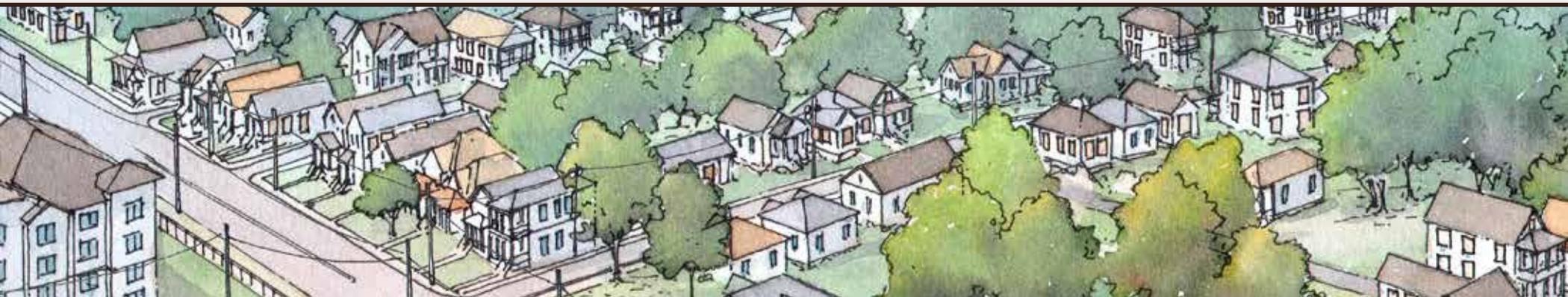
Add on-street, parallel parking to all appropriate streets in Pittsburgh.

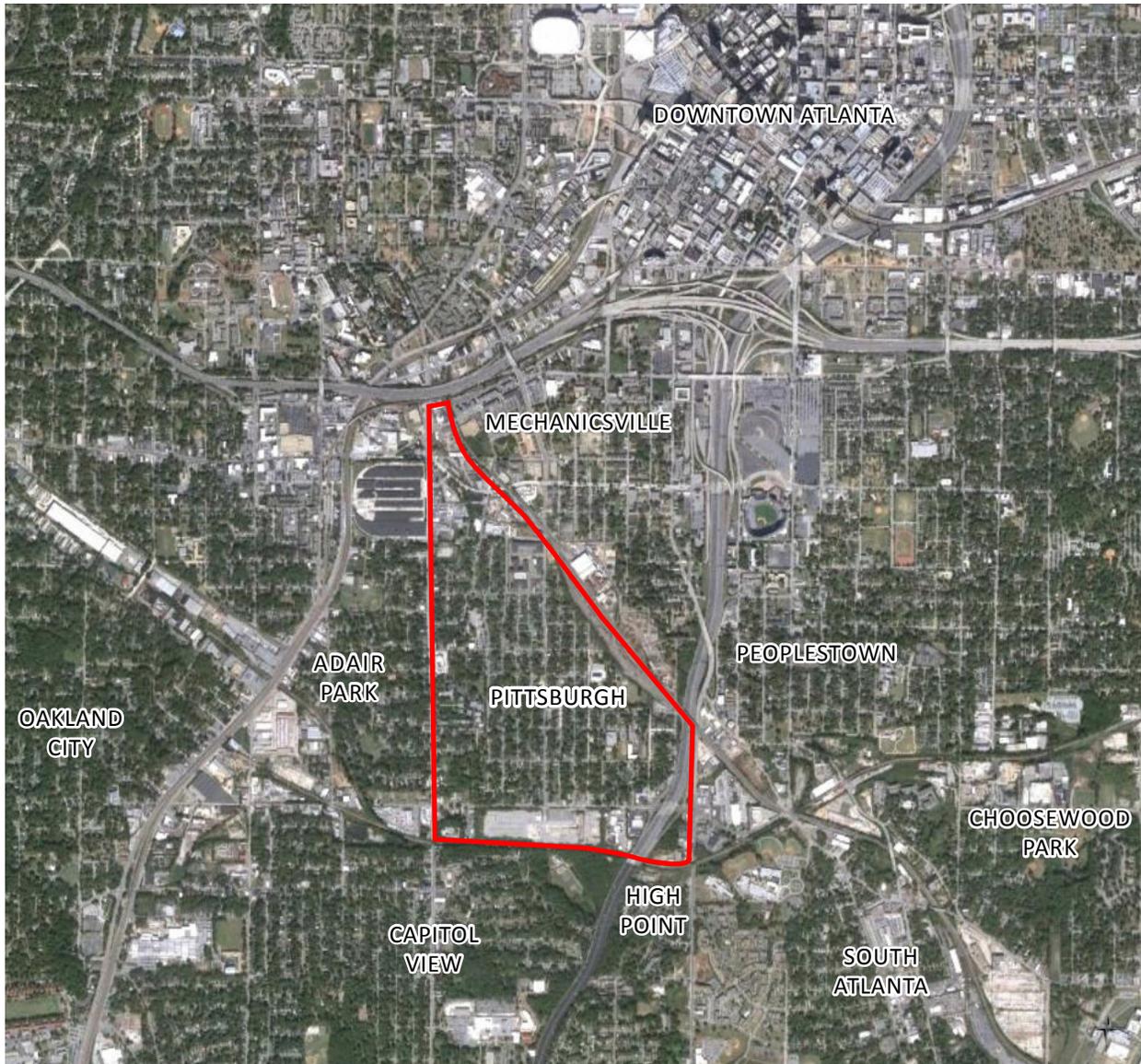
Where structured parking is being built, insure that off-street structured parking with habitable liner buildings front the street. Create structured parking over time, as the demand exists.

In the final phase of the plan, work with the private sector to establish management of under-used parking and by creating shared parking agreements between uses such as office and restaurant or night-time entertainment.

5 urban design

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





Neighborhoods of South Atlanta

URBAN DESIGN

During the charrette process the design team came up with a series of urban design concepts that addressed the goals and vision of the Pittsburgh residents and stakeholders. The concepts summarize the results of an engaging and open planning process.

Residents and stakeholders of the Pittsburgh neighborhood expressed their desire for the community to become a walkable, vibrant, mixed-use destination, with identifiable centers that offered a variety of goods and services at walking distance.

Two of the streets that the design team focused on, were McDaniel Street and Rockwell Street. McDaniel Street contains a variety of land uses and diversity in building types and sizes that makes the street ideal for locating town centers. By locating town centers along McDaniel, residents can easily access transit, goods and services within walking distance. Rockwell Street provides an example for infill development. Over time, blocks can be transformed to include uses currently lacking or missing from the neighborhood or develop housing for new and existing residents. By filling in empty lots and filling the vacant buildings, the possibilities for success are certain.

Architecture can also serve as a catalyst for the revitalization of Pittsburgh. Abandoned or unused buildings can be rehabilitated to attract new residents and businesses back into the neighborhood.

Pittsburgh benefits by having streets and buildings that support walkable street scenes. Streets are interconnected, which encourages walking, and buildings are street oriented.

The following are key urban design concepts that were explored:

- McDaniel St. as a vibrant & mixed-use thoroughfare
- Structure rehabilitation along McDaniel
- Block transformation
- Community gardens
- Increasing connectivity
- Neighborhood Schools
- Compatible infill opportunities
- Architecture
- Revitalization of existing buildings

HERITAGE COMMUNITIES OF SOUTH ATLANTA

The Heritage Communities of South Atlanta run just south of the downtown central business district. The sub-area includes portions of Pittsburgh, Peoplestown, Capitol View, Capitol View Manor, Oakland City, Adair Park, The Villages at Carver and Choosewood Park. The area's park development in the first five years will focus on a few spur trails, as well as the redevelopment of Stanton/Four Corners Park and the initial development of a park at the Historical Murphy's Triangle.

The diagram on the left shows the neighborhoods of south Atlanta.

WHAT WE HEARD

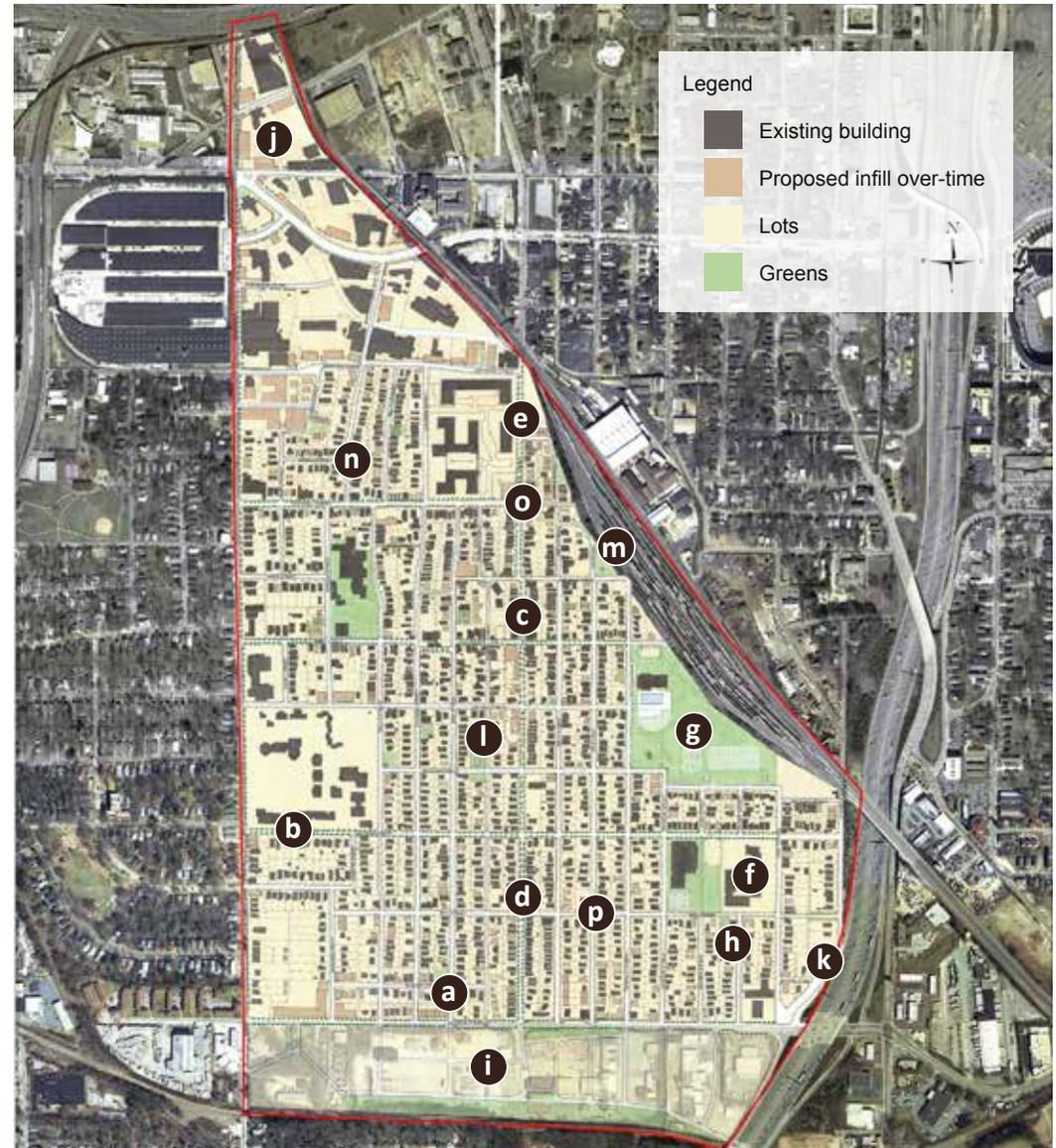
- safe, supportive community
- vibrant community with many small business
- Include missing uses: pharmacy, grocery, day care center, clinic, senior care center
- more places to play sports; fields
- personal and economic growth
- a local economy with urban agriculture as foundation
- youth involvement, education
- implement safe routes to school

ILLUSTRATIVE PLAN - A SHARED VISION

The plan for the future of Pittsburgh is both a physical plan to guide appropriate growth and development and a policy document to serve as a blueprint for action for neighborhood leaders, residents, and stakeholders.

Walking through Pittsburgh's blocks of abandoned homes and vacant parcels, it's hard to imagine what it once was. The abandoned homes, in particular, provide a haven for drugs and other illegal activity, exacerbating the pervasive social problems that plague the city.

The Illustrative Plan synthesizes community ideas and depicts the idealized build-out and vision for Pittsburgh. This map is for illustrative purposes and is not a regulating document. The Illustrative Plan identifies key opportunity parcels for infill development and preservation of open space. This chapter includes specific design details and plan recommendations for the neighborhood of Pittsburgh.



Preservation of Pittsburgh Neighborhood Illustrative Plan

PLAN CONCEPTS

- a** Street-oriented infill buildings on vacant or redeveloped parcels are provided to create a continuous street frontage.
- b** The addition of street trees helps to create desirable addresses and enhance the pedestrian environment.
- c** Vacant parcels along McDaniel Street receive a variety of new uses, and serve as the center for surrounding neighborhood residents. Coupled with new pedestrian amenities such as wider sidewalks, street trees and on-street parking create a vital corridor with a mix of uses for Pittsburgh residents.
- d** Existing bus stops are enhanced to improve the transit experience.
- e** Key underutilized parcels are redeveloped to provide public frontage and better visibility.
- f** Historic resources, such as Crogman School, are to be preserved and made more accessible to the public for educational and cultural enrichment.
- g** Pittman Park's facilities are upgraded and more programs are established.
- h** Community gardens are located throughout the site as a short-term solution to maintain vacant lots.
- i** The University Avenue site should be developed with respect to the Pittsburgh neighborhood, and kept connected to the neighborhood.
- j** Larger warehouse buildings are turned into flex-space for creative industries.
- k** New street connections provide alternatives for vehicular and pedestrian connection.
- l** Parking is located in a mid-block location, shielded from view of pedestrians on the street.
- m** New public open spaces are included at visible locations to compliment adjacent uses, these become an amenity to the community as well.
- n** Infill buildings have similar massing, setbacks and character as existing homes throughout the neighborhood.
- o** Where multiple lots are owned by a single owner, incentives should be given to encourage redevelopment.
- p** Children's playground at the intersection of Ira and Roy Streets.

MCDANIEL STREET



CORRIDOR STUDY

McDaniel Street is Pittsburgh’s historic retail street and the corridor has served as a destination throughout much of the neighborhood’s history. This commerce was supported by a vibrant residential population in Pittsburgh and by the frequent visitors who passed through the neighborhood. This thriving street was once multi-modal, serving the needs of pedestrians, transit riders and vehicles, today it is dominated by automobiles and scheduled bus service.

Prior to the interstate, the street was a major regional thoroughfare. The street was served by a healthy trolley system that ran in the right-of-way, which operated along McDaniel Street. This high level of consumer and transit support created an ideal market for shopping that eventually evolved into a golden era of large and small-scale stores and businesses.

Although its urban fabric remains ideally suited for a vibrant mixed-use corridor, McDaniel Street today experiences vacancies and blight in certain blocks.

Despite this, McDaniel Street retains the walkable, pedestrian-friendly urban fabric that once supported thriving commerce. Some of the historic storefronts along the corridor remain intact. Much of the retail and commercial activity of the street has moved westward along the perpendicular streets into the suburbs due in large part to prevalent use of the automobile and high crime.

Rather than serving as a destination, this street is today used as a vehicular corridor to get through Pittsburgh. The street has retained a generous width



that can support a return to a healthy mix of pedestrian, automobile, and transit connectivity.

During the charrette, a strong desire was expressed to see McDaniel Street return to its heyday as the retail and commercial heart of the neighborhood of Pittsburgh. The hope is that it's historic storefronts will be filled once again with merchandise and services, and its sidewalks packed with pedestrians, diners and shoppers.

In order to achieve this vision, a combination of physical,

economic and social measures must be taken to support a thriving retail district. These measures are explained in the following chapters.

PLAN CONCEPTS

- a** Infill housing has similar character and scale to existing properties.
- b** Small businesses - medical office, pharmacy, bakery, shelter, etc.
- c** Larger local businesses - grocery store, commercial office, retail, learning center, etc.
- d** The addition of street trees helps to create desirable addresses and enhance the pedestrian environment.

MCDANIEL STREET

CHANGE OVER TIME

McDaniel Street currently has a number of vacant lots and buildings. In order to create a continuous pedestrian realm and to better shape the public realm of the street as a place unto itself, it is important that these vacant lots and buildings are filled in over time, as market forces make such construction attractive to property owners and developers. When this development occurs, it is essential that it is in alignment with the community vision for the neighborhood of Pittsburgh as a neighborhood center and main corridor.

A memorable neighborhood center is difficult to achieve without the support of street-oriented buildings. Street-oriented buildings are the framework for a compact, mixed-use environment. They have multiple stories and are built close to the sidewalk, with parking and services located at the rear of the building. Parking is located on-street and in mid-block parking lots or parking garages that are lined with buildings. Street-oriented buildings have primary entrances and windows facing the sidewalk which engage the pedestrian and promote activity.

Buildings with street-oriented architecture shape public space and create comfortable, engaging places. Street-oriented architecture has the added benefit of improving neighborhood safety by providing natural surveillance through the doors and windows facing the public realm, better known as “eyes on the street.” Once the correct placement and orientation of a building is achieved, materials and architectural details can enhance and support street life.



Existing conditions at McDaniel Street and Mary Street



Phase 1: Introduce a police kiosk to keep “eyes on the street” at all times



Phase 2: The corner of Mary and McDaniel street is a key intersection in Pittsburgh. In its existing state, the building on the northwest corner is a great reminder of the past "main street" buildings along McDaniel Street. In the rendering above, the plywood barricades are removed, and the buildings is occupied. A manned police kiosk, perhaps as part of the Mobile Community Oriented Police Station (MCOPS) initiative, is proposed at the intersection to provide a sense of safety for residents, especially those who walk through the neighborhood at night.



Phase 3: The vacant lots at the corner of Mary and McDaniel Street can be used to host an array of informal and formal community events. In the rendering above, a popular food truck can be parked at the location on certain days during the week for a few hours. This type of activity encourages residents to engage with one another, and reduces criminal activity with more eyes on the street.



Final Phase: In the final stage of redevelopment, trees are replanted and new mixed-use infill buildings enhance McDaniel Street as the heart of Pittsburgh, and a potential corridor to the University Avenue site. To ensure that new development follows and respects the building patterns of the existing building forms, a form-based code can be set up as a guide for development. A similar result can be achieved by employing the Quality of Life Zoning Code.

ATLANTA POLICE DEPARTMENT MOBILE COMMUNITY ORIENTED POLICE STATION (MCOPS)

The Mobile Community Oriented Police Station (MCOPS) situates the police station in the community and allows for closer police services to citizens where the police precinct is not in the general vicinity. The Community Liaison Unit is encouraging citizens in the neighborhood to stop by the mobile precinct and visit with Officers as they engage in community outreach and education efforts for the Pittsburgh community. The Officers will have crime prevention pamphlets and public safety information to share with the neighborhood.

Recently, during February 2012 officers from the MCOPS unit camped out in Pittsburgh, in an empty parking lot across from the convenience store on McDaniel Street where a 20 year old Brandon White was attacked by three gang members earlier that month.



QUALITY OF LIFE ZONING CODE

QUALITY OF LIFE ZONING CODE
Atlanta, Georgia




While with the City of Atlanta, TSW's Caleb Racicot prepared the City of Atlanta **Quality of Life Zoning Code**. This parallel code is a comprehensive update of the City's zoning ordinance which provides an alternative to conventional, outdated zoning districts. The code is the product of hundreds of meetings with neighborhoods, business, and those unsatisfied the conventional zoning code.

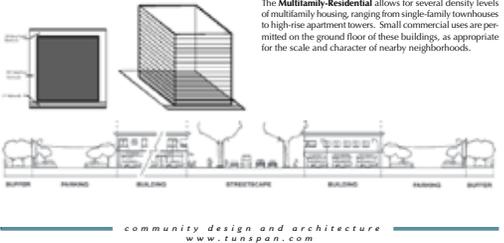
Under the conventional code many of the city's cherished neighborhoods could not be built today. The new code responds to a desire to provide zoning districts which allow developers to build pedestrian oriented, traditional buildings without being forced to go through a costly and time-consuming variance process. The **Quality of Life Zoning Code** includes several new zoning districts: **Neighborhood Commercial**, **Residential-Commercial Mix**, **Live-Work**, **Multifamily-Residential**, and several transit-oriented and mixed-use **Special Public Interest Districts**.

Regardless of the district, all **Quality of Life Zoning Code** districts share basic urban design principles. These include requirements for wide sidewalks with street trees, sidewalk-oriented buildings, unobstructive parking, and a respect for the street, among other things. All districts require parking to be behind or beside buildings, articulation of ground floor facades, entrances directly accessible from the sidewalk, and a limited number of permitted driveways.

Mixed-use districts are an integral part of the code. The **Neighborhood Commercial** district provides neighborhoods with close-at-hand goods and services, including neighborhood-scale retail, offices, and multifamily housing options. These districts generally serve no more than one or two neighborhoods. Similarly, the **Residential-Commercial Mix** districts provides commercial and multifamily uses that serve several neighborhoods. This district includes three different density levels which correspond to varying needs across the City. **Special Public Interest (SPI) Districts** provide the highest density mixed-use areas, and are generally located around MARTA Rail Stations and in traditional business centers. These include the **Midtown** and **Lindbergh SPI** districts.

Primarily residential districts provide opportunities for higher-density residential, while allowing limited commercial uses. The **Live-Work** district provides residents with opportunities to operate small shops and galleries out of townhomes, lofts and apartments buildings, while still maintaining a residential character. Location controls and size limits ensure this.

The **Multifamily-Residential** allows for several density levels of multifamily housing, ranging from single-family townhouses to high-rise apartment towers. Small commercial uses are permitted on the ground floor of these buildings, as appropriate for the scale and character of nearby neighborhoods.



While with the City of Atlanta, Tunnell - Spangler - Walsh & Associates' (TSW) Caleb Racicot prepared the City of Atlanta Quality of Life Zoning Code. This parallel code is a comprehensive update of the City's zoning ordinance which provides an alternative to conventional, outdated zoning districts. The code is the product of hundreds of meetings with neighborhoods, businesses, and members of the public who were unsatisfied with the conventional zoning code.

The following districts were created under the Code:

- Neighborhood Commercial
- Residential-Commercial Mix
- Live - Work
- Multifamily - Residential



STRUCTURE REHABILITATION ALONG MCDANIEL



[Big 4 Supermarket]

[Hurt St. Baptist Church]

Existing buildings along McDaniel Street

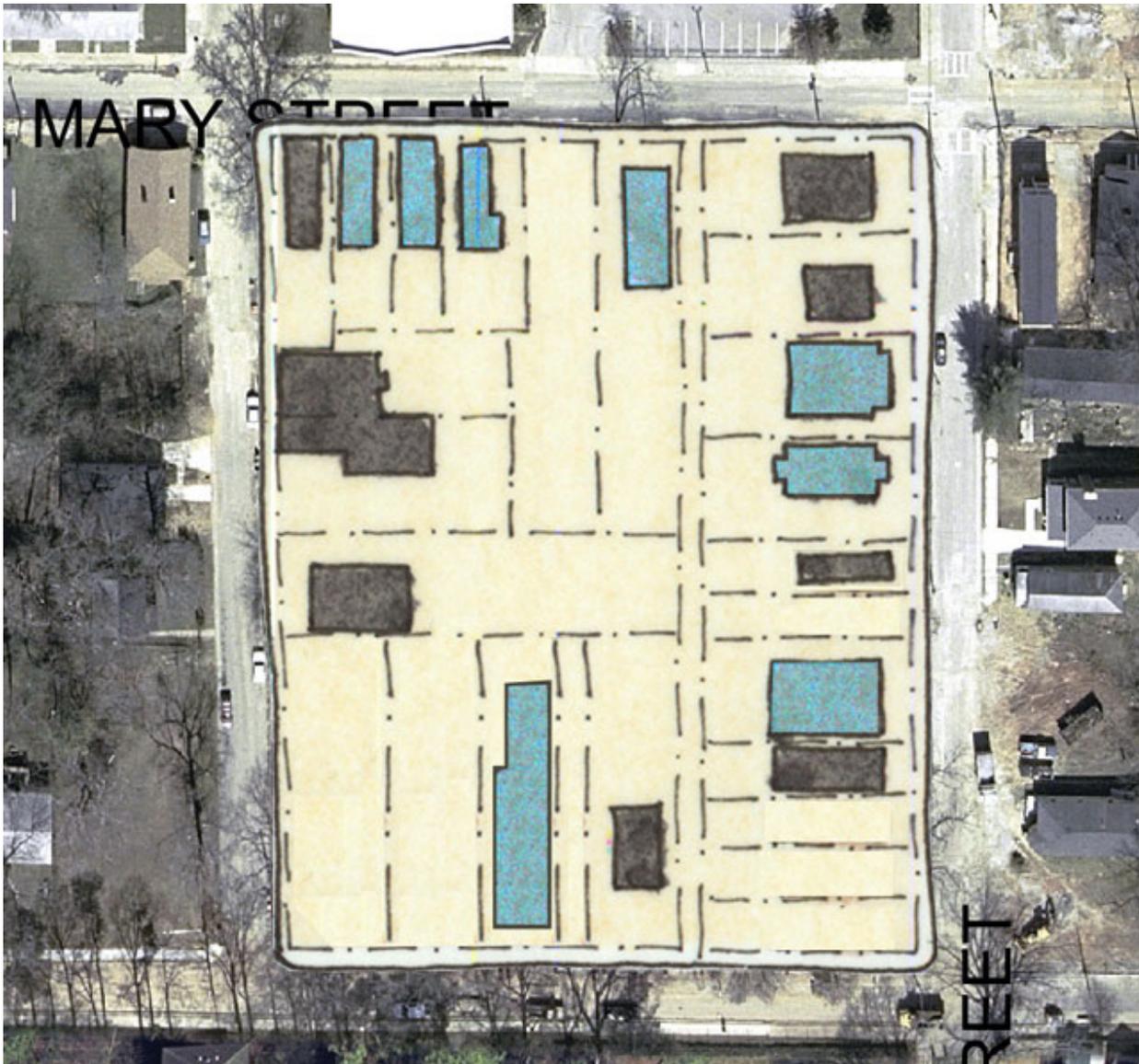


Existing buildings with improvements along McDaniel Street



Existing buildings with improvements and new infill buildings over time along McDaniel Street





Existing Buildings
 Existing Vacant Buildings
 Proposed Infill Buildings
 Lots



BLOCK TRANSFORMATION

A key concept for overall revitalization of the Pittsburgh neighborhood is to decrease the amount of vacant buildings and building sites, as well as to promote the infill of underutilized parcels, such as those currently used for unfavorable or criminal activities. Reuse and infill development would increase safety by adding more “eyes on the street”, and also increase walkability by filling in gaps along the street wall. It is important that these vacant sites not only become occupied, but also that the form and function of new buildings enhance the street and surrounding neighborhood.

In order to increase the walkability of the area, it is important for new buildings to be urban building types rather than suburban building types. Town building types are street-oriented, located near or adjacent to the sidewalk with parking to the side or the rear. New buildings should respect the historic character of the area, and be of an appropriate massing on sites adjacent to residential homes. In addition, new construction should incorporate sustainable practices, fostering a “green” identity along the corridor.

Parameters for building siting, massing, and design should be clearly defined and regulated through a form-based code. A form-based code would establish an understanding between property owners and the community, facilitating appropriate infill over time. Form based code recommendations can be implemented through the Atlanta Quality of Life Zoning Regulations (see page 5.10 for details on the Quality of Life Zoning Regulations).

The visualizations on this page demonstrate this concept, showing the infill of various parcels along the corridor with new, street-oriented buildings. Future redevelopment and infill will not happen exactly as drawn, as it will be



Phase 1: Vacant building occupied



Phase 2: Vacant buildings occupied + new infill buildings on empty lots



Phase 3: More infill buildings added on empty lots



Final Phase: Block is completed over time with new buildings

dependant on market conditions and the programmatic requirements specific to each building site, but it should adhere to the principles described in this plan.

Key sites can be used as prototypes for completing blocks and create security and enthusiasm among the neighbors. Change can happen over time - in the final phase, infill or redevelopment of these key sites can have a catalytic effect on surrounding properties, and quickly transform the character of the block. These sites could become new neighborhood centers and local gathering spots, and have the potential to accommodate a variety of uses missing from the neighborhood such as small retail shops, medical uses or day care centers.

PROJECT 5000

As part of its anti-blight initiative in Baltimore, Maryland, Project 5000, established the ambitious goal of acquiring 5000 vacant and abandoned properties in order to promote new development, eliminate neighborhood blight and improve the quality of life of Baltimoreans.

By 2007, the City had acquired and cleared title of more than 6,000 properties, setting the stage for development projects by different sectors and becoming a nationally recognized model for efficient partnerships and large-scale property acquisition.

Furthermore, through its custom-built database and code enforcement actions, the City of Baltimore has created an effective toolbox for the clearance and maintenance of blighted properties, some of which have become thriving community gardens.



Existing Buildings Proposed Infill Buildings Lots



COMMUNITY GARDENS

Community gardens enhance nutrition and physical activity and promote the role of public health in improving quality of life. Through community garden initiatives, cities around the United States have endorsed policies for land and complimentary water use, better access to fresh produce, elevated awareness about public health and sustainability, and strengthened community building skills.

Small, incremental efforts at the neighborhood scale will be key in reducing the number of abandoned homes and lots; the most compelling of these strategies are creating parks, open space, urban farms, and community gardens. This doesn't just reclaim vacant property; it also offers an opportunity to strengthen connections among residents, to improve the quality of the land and water in the city, to provide residents of Pittsburgh with healthier food options, and to teach technical skills to an underdeveloped workforce. The illustration to the left indicates where community gardens can be started if deemed feasible.

POSSIBLE COMMUNITY GARDEN LOCATIONS

- a** Hobson & Mary Street intersection. This garden could be a shared effort between Gideons Elementary and the neighborhood.
- b** Continue efforts at Welch Street Community Garden, and plan for possible expansion.
- c** Smith Street (between Gardner and Mary)
- d** Terraced gardens on Hubbard Street (between Delevan and Arthur)

COMMUNITY

Community gardens have the power to bring people together. It is a pastime that anyone with a little time and patience can participate in, no matter their age, income or health. Raised planters allow those confined to wheelchairs to get involved in gardening. Everyone has their own approach to gardening, and most people are very happy to share their ideas and experience. Gardens also provide opportunities to host neighborhood events.

HEALTH

Community gardens help support health by providing residents with low-impact exercise, fresh air, and the satisfaction of growing their own produce or flowers.

Fresh, locally produced fruits and vegetables are often more nutritious than those bought at the supermarket. While local produce can be harvested moments before it's eaten, supermarket produce has traveled hundreds of miles to get to the store. Lengthy travel time means that fruits and veggies are often harvested before they are even ripe, and then it can take days (or weeks) before they get to your plate.

BIODIVERSITY

Gardening can have ecological benefits in neighborhoods by creating green oasis in areas where you can usually just find asphalt and concrete. Green spaces provide habitat for birds, animals, and insects, reduce runoff (by allowing rainwater to soak into the soil), absorb smog and other pollutants, and help create life-supporting oxygen.

ENTREPRENEURSHIP

Across the country, community gardens participate in direct marketing, and sell their produce at farmers markets, nearby restaurants and local grocery stores. Because many people have begun to recognize the personal and health benefits of eating foods grown close to home, it is becoming easier for gardeners to sell their produce.

Some groups have also begun to create job-training programs that focus on market gardening (residents selling produce). Market gardening requires many diverse skills, and these types of programs are a great way for residents to get experience in the fields of agriculture, business management, marketing, and education.

BEAUTIFICATION

Gardening also is a great way to make your mark on the neighborhood. Community gardeners all over the country have taken over vacant lots, rooftops, schoolyards, and even street medians to make room for gardens. As long as you have the permission to garden a space, even the tiniest space can provide inspiration.

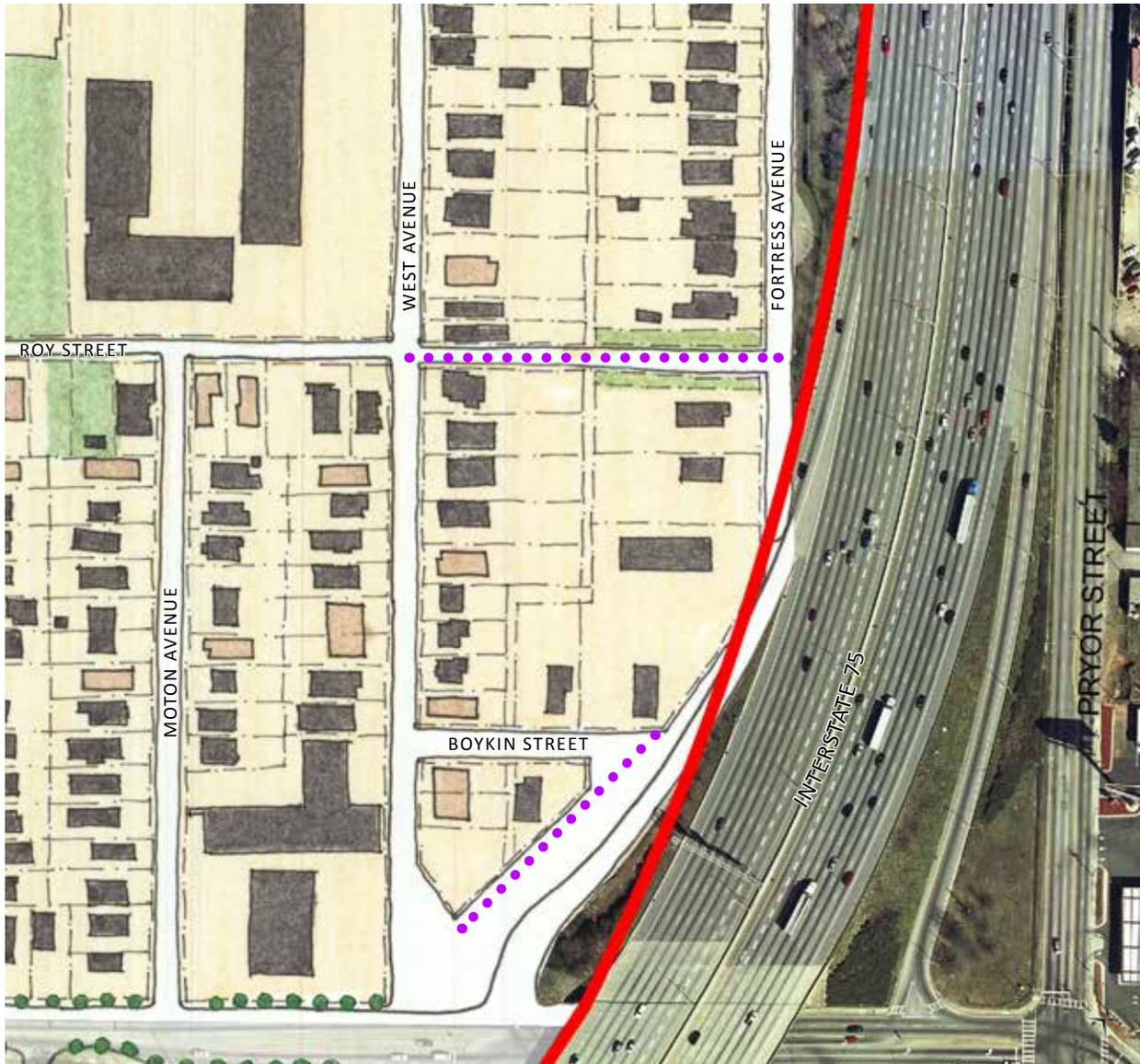
STARTING A COMMUNITY GARDEN

Whether you're working with friends, neighbors, or a local organization, there are many things you'll want to consider before you ever dig the first hole.

1. Form a Planning Committee
2. Choose a Site
3. Prepare and Develop the Site
4. Organize the Garden
5. Acquire insurance and determine how to pay for it.
6. Setting up a New Gardening Organization
Organizational Considerations | Bylaws
7. How to Manage Your Community Garden
Sample Guidelines and Rules | Application Form
8. Troubleshooting
Children's Plots | People Problems and Solutions
9. Resources
Horticultural information | Seeds | Bedding plants

For more information:

<http://communitygarden.org/learn/starting-a-community-garden.php>

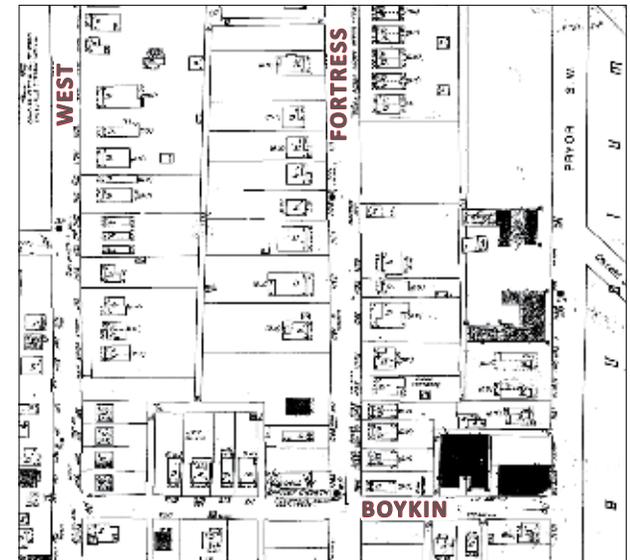


Existing Buildings Proposed Buildings Lots Proposed Connections

INCREASING CONNECTIVITY

The team proposes several new street connections throughout the Pittsburgh neighborhood, including the expansion of the existing street network adjacent to Interstate 75. Historically, Pittsburgh has been fortunate to have complete streets and blocks throughout. A 1932-1950 Sanborn Insurance Map (image below) shows how the circulation of the south-eastern blocks functioned prior to the construction of the highway. Post Highway 85, an entire block and a stretch of road connecting Fortress and Boykin were removed. New connections are envisioned as part of a bigger effort that will include streetscape improvements, occupying vacant buildings and infilling empty sites.

The diagram to the right shows a series of options to improve the circulation of the area for both pedestrians and vehicles.



1932-1950 Sanborn Insurance Map



[OPTION 1]

EXTENDING ROY STREET TO FORTRESS STREET

Extending Roy Street (a) would significantly reduce the overall length of the block, reduce vehicular miles traveled, and increase comfort for pedestrians by providing more walk-route options. This connection removes two vacant structures, which provides enough space to accommodate a 18-20' yield street with 6-8' sidewalks. A description of yield streets can be found on the following page.

[OPTION 2]

EXTENDING ROY STREET TO FORTRESS STREET + PEDESTRIAN CONNECTION FROM FORTRESS TO BOYKIN
 The connection between Fortress and Boykin (a) can be addressed in one of two ways: a pedestrian path (b) or a small road connection. This connection can occur within a small section of the existing church's parking lot. A pedestrian path would be the ideal connection for this section, since it will have the least amount of impact on the existing church's parking lot. A narrow 10' pedestrian connection would be sufficient to allow for a well-lit, landscaped path.

[OPTION 3]

ROAD CONNECTION FROM FORTRESS TO BOYKIN
 A narrow 18-20' foot road (c) with a 5' sidewalk on one side would provide more travel flexibility. This connection would require the reconfiguration of the church's parking lot but, would increase southward connectivity for pedestrian and vehicles.

YIELD STREETS

A yield street is characterized as a Thoroughfare that has two-way traffic but only one effective travel lane because of parked cars, necessitating slow movement and driver negotiation.

Yield streets, also referred to as “giveaway streets”, are simply thoroughfares narrow enough to require motorists passing each other in opposite directions to give way to each other or else exercise great care when passing. Either behavior manages motor vehicle speeds – yield streets normally average about 15-20 mph, which is an excellent vehicle speed to promote walkability. As shown in the Pedestrian Fatality/Vehicle Speed chart (refer to page 9.3 in the Transportation Section of this report), managing vehicle speeds to 20 mph or so is critical to safe, walkable environments. Street width is one of several methods for managing vehicle speed and is normally used in combination with on-street parking, short block lengths (500’ or less), street enclosure, and T-intersections.

The yield condition is created when the combined width of the travel lanes is less than 18’. The presence of on-street parking further encourages yielding behavior. For instance, an 18’ street with clear shoulders normally does not generate yielding behavior, but when one or both sides of that same street are parked, it becomes a yield street. In walkable communities, yield street traveled way dimensions vary from 14’ to 18’, with 16’ being a common dimension. For example, a 24’ residential street, parked on one side, becomes a yield street with an 8’ parking lane and 16’ two-way

travel lane. Or depending on the parking lane dimensions, a 7’ parking lane and a 17’ two-way travel lane. If the parking spaces are not marked, however, and residents park very close to the curb, this same street might have only 6’ used for parking and an 18’ two-way travel lane. All this from the same 24’ curb face to curb face dimensions. If BOTH sides were parked, the shared travel lane would be only 12’ wide. This sound like an extremely narrow travel lane, but when on-street parking is limited by driveway cuts, it can be used effectively even by larger vehicles such as garbage and utility trucks.

Because Yield streets fall below the 20’ “clear” travel way required by most fire departments (at least 20’ clear between parked cars or curbs), they are normally only used on relatively short blocks. Many fire departments allow up to a 150’ “hose run”, for instance, meaning their fire engines must be able to get within 150’ of a residence. A Yield street block length of 300’ or less will often meet this requirement and satisfy emergency access requirements without meeting the 20’ clear guidance, provided the streets around the yield street do meet the 20’ clear guidance. In addition, motorists may need to wait for another motorist to exit a yield street before proceeding down that street themselves, which also favors relatively short block lengths.





Yield Street, Winter Park, Florida



Yield Street, Tallahassee, Florida



Yield Street, Ocean Springs, Mississippi

COMMON YIELD STREET CONFIGURATIONS

CURB TO CURB WIDTH	SIDEWALK WIDTH	SHARED WIDTH (parking and driving width)	NOTES
24'	6'-8'	12'-16'	
26'	6'-8'	14'-18'	A 16' shared drive/parking width is a good yield street dimension An 18' shared drive/parking width encourages a relatively fast yield street
28'	7'-8'	10'-14'	A 16' shared drive/parking width is ideal when parking is not marked A 10' shared drive/parking width is ideal when parking is on one side
30'	7'	16'	
32'	7'-8'	16'-18'	A common TND thoroughfare; marginal as a yield street in a neighborhood, but effective as a yield street in T4 or T5 context

All dimensions are in feet

Note: Curb to curb dimensions larger than 32' are more difficult to configure as yield streets, though angled parking and reverse angle parking can be used in some locations to contribute to a yield condition.



Proposed Redevelopment of two neighborhood schools

Existing Buildings
 Proposed Buildings
 Lots
 Five Minute Walk

NEIGHBORHOOD SCHOOLS

CHANGE OVER TIME

Public schools are intimately linked with communities, as is the case with Gideons Elementary School and Parks Middle School in the neighborhood of Pittsburgh. They serve as centers of learning, employ residents, and connect neighbors with one another. As place-based institutions, they are part of a neighborhood's physical fabric, impacting local housing markets and influencing the aesthetic character of a community. Given the central role that public schools play in Pittsburgh, it is vital that they are included in neighborhood redevelopment and revitalization efforts.

Community development organizations can create neighborhood service-learning opportunities and after school programs for youth that benefit both schools and communities. Designing projects that take the classroom



Proposed addition to Walter L. Parks Middle School

into the community, community and faith-based groups should organize a wide variety of programs from neighborhood clean-ups to tree plantings, design projects, tutoring programs, and technical assistance help for local businesses. These projects benefit the community at large, enrich the educational experience of students and school staff, and foster a sense of neighborhood pride.

By working together, schools, families, and communities can prepare for a more promising future. In urban communities struggling against violence, unemployment, and deteriorating institutions, school-community collaboration offers hope for residents Pittsburgh.

Gideons Elementary School: Funding from the Education Special Purpose Local Option Sales Tax IV (E-SPLOST) has been dedicated to the renovation of Gideons Elementary School. If Gideon's Elementary School is to be redesigned, the design team proposes that the new school be integrated with the surrounding neighborhood through a series of open spaces, greens and pathways as illustrated in the plan. The proposed buildings are built close to the street and a new public space is created at the corner of Mary Street and Welch in the form of an entrance plaza for the school. The redesigned school provides the same amount of space as the existing school, and classroom space could be increased through the addition of a second story. As the majority of the buildings would be on unoccupied land, construction would be phased so that the school would remain open while the new school is being built. After demolition, a new parking lot and sports and recreation fields would then be built upon the site of the old school.

Parks Middle School: Every effort should be made to preserve and enhance Parks Middle School. The design team proposed a new addition big enough to shield

SAFE ROUTES TO SCHOOLS



Launched in August 2005, the Safe Routes to School National Partnership is a fast-growing network of hundreds of organizations, government agencies and professional groups working to set goals, share best practices, leverage infrastructure and program funding and advance policy change to help agencies that implement Safe Routes to School programs.

The Safe Routes to School National Partnership's mission is to advocate for safe walking and bicycling to and from schools, and in daily life, to improve the health and well-being of America's children and to foster the creation of livable, sustainable communities.

In 2007, the National Partnership initiated the state network project to establish Safe Routes to School networks in nine states and the District of Columbia. For 2010 and 2011, the project was funded in the District of Columbia and nineteen states. The Robert Wood Johnson Foundation (RWJF) provided a three-year renewal grant of \$2,999,725 to build on policy wins from recent years, and advance built environment improvements in all 50 states and the District of Columbia. Specifically, in advancing state-level policy reform in seven states (Calif., Fla., Miss., N.C., N.J., Ohio and Tenn.), and in developing a national learning network to share best practices among advocates for advancing street-scale improvements and joint-use agreements that develop opportunities for cities and schools to collaborate on creating safe places for kids to play and engage in healthy physical activity

The National Partnership is managed by a staff and governed by a Steering Committee comprised of organizations and agencies that have been developing Safe Routes to School programs and initiatives at local, state and national levels. Our hundreds of partners utilize their communication channels to spread the word about Safe Routes to School opportunities, news, challenges and collaborations. The National Partnership includes such partner affiliates as the AARP, the American Heart Association, the PTA and Active Living By Design.

Source: <http://www.saferoutespartnership.org>

the existing parking from the street. The position of the addition also helps preserve the play areas on the south side of the site. The proposed addition can be used for additional classrooms, gym or storage facilities.

Due to low school placement exam scores, the funding was severely cut back from Parks Middle. In the event

that the school is removed from the community, the team strongly recommends that a K-8 center be established to avoid middle school students in Pittsburgh to have to commute out of their neighborhood to attend school.



Existing Conditions at Rockwell Street and Welch Street

ROCKWELL STREET

CHANGE OVER TIME

Redevelopment of the neighborhood could happen a number of ways, and still be consistent with the general recommendations included in this Plan. Changing market conditions and phasing of public improvements may require adjustments to the plan; these alternative scenarios show how development can be configured in multiple variations and still uphold the spirit of the Plan.

The images on these two pages show the potential form and appearance of redevelopment of neighborhood at Welch and Rockwell Street. At left, the existing conditions at this key intersection is shown. The parcels houses are mostly vacant; a few empty lots and unoccupied single-family houses. Surrounding properties are suburban in character.

Phase 1: Vacant lots are scattered throughout Pittsburgh. In most cases, these lots are not candidates for immediate new construction. Community gardens are a great way to get residents of Pittsburgh working with one another to maintain a common space. Participation can also be encouraged by senior citizens and youth programs through surrounding schools.

Phase 2: Community farming can be beneficial to Pittsburgh in many ways; it improves the quality of life for people of all ages, provides a catalyst for community development, beautifies the neighborhood, and most importantly, provides fresh, nutritious produce to residents. The illustration above shows the addition of a structure incorporated into the community gardens. The building can be used for cooking classes, gardening workshops, farmers markets and other related community events.

Phase 3: With growth and development comes change, with the addition of new buildings, residences and green spaces. The rendering depicts a neighborhood center which provides opportunities for a range of activities serving social, recreational, enrichment and academic needs of all residents in the neighborhood.



Phase 1: New community gardens on empty lots.



Phase 2: New infill building and established community gardens.



Final Phase: Blocks are completed with new buildings that provide a space for the uses missing in the neighborhood (i.e. day-care centers).

ARCHITECTURE

Crucial to maintaining the identity and cultural heritage of Pittsburgh is the preservation and restoration of the neighborhood's existing historic structures, as well as the promotion of context-sensitive architecture for all new construction. Architecture is one of the greatest contributors to a sense of place, and without a continuity of architectural expression, Pittsburgh stands to lose much in the way of its identity as it sets its sights on future redevelopment and enhancement.

While new development is welcome and inevitable in Pittsburgh, the community should cherish the remaining buildings from its past, especially those commercial and

civic structures (mostly along McDaniel Street) which have been fixtures in Pittsburgh for decades. These are the places where the community shopped and worshiped, and are what help link the neighborhood with its past. Stabilizing and finding appropriate new uses for these structures should be a priority.

While many of the new homes built over the last decade in Pittsburgh are appropriately scaled and constructed of materials similar to those existing in the neighborhood, there are many more subtle details which they lack, making them feel foreign and detracting from the community's unique sense of place. The architectural details of most of

these newer homes are over-simplified, or in some cases, not simple enough – they miss the mark.

In order to prepare for the future wave of new construction in Pittsburgh, the neighborhood should produce an architectural pattern book which describes the traditional building forms and features that set Pittsburgh apart. An accompanying set of pre-approved building types should also be included to be used by future developers and property owners. The pattern book will streamline the approval process for new construction in Pittsburgh, assist property owners who are restoring historic structures, and will ensure new

RESIDENTIAL BUILDINGS



Proposed Duplex



Proposed One Story, Single Family House

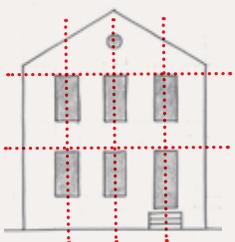


Proposed Two Story, Single Family House

BUILDING SCALE AND COMPOSITION

FAÇADE COMPOSITION

Align window and door openings both vertically and horizontally at regular intervals. There should be a clear facade arrangement which reveals the underlying structural pattern of the building.



ROOFS

Use roofs which are symmetrically pitched and meet at a ridge. Gabled roofs shall have a minimum slope of 35 degrees and a maximum slope of 55 degrees. Hipped roofs shall have a minimum slope of 25 degrees and a maximum slope of 45 degrees. Flat roofs shall have a parapet wall on at least three sides, facing the front and sides of the structure. Parapet walls shall be an extension of the building walls below and shall rise a minimum of two (2) feet above the adjacent roof.



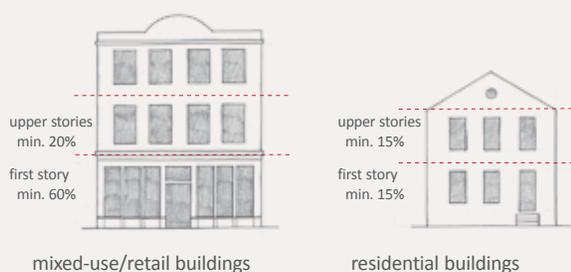
AWNINGS

Do place awnings with the top aligned with or just above the top of the opening below. Awnings shall extend out a minimum of three (3) feet from the wall face. Awnings shall be made of a durable fabric and may be either fixed or retractable.

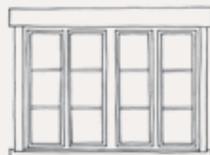


FAÇADE TRANSPARENCY

Ensure that facades which face streets and public spaces have a minimum amount of transparency and openings, per the diagram (right). Facade transparency for each story shall be calculated between floor levels. Parapets and the gable ends of a roof are exempt from minimum transparency requirements.

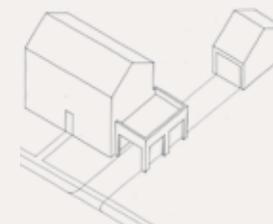


WINDOWS



Use windows which are either square or vertically proportioned and made up of components which are also square or vertically proportioned. Horizontal openings shall be composed of individual operable windows which are each vertically proportioned. Design window surrounds which are sensitive to the cladding of the building they adorn. Window surrounds shall be consistent throughout a structure. Windows on masonry (brick or stone) structures shall have at least a sill and header. Windows on all wood clad structures shall have a distinct sill with a simple wooden surround on the sides and top. Buildings faced in stucco shall have at a minimum a distinct sill.

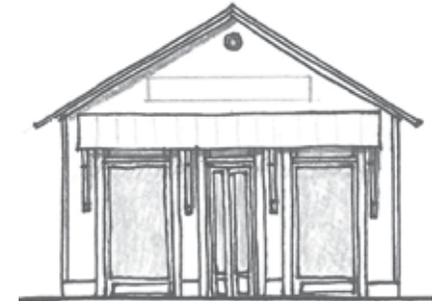
RESIDENTIAL PARKING & GARAGES



Place the garage to the rear of a house. Where no alley is available, driveways should run along the side of the lot, with parking to the side and rear of the structure. Side porte-cocheres are encouraged. Use garage doors which are a maximum of nine (9) feet wide. Where access to a multi-car garage is needed, separate identical doors shall be used.

development which fits seamlessly into the context of the neighborhood. A palette of example building typologies were developed during the charrette (found on these pages) which serve as a starting point. Each of these typologies are meant to fit into the context of the neighborhood, without being a literal copy of any one building. They have been designed to fit on most standard sized parcels in Pittsburgh. All homes, including the townhouse prototype, have ample front porches and raised first finished floors.

Current market demands call for a greater diversity of building types than those which were historically found in Pittsburgh, such as townhouses and larger mixed-use buildings. Proper detailing of new buildings need not be expensive and many of the architectural traditions of Pittsburgh in fact emerged from the need for economy if construction. An architectural pattern book can assist with suggested configurations of appropriate new building types and cost-effective ways to produce authentic and locally inspired details.



Proposed One Story Commercial Building

MIXED-USE BUILDINGS



Proposed Three Story Mixed-Use Building



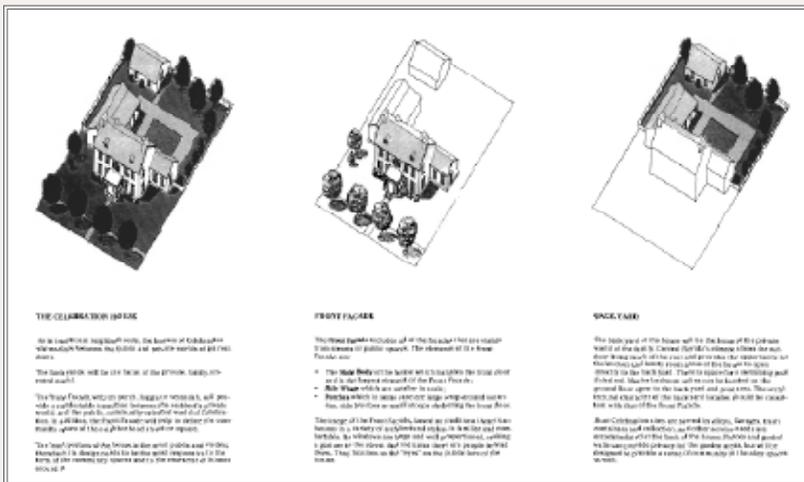
Proposed Two Story Mixed-Use Building

PATTERN BOOK

Pattern Books are graphic guides that provide a sampling of architectural styles and their corresponding details. They are modeled after the catalogues used by builders in the past, and provide essential details for construction and development.

The guides often detail: lot types, building types, building placement, and building massing.

Through these standards the architectural styles of place are preserved and the stylistic elements “native” to the place are documented.



Page excerpt from Urban Design Advisors' Celebration House Pattern Book® showing appropriate building placement on the lot.



Proposed Two Story Mixed-Use Buildings



Intersection of Rockwell Street and McDaniel Street – before



Intersection of Rockwell Street and McDaniel Street – after

REVITALIZATION OF EXISTING BUILDINGS

McDaniel Street is the historic main street of Pittsburgh and remains almost intact, with fragments of historic shop fronts and a significant stock of civic, commercial, residential and office buildings defining the street. While a small number of shops remain open on the street, the majority of the buildings are vacant, lending the street an empty, bygone feeling. It is important that McDaniel Street be revitalized to its original status as the bustling commercial center of Pittsburgh.

In order to achieve private revitalization on McDaniel Street, the Preservation of Pittsburgh should undertake a number of public investments, in coordination with Metropolitan Atlanta Rapid Transit Authority (MARTA) and City of Atlanta Department of Public Works, such as streetscape, safety and transit improvements, to attract business owners, shoppers and residents.

The Preservation of Pittsburgh Master Plan addresses the importance of re-using existing buildings to preserve the unique character of the neighborhood. From an architectural and environmental point of view, this is the most sustainable practice. The amount of energy originally consumed in the construction of the building will always be less than the energy that would be required to demolish and redevelop a new structure on the same site.

6 housing

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





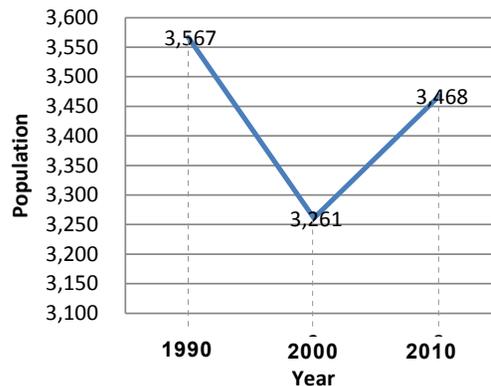
HOUSING ANALYSIS

Pittsburgh has gone through wrenching changes over the past five or seven years as homeowners were targeted for predatory lending and mortgage fraud. The subsequent bursting of the “housing bubble” and collapse of the housing market has left the community scarred by extensive housing vacancies and abandonment. More than one-third of Pittsburgh homes were vacant in March 2010. This section identifies and quantifies demographic and housing trends affecting the neighborhood as the basis for the next phase of planning for recovery and revitalization.

POPULATION AND HOUSEHOLDS

Despite widespread housing vacancies, population within the Pittsburgh community¹ grew 6.3 percent from 2000 to 2010, following the 1990s when population declined by 8.6 percent. For comparison purposes, demographic

POPULATION TRENDS

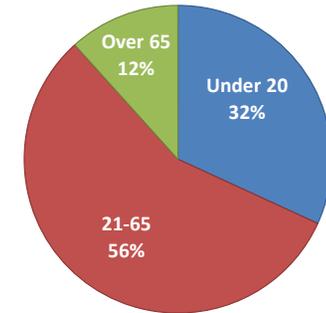


¹ Defined as Census Tracts 57.00 and 63.00.

data are provided for Eastern Fulton County², which incorporates much of South Atlanta, the City of Atlanta and Metropolitan Atlanta³. The City and Eastern Fulton County did not grow as rapidly from 2000 to 2010, declining 13.4 percent and increasing less than 1.0 percent, respectively.

Almost one-third of Pittsburgh’s residents were under the age of 20 in 2010, the 31.6-percent share compares with 23.3 percent in Atlanta as a whole. Older residents aged 65 and over represented 11.6 percent of Pittsburgh’s population and 9.9 percent of the city’s residents.

AGE DISTRIBUTION IN 2010

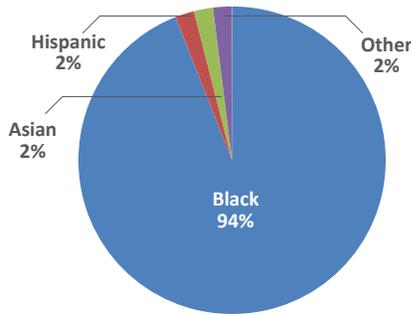


Overall, Pittsburgh residents had a median age of 32 years, somewhat older than in the rest of Eastern Fulton County and slightly below that of the city. Appendix Table A-1 has more detailed information on the age makeup of Pittsburgh residents.

² Bounded by I-20 on the north, the County line on the east and south and US 29 on the west.

³ Metro Atlanta is the Atlanta-Sandy Springs-Marietta, Georgia Metropolitan Statistical Area.

RACE DISTRIBUTION IN 2010



Reflecting the community’s long history as a center for African-American workers and families, the population is 95.3-percent Black along with 0.2 percent Asians, 1.5 percent Hispanics and 1.5 percent from two or more races.

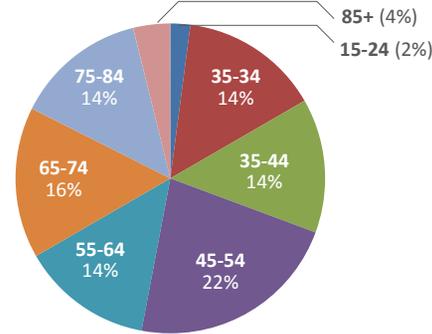
Also shown in Appendix Table A-1, households experienced the same surge of growth since 2000. The neighborhood added 207 new households from 2000 to 2010 after losing 209 households during the 1990s. The faster growth among households indicates that household sizes are continuing to decline. In 2010, Pittsburgh households had an average of 2.55 persons, down from 2.81 in 2000. This compares with 2.11 in the city as a whole and 2.68 in Metro Atlanta.

In 2009, Pittsburgh’s households were divided 40 percent family households and 60 percent non-family households. This is a marked shift from 2000 when family households were 63 percent of Pittsburgh households. Married couples with children represented less than one percent of neighborhood households, while 25.9 percent were single-parent or grandparent households with children.

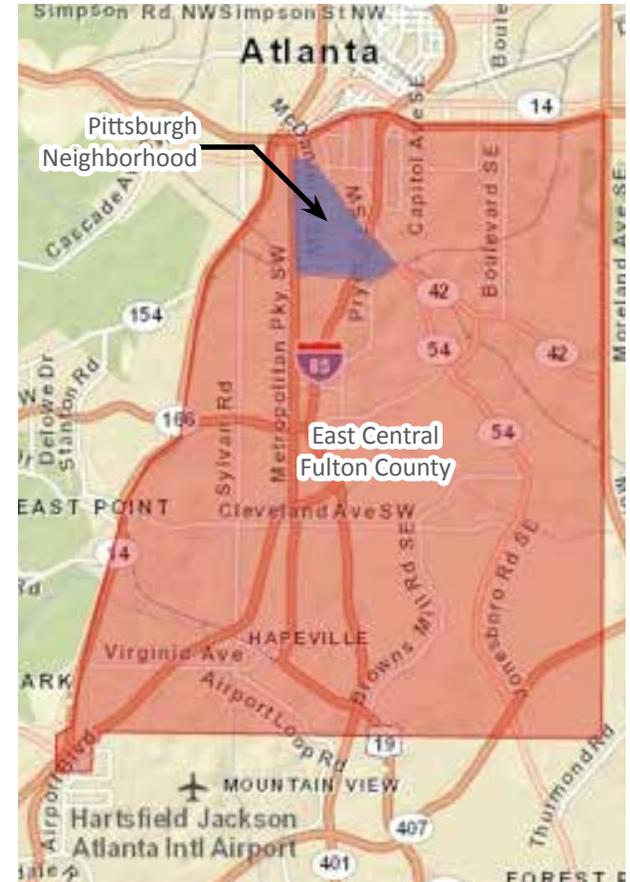
By 2010, not quite one-quarter (24.7 percent) of

Pittsburgh households owned their own homes, down from 59.8 percent in 2000 before the housing crisis and the widespread mortgage fraud that blighted the neighborhood. Forty-two percent of Pittsburgh households had no vehicles in 2009 as compared with 16.5 percent of city households and 6.0 percent of Metro Atlanta households. More complete information is provided in Appendix Table A-2.

HOME OWNERSHIP BY AGE



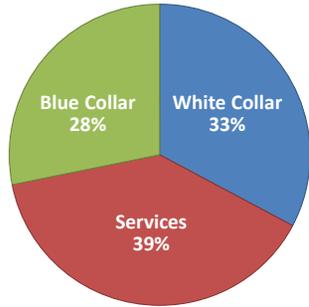
In 2009, 47.0 percent of Pittsburgh householders were aged 55 and over with one-third aged 65 and over. This contrasts sharply with city statistics of 39.3 and 21.8 percent, respectively. In Pittsburgh 14.6 percent of owner households were headed by persons aged 25 to 34 as opposed to 17.3 percent of city owner households and 11.9 percent of regional owner households. (See Appendix Table A-3.) The neighborhood had retained many of its long-time homeowners but had failed to attract younger homebuyers. Only 18.1 percent of households headed by individuals aged 25 to 34 owned their homes as opposed to 43.0 percent of householders aged 75 to 84. This likely reflected the fact that few younger households had the downpayments and credit ratings required to buy houses.



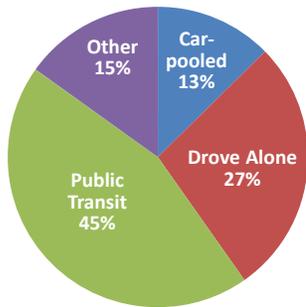
INCOMES AND EMPLOYMENT

Environmental Systems Research Institute (ESRI) estimated that Pittsburgh households had a median household income of \$20,781 in 2010. That represents less than one-half of the city median and just over one-third of the metro area median, as shown in Appendix Table A-4.

EMPLOYED RESIDENTS BY OCCUPATION



MEANS OF TRANSPORTATION



Part of the discrepancy relates to the mix of jobs held by Pittsburgh residents. Appendix Table A-5 shows that one-half of neighborhood residents were employed in service industries in 2010, including personal, health, educational, business, professional and repair services. An additional 12.8 percent had jobs in construction; 5.7 percent worked in retail and 7.7 percent worked in government. By occupation, 32.6 percent had white-collar jobs, including 11.1 percent in professional positions and 6.5 percent in management, business and financial positions. Another 38.8 percent were in service occupations along with 28.6 percent in blue-collar occupations.

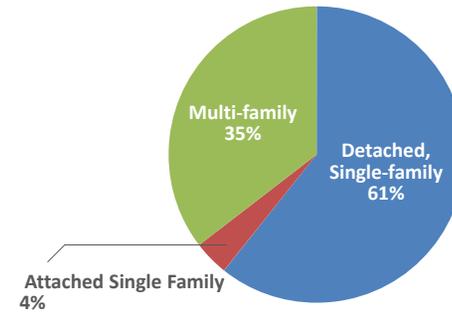
The lower incomes are reflected in commuting patterns. In 2000, 34.3 percent used public transportation, 19.6 percent carpooled and 41.8 percent drove alone as compared with 64 percent of city residents who drove alone. (See Appendix Table A-6.) Commuting times also differed with almost three-fifths of Pittsburgh residents commuting more than 30 minutes each way and 22 percent commuting more than 60 minutes. Among city residents, only 36 percent commuted more than 30 minutes and 10 percent commuted more than 60 minutes, as shown in Appendix Table A-7.

HOUSING STOCK

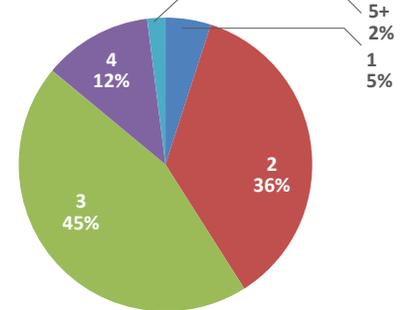
The 2000 US Census inventoried 1,495 housing units in the Pittsburgh neighborhood. As shown in Appendix Table A-8, more than 60 percent were single-family detached houses with another 3.8 percent in single-family attached townhouses and 14.2 percent in duplexes. Large multi-family apartment complexes (20 units or more) provided only 1.8 percent of the neighborhood's housing. By way of comparison, Atlanta's housing stock included 47 percent in single-family detached and attached houses with 21 percent in structures with 20 or more multi-family units.

Because 2010 Census data are not yet available for housing characteristics, the remaining analysis depends on the database developed by the PCIA drawing from the Fulton County Tax Assessor's records supplemented by direct survey of houses in the neighborhood. Sorting that database to consider only single-family, duplex and triplex residential properties yields a total of 1,310 properties. Appendix Table A-9 provides information about the number of units by year built, showing a median year built of 1940. Almost half of the houses were built before 1940 primarily in the 1920s. The

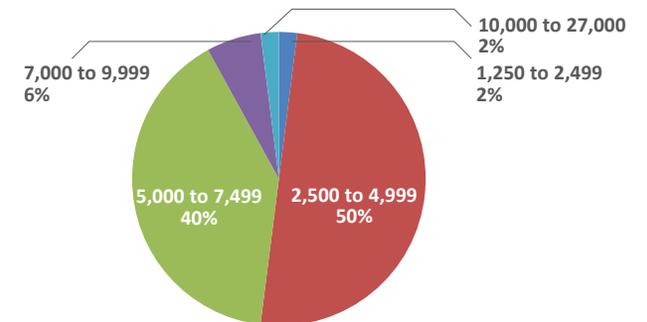
HOUSING STOCK



NUMBER OF BEDROOMS



LOT SIZES (S.F.)



period from 1960 to 1999 saw construction of only 7 percent of the units. From 2000 through 2007, 359 new houses were built in the community, representing 27 percent of the total stock.

Of the total inventory, 483 properties were vacant in March, 2010 – a crippling vacancy rate of 36.3 percent. That compares with the Census estimate of 32.8-percent vacancies with 664 vacant housing units, including rental apartments between tenants. A healthy single-family market should have no more than 2 to 3 percent of units vacant at any one time. The vacant units were somewhat older than the overall inventory with a median year built of 1930. Newly built units constructed since 2000 were 23 percent of the vacant stock, reflecting mortgage fraud. New units were built, their values inflated and then over-mortgaged before being left vacant.

Pittsburgh has a high percentage of smaller units, reflecting their age and the working class history of the neighborhood. Forty-one percent have two or fewer bedrooms, while only 14.5 percent have four or more bedrooms, as summarized in Appendix Table A-9. Though 41 percent of the inventory, smaller units are 48 percent of the vacant units.

Lot sizes also are somewhat smaller than current suburban standards. The median lot in Pittsburgh has 4,755 square feet. About half have 2,500 to 4,999 square feet with another 39 percent with 5,000 to 7,499 square feet. Among the vacant units, 17.5 percent sit on lots of less than 2,500 square feet.

OWNERSHIP HOUSING VALUES

The U.S. Census Bureau has not yet released 2010 estimates of housing values. The American Community

Survey has estimated values for owner-occupied housing. Care should be taken with these data, however, as they carry a high margin of error. The following figure and Appendix Table A-12 show the stark differences between values in Pittsburgh, the rest of East Fulton County, Atlanta and Metro Atlanta. Shown in the dark and medium blue, 50.3 percent of Pittsburgh owner-occupied housing has an estimated value below \$100,000. This compares with 12.3 percent in Atlanta and 10.8 percent in the metropolitan area.

Sales of Pittsburgh houses have been relatively limited over the past 12 months. Redfin.com, an Internet service that tracks properties listed on the Multiple Listing Services, reported only 57 sales with a median sale price of \$16,300. Only eight units sold for more than \$50,000 and only two sold for more than \$100,000. These sales are shown by the number of bedrooms in Appendix Table A-13. Of the 33 units with square footage information, the houses had a median size of 1,288 square feet. Sales of foreclosed units have clearly dominated the market as homeowners who can afford to make their mortgage payments are choosing not to sell at a significant loss.

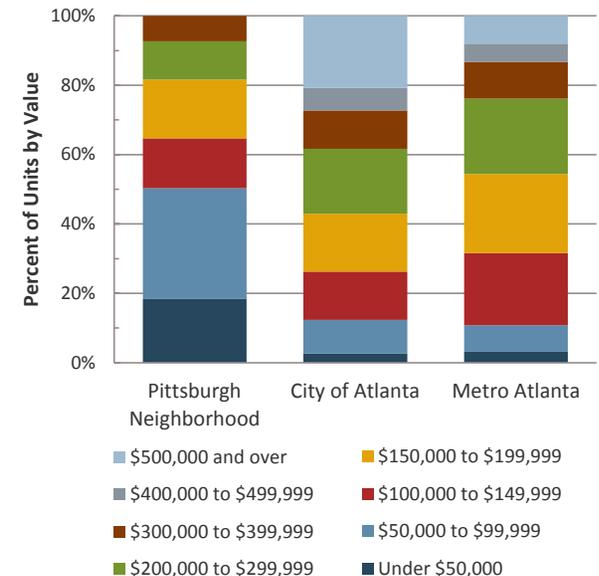
RealtyTrac.com, which tracks properties in the foreclosure process, identifies 85 single-family, duplex and triplex houses in foreclosure or bank-owned in Pittsburgh. For those where sales prices are identified, the median price is \$26,900. RealtyTrac also estimates market value for properties going to auction; the average estimated market value is \$106,800.

RealtyTrac reports 47 deed transfers recorded in Pittsburgh during the past nine months. For the 26 properties with reported sale prices, prices ranged from \$3,200 for a group of three properties to \$227,000 for one

WHAT WE HEARD

- support more affordable homes in Pittsburgh
- clean-up abandoned lots and homes
- legislate absentee landlords
- provide financial support for the rehabilitation of properties
- avoid demolition of old buildings
- establish reasonable rental prices for low-income families
- give all owners a chance to bring their properties into compliance
- preserve affordable, mixed-income rental and ownership housing

VALUE OF OWNER-OCCUPIED HOUSING - 2010



single-family home. The average price was \$35,775, but the median price was only \$14,250.

Among the sales, six (13 percent) were to PCIA, Sustainable Neighborhood Development Strategies, Inc. and the Partnership for the Preservation of Pittsburgh. Nineteen sales (40 percent) were to individuals, some of whom may be investors. Seventeen sales (36 percent) were to limited liability companies with the final five to banks, a trust and a construction company. The extent of sales to investors rather than individuals intending to live in Pittsburgh is a troubling pattern, which may lead to further disinvestment in rental properties and destabilization.

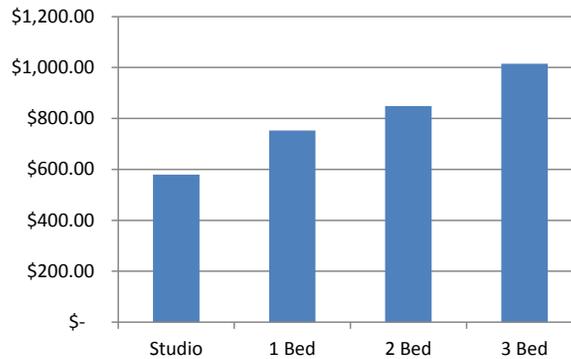
At this point in the recovery, the private market is not fully functioning in Pittsburgh. Homeowners are not selling, and new homebuyers and their appraisers have little evidence of the real long-term market for Pittsburgh housing. Until more evidence can be provided through true arms-length transactions untainted by foreclosures, it will be difficult for new homebuyers to find mortgage lenders willing to make loans in the neighborhood.

RENTAL HOUSING CONDITIONS

Multi-family apartments are a small component of the Pittsburgh housing market. To provide some guidance as to current rent levels and occupancies, REIS data were pulled for seven comparable properties:

- Heritage Station
- Croghan School Apartments
- Mechanicsville Crossing
- Mechanicsville
- Columbia Mechanicsville
- Oglethorpe Place
- Ashley Terrace.

COMPARABLE RENTAL PROPERTIES BY UNIT SIZE



Each of these properties was developed between 1996 and 2009. Summarized in Appendix Table A-14, these comparable properties offer average rents that range from \$734 to \$899 per month. Taken together, their rents have the following averages by unit size.

New tenants receive an average of 0.9 months' free rent in concessions. Vacancies range from 1.2 to 13.3 percent with six of seven properties having healthy vacancy rates of 6.1 percent or below.

HOUSING NEEDS

Housing affordability is defined as spending not more than 30 percent of household income for gross rent, including utilities. The U.S. Department of Housing and Urban Development (HUD) and housing analysts discuss housing needs in brackets of extremely low, very low, low, and moderate incomes defined in terms of percentages of area median income (AMI) and adjusted by household size. For the Atlanta-Sandy Springs-Marietta metropolitan statistical area, HUD estimates 2011 area median family income at \$68,300 for a family of four. Extremely low income is defined at the

HOUSEHOLDS BY INCOME (\$)



30-percent level with a family of four making up to \$20,500 and a family of two up to \$16,400. Maximum incomes for very-low income households at 50 percent of AMI are \$34,200 for a family of four and \$27,400 for a family of two. Low-income households at 50 to 80 percent of AMI can make up to \$54,600 for a family of four and \$43,700 for a family of two. Many individuals and families have incomes much lower than this, subsisting on Supplemental Security Income (SSI) of less than \$9,000 per year, as shown in Table 4. Appendix Table A-15 provides the income limits for different household sizes and AMI levels.

The household income distribution in Table 4 underscores the need for more safe and sound rental housing affordable to existing residents. In particular, there is a need for assisted housing that includes on-site supportive services. There also is a need for more quality housing for low-income families.

Many individuals and families have incomes much lower than this, subsisting on Supplemental Security Income (SSI) of less than \$9,000 per year. This fact underscores the need for more safe and sound rental housing affordable to existing low-income residents. In particular, there is a need for assisted housing that includes on-site supportive services. There also is a need for more quality rental housing affordable to low-income families.

Based on these income levels, the 30-percent affordability standards and assumptions about the number of persons per unit, Table 5 provides maximum gross rents by unit size.

For affordable homeownership, 35 percent of income can be spent for mortgage principal and interest, property taxes and insurance. For a low-income household of four with an income of \$54,640, that would translate into an affordable price of \$175,000 assuming a 4.0-percent mortgage and a 5.0-percent downpayment.





STRATEGIES

Pittsburgh residents are taking control of determining their neighborhood’s future, directing the planning efforts and organizing for change. The Preservation of Pittsburgh has a growing track record of community organizing, improving public safety, securing abandoned housing and returning it to productive use.

The Resident Leadership Team is organizing residents for continued involvement to revitalize the neighborhood, addressing the full range of social services, physical redevelopment, workforce development and youth development. As the residents take responsibility for restoring and preserving Pittsburgh, a long-term strategy will need to weave together a variety of actions. Several initial steps will be essential to Pittsburgh becoming a neighborhood of choice:

- Cleaning up the Neighborhood
- Crime Prevention
- Address Vacant Structures
- Code Enforcement
- Clean it or Lien it
- Outreach to Property Owners
- Targeting of Problem Landlords

Also provided are a series of case studies and examples of initiatives by other cities to address many of the same issues associated with housing disinvestment.

Cleaning Up the Neighborhood

Residents’ efforts to clean up the neighborhood have improved conditions; however, there is more to be done. Beyond the continuous process of cleaning up day-to-day litter, trash that has been dumped on vacant lots must be removed and vacant lots need to be cleaned and maintained. It should be the property

owners taking care of their yards and picking up trash, but with the prevalence of abandoned properties the community has no choice but to step in.

The community-wide clean-up days on Martin Luther King, Jr.’s Birthday and the preceding Saturday have attracted a strong core group of residents and church members to volunteer. This should be accompanied by a community celebration with food and music to publicize the neighborhood’s efforts. Corporate sponsors could be attracted to support the effort along with the City of Atlanta.

Neighbors should continue to report and discourage dumping.

[SEC. 74-606. - UNLAWFUL DISPOSAL OF LITTER]

(a) It shall be unlawful for any person or persons to throw, dump, sweep, push, blow, deposit, or leave litter on any private property or property open to the public within the City of Atlanta unless the litter is placed into a receptacle or container installed on such property.

(b) It shall be unlawful for any person or persons to throw, dump, sweep, push, blow, deposit, or leave litter in any public or private gutter, street, right of way, waterway, or storm water collection system within the City of Atlanta.

Source: Atlanta, GA - Code of Ordinances

Crime Prevention

Of course, personal security is one of the most important criteria people consider in choosing where to live. Pittsburgh’s relatively high crime rates are impacting its ability to attract new homebuyers and renters, setting

up a vicious circle of vacant buildings that harbor negative activities suppressing market demand that could return those vacant units to full occupancy. The community's efforts to ensure that vacant houses are secured are helping to break that cycle, but improving public safety must receive highest priority in the near term.

As a Weed and Seed community, Pittsburgh received focused resources from the U.S. Department of Justice and the City of Atlanta for crime prevention activities as well as social service programs to serve the community's youth, adults and seniors. Though the grant has expired, PCIA has continued many of the Weed and Seed programs in cooperation with the Atlanta Police Department and other City departments. Community policing allows police officers to get to know the neighborhood and the residents, opening lines of communication, learning about the bad actors and intervening to protect law-abiding residents.

The District Attorney's office also has designated a community prosecutor, who focuses on crime in Pittsburgh and other nearby neighborhoods. This geographic focus provides continuity in prosecution of offenders active in Pittsburgh and knowledge of the community. Recognizing the impact of vacant and abandoned housing, the community prosecutor can take pro-active steps to address sources of crime and problems in the neighborhood. PCIA convenes a monthly meeting of police, code enforcement and other department personnel to share information and coordinate responses to hot spots and other problems. Community impact statements that inform judges about the impact that releasing individual offenders would have on the community can help to assure that appropriate sentences are imposed to help protect the community.

Invest Atlanta (formerly the Atlanta Development Authority) is providing apartments for police officers at Croghan School Lofts. As the Preservation of Pittsburgh effort proceeds with renovation of vacant housing units, they have the ability to incentivize police officers to live and invest in Pittsburgh. Below-market terms for quality houses will provide incentives for officers to move to a convenient center city location and become homeowners. The presence of police officers in the neighborhood with cruisers parked at night will help to deter criminal activity.

The focus on safe routes to schools in targeting vacant housing acquisition and rehabilitation efforts is an outstanding strategy to help protect the youngest members of the community. Resources are available to help increase the number of children walking to school. Peds.org (Pedestrians Educating Drivers about Safety) works to support increased walking in the Metro Atlanta area, including organizing walking school buses. The National Center for Safe Routes to Schools (SRTS) provides \$1,000 mini-grants to support local school efforts.

ADDRESS VACANT STRUCTURES

Clearly, the issues of cleaning up the neighborhood and preventing crime are inextricably linked to the extensive presence of vacant structures throughout the neighborhood. The PCIA inventory of Pittsburgh properties reports 450 vacant houses as of March 2011. While most are securely boarded up now, a few are open havens for prostitutes, addicts and drug dealers. Several have experienced severe deterioration from fires or holes in the roof. The message they send is one of decay and lack of security.

In addressing this scourge, the community has been hindered by lack of information as to who owns each unit. It can take several months for the lenders to sort through who holds title to the vacant houses. Then, following foreclosure, many units were purchased by investors who hid behind corporate identities. The City of Atlanta has adopted legislation that requires owners of all vacant properties to register by February 1, 2012. This provision should help to identify the responsible parties. Several communities charge penalties of 10 to 20 percent per month for unpaid registration fees. A State requirement that mortgage services register and provide specific contact information also could help to identify responsible parties.

The amount of the registration fees can be used to discourage holding units vacant. Wilmington (DE) assess fees tied to the number of years a building has been vacant: \$500 for one year; \$1,000 for two years; \$2,000 for three to four years; \$3,500 for five to nine years; and \$5,000 for 10 years plus \$500 for each additional year, regardless of changes in ownership. This helped Wilmington reduce the number of vacant houses by 22 percent from 2003 to 2007.

[CASE STUDY]

San Diego (CA) requires an action plan for returning vacant units to occupiable status, including a maintenance plan during vacancy and a schedule for rehabilitation or demolition. The City charges fines up to \$1,000 and/or six months in jail for failing to register, file a reuse plan or follow the property maintenance standards.

However, registration requirements will be effective only if they are rigorously enforced. PCIA and residents should work closely with the City to see that owners are identified and registered. A database has been developed from City Assessor data as to the property owner's name and address. This database needs to be continually updated to reflect its status, any tax delinquency, code violations and other information. Assistance could be sought from students to combine data from multiple sources, including the U.S. Post Office vacancy survey, utility company disconnection data, delinquent water and sewer bills, suspicious fires reports and foreclosures. Law students could be recruited to research corporate records to identify the individuals behind the corporate "veil."

[CASE STUDY]

Chicago requires owners of vacant properties to post a sign with their contact information. New Haven (CT) property owners, primarily banks and institutions, must register foreclosed properties or face fines of \$250 per day. Allentown (PA) requires local agents to register and assigns them the same legal responsibilities as the owners.

[CASE STUDY]

The Georgia Safe Routes to Schools program within the Department of Transportation provides assistance in developing comprehensive SRTS programs that incorporate all 5 "E"'s: Education, Encouragement, Enforcement, Engineering and Evaluation. The program also has limited funding for infrastructure improvements to enhance K-8 students' ability to walk to schools; this year Atlanta's Department of Public Works received \$500,000 to improve access to Atlanta Charter Middle School and Neighborhood Charter School.

Outreach to Property Owners

Armed with the database of vacant property, PCIA and the Pittsburgh Resident Leadership group need to reach out to the owners of vacant properties, ideally as soon as they purchase a property in the neighborhood. That contact should include discussion of:

- the community's expectations of property owners;
- City codes that apply to vacant properties;
- the owner's plans and concerns;
- the community's continued scrutiny;
- the availability of trained rehab crews; and
- an invitation to join with the community in enforcing property standards.

Many communities conduct landlord training classes to help new landlords and property managers learn how to screen tenants, deal with problem tenants, and prevent drug and other problems. Buffalo's Crime Free Rental Housing Program couples training with a survey of the property by a police officer and a landlord commitment to take action. One useful training handbook is available at www.cdri.com/library/LTPNat4_3.pdf.

It is also important to provide incentives to behave responsibly. Utah reduces its rental housing fees through the "good landlord program" if the landlords carry out specified actions. Other incentives for good landlords include greater access to available properties, expedited eviction of problem tenants, free safety inspections, free or subsidized security/safety equipment (e.g., smoke detectors), property improvement loans or grants, and improved access to Police and City officials.

[CASE STUDY]

Baltimore's Vacants to Value Initiative has new authority to issue \$900 citations, targeting 1,000 vacant buildings. A new public/private partnership has code enforcement attorneys working with committed, capitalized developers. Every owner of a vacant property must rehab it or sell to someone who can. The City invests in infrastructure and maintenance, clearing and land banking in the most severely distressed areas.

CODE ENFORCEMENT

Enforcing building and housing codes is a key tool for cleaning up the neighborhood. The City of Atlanta codes require maintenance of houses in habitable condition. Properties must be maintained, the grass cut and vacant structures secured against entry. Property owners who fail to maintain their properties are fined. The City has the authority to maintain or repair the property, charge the property owner and/or put a lien on the property. The PCIA cooperates with the City Code Enforcement Division in identifying properties in violation and tracking whether repairs have been made following a citation. Concentrated code enforcement can be effective, particularly when coupled with incentives and forgivable loans for rehab by current owners and cooperative landlords.

[CASE STUDY]

Pennsylvania requires purchasers of a building with substantial code violations to bring it into compliance within one year. If not, the owner is personally liable for maintenance, repair and/or demolition costs as well as a fine of \$1,000 to \$10,000.

CLEAN IT OR LIEN IT

One of the most common tools is City action to correct the code violations and put a lien on the property to recover the cost. A problem arises, however, when the lien takes a secondary position behind the mortgage, meaning that the proceeds from sale are used first to pay off the mortgage and the public lien is paid off only if there is money left. One remedy is for the State to legislate “super priority” for nuisance abatement liens. This means that along with unpaid property taxes, the cost of cleaning up and securing the property would be paid first from any proceeds from sale.

Targeting of Problem Landlords

PCIA and the community prosecutor should target their efforts to “the worst of the worst” property owners who incur repeated and multiple code violations. Several cities have adopted ordinances and pursued programs designed to push landlords into compliance with city codes.

Specialized housing courts focus on code enforcement, going after problem property owners. Responding to the city’s extreme problems with abandoned housing, a special Cleveland Housing Court adjudicates code enforcement and related cases. The Court has nine specialists to assist with non-trial remedies for code non-compliance. Corporations that fail to respond to a criminal complaint are held in contempt and charged \$1,000 per day. Court dockets are reviewed to determine if any landlords seeking evictions are refusing to appear in Housing Court; in which case, the Court will refuse to assist in the eviction. If a defendant appears in Housing Court for another reason, the Court will collect outstanding liens for cleaning properties owned by the defendant. The City of Atlanta should consider establishing a similar court.

[CASE STUDY]

The successful St. Louis Problem Properties Unit conducts 4,000 inspections of problem properties monthly, charging \$97 per visit. This dedicated group of attorneys and other staff focuses on getting properties back into productive use. Police assigned to the unit bring problem property owners to court. Expenses are attached to the properties.

[CASE STUDY]

Memphis hired private attorneys in October 2010 to file nuisance abatement cases under the State Neighborhood Preservation Act. In response, the Environmental Court judge issues court orders for nuisance abatement that allows the City to recover its litigation and abatement costs.

[CASE STUDY]

Raleigh’s Probationary Rental Occupancy Permit charges fees for landlords with repeated, multiple violations. An owner who has violated codes and failed to repair the property pays \$500 per year for 520 years and must attend a property management court.

The In-Rem Process

Atlanta’s In-Rem process provides a process for demolishing dilapidated structures. If the property is open and vacant or if its repair cost exceeds one-half of the building’s estimated value, it may be demolished. Following proper notice and an In Rem hearing, a 30-day order is issued to compel the owner to clean and close or demolish the structure. If the owner does

not act, the City may proceed with demolition following two readings at City Council and the Mayor’s signature.

FORECLOSURE FOR TAX DELINQUENCY

The City has the power to force sales of a properties in order to collect back taxes. Currently, the Fulton County Tax Commissioner’s practice is to sell tax liens to private investors who then pursue collection from the property owner, using the sale of tax liens in order to collect revenues. Other jurisdictions have recognized the blighting effect of vacant properties and adopted alternative approaches for dealing with lower-value abandoned properties that involve transferring the properties to a Land Bank.

Foreclosure on tax-delinquent properties in Pittsburgh could provide access to properties important for community revitalization. Targeted foreclosure would allow Partnership for Preservation of Pittsburgh (PPOP) and SNDSI to address additional properties beyond those acquired directly from banks and other lending institutions. A constraint on this approach is the limited resources available to the City and the Land Bank to manage and maintain a large inventory of vacant properties.

RECEIVERS FOR VACANT BUILDINGS

Some states allow the courts to appoint a receiver (often a non-profit Community Development Corporation) for an abandoned property. In Pennsylvania, that receiver then has the power to make improvements, demolish the property, sell it or any other action typically available to the property owner, including securing a new first mortgage for repairs that has priority over all other liens except governmental liens. Baltimore’s vacant building receivership ordinance allows for receivership when the

owner has failed to comply with an order to rehabilitate and the unit is unsafe for habitation. The receiver is immune from liability for environmental contamination and negligent decisions.

[CASE STUDY]

Wisconsin prevents recordation of a deed transferring a rental property unless the property is certified to be in compliance with property maintenance standards or has a agreement to bring the property up to code.

[CASE STUDY]

Miami/Dade County (FL) requires full disclosure for properties that have been foreclosed. A Certificate of Use from the County must be obtained before the property is offered for sale, based on a Disclosure of Findings Report prepared by a licensed engineer or architect. The buyer must be informed of any code violations, the property's condition and the likely cost of repairs and improvements.

[CASE STUDY]

St. Paul (MN) required that nuisance vacant properties must be improved and brought into compliance before they could be sold. However, they found this complicated acquisition by homebuyers seeking to renovate over time and removed the requirement.

EMINENT DOMAIN

In some cases of extreme blight and threat to the safety of Pittsburgh residents, the City should pursue acquisition of vacant houses even if they are not tax-delinquent. For those that are so deteriorated as to preclude rehabilitation, demolition should proceed as quickly as possible to remove the offending units. Pittsburgh has an adopted redevelopment plan, which authorizes City use of eminent domain. Priority should be given to demolishing houses where sexual assaults have occurred

LIMITS ON PROPERTY TRANSFERS

Other tools used to aide the renovation of abandoned and foreclosed properties is to require full disclosure of code violations in the re-sale of these properties and/or require remedies to bring the units up to habitable condition before they can be transferred.



The City could require an inspection and/or a certificate of occupancy that demonstrates the habitable condition of a registered vacant unit before a property can change ownership following foreclosure or change from owner-occupied status to a rental property.

DIFFERENTIAL FEES OR TAXES ON VACANT PROPERTIES

Some cities impose a much higher property tax rate on long-term vacant properties to encourage the owners to return them to productive use or sell them to someone who will renovate them. Louisville (KY) triples the property taxes for buildings vacant for at least one year and unsanitary, unsecured or unfit for human habitation. Registration fees for vacant properties often escalate with the number of years the property has been vacant (regardless of whether the title has transferred). Waivers or fee refunds can be provided for owners who complete renovations or who can document real progress toward renovation.



The Fulton County Tax Assessors and Commissioners could impose an assessment on the filing of a foreclosure deed. The assessment would reflect the real costs of providing government services to a vacant building (e.g., police, fire and building inspections).

FOCUS ACQUISITION AND REHABILITATION

Evidence from around the country has demonstrated again and again that redevelopment efforts need to be focused on a small area of two to six blocks. In that small geography, rehab becomes very evident and effective at changing the image and the reality of the people's day-to-day lives. Appropriately, SNDSI and PPOP have focused their initial efforts on the "Street of Dreams" on Welch, Humphries, and Beryl streets due to their use by children walking to Gideons Elementary School.

Within each focus area, the rehab efforts should extend to all properties. To date, the emphasis has been on foreclosed properties in the hands of banks and other lending institutions that could be acquired with Neighborhood Stabilization Program (NSP) funds. That effort needs to be expanded to include all vacant structures and occupied structures that are deteriorating. Fulton County could use foreclosure on tax-delinquent properties and/or condemnation to gain control of vacant properties or to pressure the owners to renovate, demolish or transfer the properties to someone who will renovate them.

When major progress has been made on the Street of Dreams, acquisition and rehab can turn to a second focus area. The overall neighborhood plan calls for focusing public improvements along McDaniel Street to help re-create the heart of the community with places to gather and new businesses. The choice of the next focus area with resident input could help to reinforce that effort.





CHANGE PITTSBURGH'S IMAGE

Attracting new residents and investment to Pittsburgh will depend on changing the neighborhood's image in addition to all the real changes discussed above. This should involve both celebrating Pittsburgh's history and successes and creating visible changes.

Celebrating Pittsburgh's History

Some initial research has revealed the basics of Pittsburgh's history. The revitalization of the neighborhood will require additional research and documentation. A partnership with a history class at one of the local colleges or universities could provide access to academic sources. Collection and copying of photographs from Pittsburgh residents and former residents could provide a compelling story. Family reunions are a good time to access such photos, and the various churches in Pittsburgh should reach out to their congregations for their photos and memories. Oral histories also can be quite powerful. Carver High School or Parks Middle School English classes might use collection of oral histories as a class project.

Publicizing Pittsburgh's Successes

Pittsburgh residents were successful in achieving three major projects in the last decade:

- conversion of Crogman School into loft apartments;
- establishment of the Kroc Center; and
- replacing a dangerous and deteriorated apartment complex with the new Heritage Station development.

Those successes should be celebrated so that residents recognize their accomplishments and the power of cooperative action. Going forward, Preservation

of Pittsburgh should publicize each success with ceremonies, news stories, newsletter items and other means to be sure that residents and prospective residents are aware of the progress being made.

[CASE STUDY]

The Cleveland Housing Network (CHN) created a Lease Purchase program in 1981. Through 2004, CHN had rehabilitated more than 1,900 homes and built 150 new units. Long-term residents use the program to build wealth as well as improving neighborhood stability. The units are originally financed with Low-Income Housing Tax Credits (LIHTC) with equity investors providing up to 80 percent of the required equity. A Limited Partnership formed by the CHN owns the homes for the 15 years of rental required by the LIHTC funding. The City uses HOME funds for a zero-interest, deferred payment loan as well as Community Development Block Grant funds for construction-period financing. CHN buys the homes back from the partnership at the end of 15 years and sells them to tenants who have met requirements for maintenance and timely payments. Households qualify based on their incomes at the time of their first rental and acceptance into the program and participate in home maintenance workshops and training. They purchase the units based on a discounted price established after they have been in the program for six years. Those who have lived in their units for 10 years or more are entitled to all the home's equity built up over the 15-year rental period. Others who have lived there for less than 10 years receive a portion of the equity. Their subsequent mortgage is scaled so that their monthly payments do not increase above their current rent.

Highly Visible Improvements

Key projects, particularly in high-visibility locations, can make a major difference in how people perceive the neighborhood and its future prospects. Most effective would be rebuilding or renovation of Gideons Elementary School to include an Early Childhood Learning Center. That would reaffirm the community's and Atlanta Public Schools' commitment to excellence in education for Pittsburgh's children. Early interventions to help young children develop learning skills have been proven to be very effective in breaking the cycle of poverty and preparing them for productive lives.

New well-designed and well-maintained public spaces along McDaniel Street and elsewhere in the community would send a positive message about the community to passers-by.

Other potential investments could include renovation of key gateway buildings, such as the old warehouse on McDaniel Street at Stephens Street owned by the Atlanta Housing Authority.

Recruit New Homeowners and Renters

Pittsburgh's long-term future depends on attracting new homeowners and renters to live and become involved in the community. One key to success is providing a higher-quality product at a lower cost than in other neighborhoods. Preservation of Pittsburgh's commitment to high-quality EarthCraft improvements in rehabilitating vacant houses will provide energy efficiency in a quality home. Pittsburgh is blessed with an inventory of well-built homes with brick and old-growth wood that offer construction details no longer provided in new suburban tract housing. The low acquisition costs coupled with efficient rehabilitation work can deliver competitively priced houses.

In support of public safety, Preservation of Pittsburgh is offering significant discounts to police officers who want to buy a house in the neighborhood. Discounts for firefighters, emergency medical technicians, school teachers and other public employees can help to rebuild Pittsburgh's middle class, providing role models and mentors for the neighborhood's youth.

[CASE STUDY]

Toledo's Code Violation Assistance Program (CVAP) and Homeownership Options Preserving Equity (HOPE) provide grants to low-income households with code violations. Up to \$4,500, the grants are accompanied by assistance with historical and environmental reviews. Participating contractors are pre-approved.

Near-term recruitment strategies should include outreach by the Resident Leadership group to local churches' congregation members to identify potential homebuyers interested in Pittsburgh. The Center for Working Families is helping local residents improve their employment and build the resources that would allow them to become good renters and/or homeowners. Its housing counseling services will be important for many first-time homebuyers, who need to learn how to be savvy homebuyers and long-term owners. Some long-time Pittsburgh renters may have the incomes and resources to be successful homeowners.

Invest Atlanta administers a number of down payment assistance programs that assist eligible homebuyers to cover all or a portion of closing costs and/or the down payment, including the Opportunity Downpayment Assistance Program, the BeltLine Affordable Housing

Trust Fund and the Atlanta Affordable Homeownership Program.

SNDSI is pursuing partnerships with local financial institutions to help qualify potential homebuyers for mortgages. This will likely require adjustments for blemishes on their credit reports and/or appraisals that cannot depend on a long series of market transactions to document current home values. At the next level, these partnerships should evolve and grow to include participation in a pooled loan fund for mortgages that provides the banks with protection against losses in return for their willingness to invest in the neighborhood.

The difficulties in securing private mortgages for housing in Pittsburgh can be a significant impediment to long-term sustainability. Lenders have tightened their eligibility standards and require good credit scores, appraisals that document housing values and larger down payments. Given the state of the market and the initial reluctance buyers may have to invest in Pittsburgh, SNDSI should consider becoming a mortgage lender and/or making its renovated houses available under a rent-to-own agreement. SNDSI would then be accepting greater risks as a means to attract homebuyers for long-term investments in Pittsburgh. SNDSI should seek a partnership with a bank or mortgage servicing corporation rather than taking on the responsibilities for day-to-day loan servicing. Cleveland Housing Network has conducted a lease-purchase program since 1981, using Low-Income Housing Tax Credits (LIHTCs) and City loan funds to finance construction and the initial 15-year lease period.

One of most important steps in attracting families will be preservation and improvement of the neighborhood's schools. Neighborhood schools are

the glue that holds communities together and many families' key consideration in choosing a home. A new and expanded Gideons Elementary School would send a powerful message. The Annie E. Casey Foundation should take the lead in working with Atlanta Public Schools to achieve this goal. As important would be retention and improvement of Parks Middle School. The Resident Leadership group should community with Atlanta Public Schools the neighborhood's vision and commitment to the school.

Assist Existing Homeowners

Beyond the rehab of vacant houses, existing Pittsburgh homeowners also need help in improving and maintaining their homes, particularly the neighborhood's elderly residents. High energy costs are a particular burden for local homeowners, one that could be reduced significantly by weatherization, purchase of energy-efficient appliances and other home improvements. Georgia Power offers home energy audits to help property owners learn how to reduce their energy use as well as rebates for a portion of the cost of qualifying improvements.

The Federal Home Loan Bank is making available energy efficiency loan/grants of up to \$15,000 for properties whose mortgages are held by a bank in its system. These subsidies are loans that are forgiven if the homeowner remains in the house for at least five years. Community Development Block Grant and HOME funds are often targeted to weatherization improvements for low-income seniors who own their homes.

HouseProud is a local Metro Atlanta organization that mobilizes volunteers to help improve the houses of low-income residents, particularly seniors. Other volunteer

efforts that could assist individual homeowners include ReBuilding Together and Community Service Day.

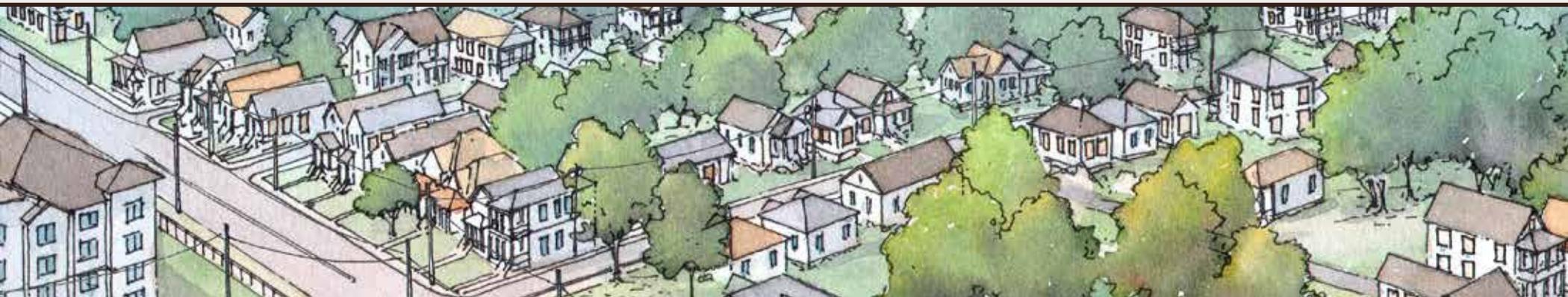
One problem experienced in the area relates to unscrupulous home improvement contractors who take advantage of homeowners who lack the required experience and expertise to ensure quality performance by their contractors. PCIA should consider acting as an owner's representative and providing inspection services to help homeowners manage their contractors and avoid being victimized.

CONCLUSION

These comprehensive strategies will need sustained implementation over a period of 10 to 15 years. Immediate priority must go to improving neighborhood security, securing and rehabbing vacant houses, and attracting new residents to fill those houses. PCIA and SNDSI can provide day-to-day support for many of these initiatives, but the leadership and sustained energy will need to come from Pittsburgh residents.

7 economic development

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





ECONOMIC DEVELOPMENT

Current conditions for new development and reuse of existing space are perhaps the worst in the last 65 years. Unemployment is over 10 percent in Atlanta and higher in many neighborhoods. With that in mind, it is still the time to plan so that the Pittsburgh neighborhood and its residents will be ready when recovery improves the economy. Pittsburgh can take positive steps now to foster economic development. Many people think of economic development as job creation, or perhaps as the development of industrial parks, or as an effort of marketing and the offering of tax incentives to lure large-scale employers. While all of these are associated with economic development, making a land use plan for economic development requires a slightly different definition: the creation of community conditions that foster business productivity and growth, and the creation of wealth for residents.

What fosters productivity?

- Proximity to suppliers/users/resources
- Available infrastructure and space
- Community and education partners
- Ready labor force close to work or transit
- Community attributes to attract/retain labor force

As is noted in the later paragraphs on employment, the people who work in the Pittsburgh neighborhood do not live in the neighborhood, and the people who live in the neighborhood do not work in the neighborhood. This relates directly to the ability of the community to attract and retain a labor force attractive to local businesses. The community attributes to attract and retain labor force that will be attractive to local businesses seeking new locations are:

- Safe environment
- Mix and range of quality housing to fit household type and size, household income, household age
- Mix and range of amenities close to home, safe access to:
 - retail, entertainment and services
 - range of recreation options
 - educational infrastructure for all ages
 - natural and urban public open spaces
 - community authenticity and identity

For the Pittsburgh neighborhood, an important attribute is community authenticity and identity. This neighborhood’s unique history and identity can offer experiences for the residents that cannot be duplicated elsewhere and thus create value for the community. Elements in the plan that recognize that community identity and preserve it offer a guide for future development patterns. Maintaining and enhancing the sense of identity and thus the sense of community is one of the major reasons people will join the community.

Above all, however, the major neighborhood shortcoming most often mentioned by residents was personal safety and freedom from crime. If this issue is addressed successfully, the economic development issues that follow have a better chance of being successful.

MEETING FUTURE DEMAND

Basic change in population and housing in Census tract 57 & 63 is shown in the table below.

Population and Housing	2000	2010	Change
Population	3,261	3,468	207
Households	1,152	1,359	207
Family Households	720	727	7
Non-Family Households	432	632	200
Average Household Size	2.83	2.55	(0.28)
Housing Units	1,425	2,023	598
Owner Occupied Units	379	336	(43)
Renter Occupied Units	773	1,023	250
Vacant Units	273	664	391

Note: Numbers in parenthesis are negative numbers

Area population grew by 207 persons and households grew by 207 households—an increase in single person households entirely. Vacant units increased because of the housing boom that built units that failed to sell or rent. Revitalizing the local housing market is part of the plan and is detailed in the section on demographics and housing, but is also an economic development issue.

Another important aspect of the local situation is the change by age group. This is illustrated in the in the following column.

Population by Age Study Area	2000	2010	Change
Under 5 years	289	289	0
5 to 9 years	329	269	(60)
10 to 14 years	288	258	(30)
15 to 19 years	251	280	29
20 to 24 years	197	269	72
25 to 34 years	383	517	134
35 to 44 years	516	377	(139)
45 to 54 years	382	491	109
55 to 59 years	110	179	69
60 to 64 years	110	135	25
65 to 74 years	201	245	44
75 to 84 years	148	123	(25)
85 years and over	57	36	(21)
Totals	3,261	3,468	207

The presence of younger households and over 45 households corresponds with a trend that is seen nationally. The next wave of change in the future is the cohort born since the 1980s, often called the Millennial generation or Generation Y. Currently, household size is declining, but as the Millennials age it is reasonable to expect household size to increase somewhat as they form families.

According to recent research quoted in the Wall Street Journal regarding the preferences of Millennials:

A key finding: They want to walk everywhere. Surveys show that 13% carpool to work, while 7% walk, said Melina Duggal, a principal with Orlando-based real estate adviser RCLCO. A whopping 88% want to be in

WHAT WE HEARD

- more creative small businesses
- more retail stores
- create incentives for small business owners
- grocery stores
- revitalize McDaniel street - new services
- vibrant mixed-use corridor
- local small businesses
- medical offices & pharmacy
- light industrial 'green' jobs

an urban setting, but since cities themselves can be so expensive, places with shopping, dining and transit such as Bethesda and Arlington in the Washington suburbs will do just fine.

“One-third are willing to pay for the ability to walk,” Ms. Duggal said. “They don’t want to be in a cookie-cutter type of development. ...The suburbs will need to evolve to be attractive to Gen Y.”

Kiplinger issued a report regarding living preferences of the Millennials:

The homes they buy will often be smaller, and on smaller lots, than typical. And no long commutes for them. Look for Gen Y’ers to seek close-in suburbs with a walkable urban center offering restaurants, shops and other gathering places. Some are even passing up car ownership altogether.

And, in a recent report by the Urban Land Institute,

“Housing in America: The Next Decade,” it was noted that many of the Millennials will choose outer suburbs because of cost of living concerns:

Over the coming decade, many of those who move to the outer suburbs will do so reluctantly and will miss the sense of community and the amenities they value. This provides a major opportunity for developers to create new outer-edge communities with real town centers and urban amenities. Even on the outer edges, a compact, walk- able lifestyle that is affordable will be attractive to income-constrained young families, especially if it provides transportation alternatives.

For the older groups soon to become retirees, aging in place is a trend driven by cost and by the desire to remain independent. Retiring households are looking for places with a favorable climate and recreational opportunities, and with a low cost of living and services within walking distance so that the inability to drive does not necessitate moving to assisted living.

Taken together with the Millennials desire to walk and bike rather than drive, this offers the opportunity for neighborhoods like Pittsburgh, with amenities to appeal to the two largest demographic market segments in the country, and an opportunity to capture both segments.

The current demographics indicate a housing supply that was built at a time when the majority of households had children and were three persons or more. Now conditions are the opposite, over 60 percent of households are two persons or fewer, and the local housing market needs the choices that would address this change.

EMPLOYMENT OVERVIEW

Jobs in the Pittsburgh neighborhood have decreased in

number from the national downturn, but the number of employed neighborhood residents has gone up. The trends in employment are shown in the table on the following page.

In planning new nodes for residential, employment and retail service uses, an examination of where people live in relation to where they are employed can reveal wider area trends in employment and enable an evaluation of whether new employment space within the area is likely to attract employees and businesses. To understand this, information from the US Census Local Employment Dynamics was collected. This is shown in the following table.

Labor Force and Work Location	2009
Jobs in the Study Area	338
Employed Persons Living in the Study Area	1,318
Living and Employed at jobs in the Study Area	4
Living in the Study Area but Employed Outside	1,314

This analysis shows that of the covered employment jobs in the area in 2009, only four people who live in the area were employed within the area. To attract new employment, the Pittsburgh neighborhood needs to consider a series of strategies undertaken step-by-step to repair its urban structure. This will require addressing a series of obstacles that neighborhood participants have discussed.

RETAIL DEMAND AND LEAKAGE

The Pittsburgh neighborhood appears to be underserved for retail and associated services. The chart on the next page shows leakage by retail category. In almost every category, leakage is 100 percent, meaning that no

Jobs by NAICS Industry Sector	Employed Residents			Study Area Jobs		
	2003	2009	Change	2003	2009	Change
Agriculture, Forestry, Fishing and Hunting	11	0	(11)	0	1	1
Mining, Quarrying, and Oil and Gas Extraction	1	0	(1)	0	0	0
Utilities	3	2	(1)	0	4	4
Construction	37	25	(12)	54	40	(14)
Manufacturing	96	39	(57)	229	104	(125)
Wholesale Trade	62	45	(17)	99	45	(54)
Retail Trade	114	140	26	7	56	49
Transportation and Warehousing	61	71	10	25	32	7
Information	34	44	10	0	5	5
Finance and Insurance	45	39	(6)	31	6	(25)
Real Estate and Rental and Leasing	34	30	(4)	0	5	5
Professional, Scientific, and Technical Services	64	81	17	1	6	5
Management of Companies and Enterprises	20	29	9	0	2	2
Administration, Support, Waste Mgmt, Remediation	114	144	30	0	11	11
Educational Services	86	116	30	0	0	0
Health Care and Social Assistance	106	173	67	10	10	0
Arts, Entertainment, and Recreation	29	19	(10)	0	0	0
Accommodation and Food Services	148	214	66	26	7	(19)
Other Services (excluding Public Administration)	60	51	(9)	4	4	0
Public Administration	87	56	(31)	0	0	0
Totals	1,212	1,318	106	486	338	(148)

Source: Local Employment Dynamics, US Census



spending is captured locally. To some extent this seems to mirror the employment situation, in that Pittsburgh residents have jobs, they just don't have them within the neighborhood.

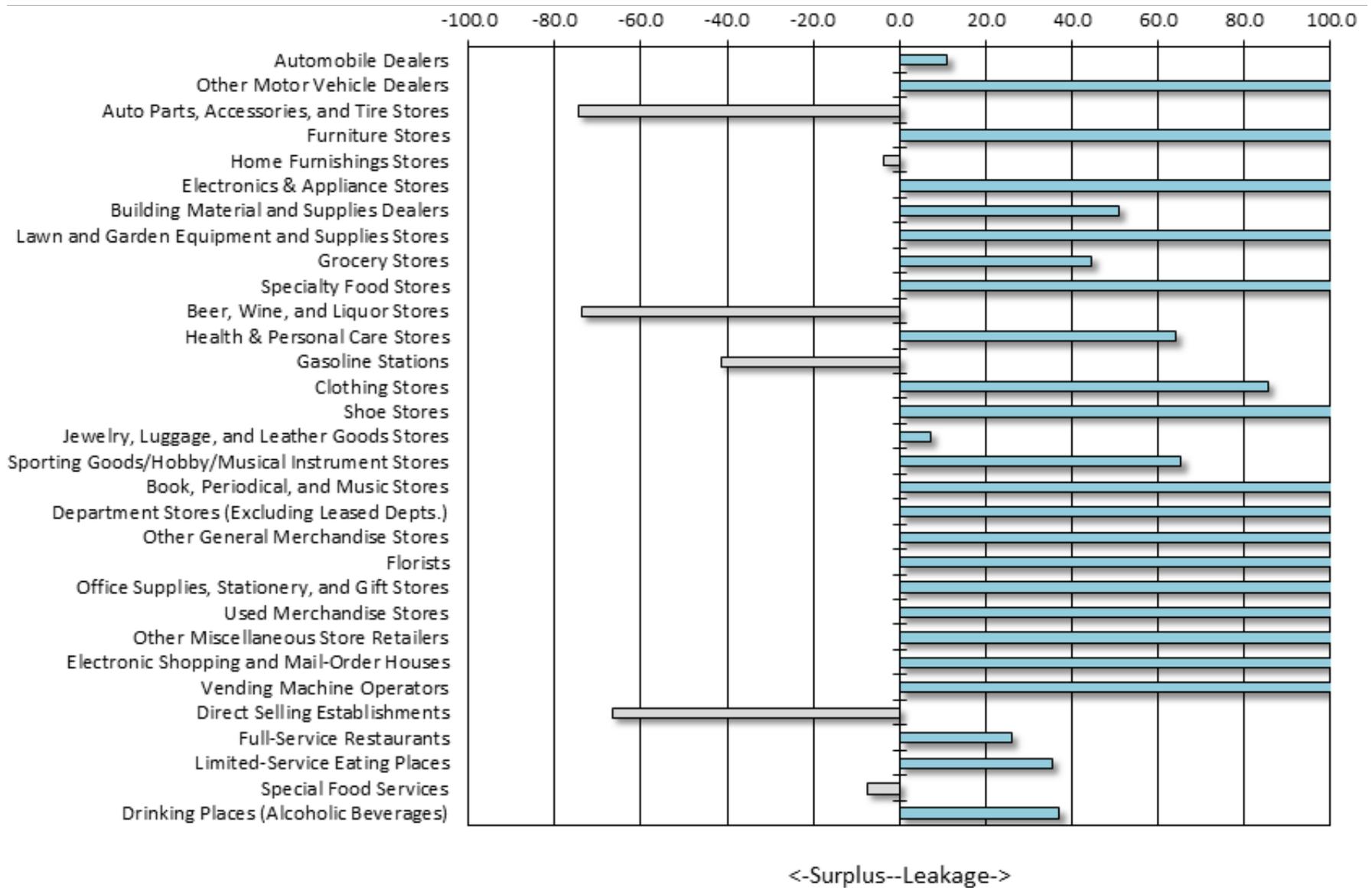
In the chart, the bars on the plus side in blue mean that the spending is going outside of the neighborhood. In interviews and at the working sessions with residents people wanted a return of local services that had historically been provided along the McDaniel Street corridor, noting that local-serving establishments had satisfied daily services and needs. Based on 2010 disposable income, there is over \$22 million in leakage in the study area and should be a market for some number of new retail and service businesses, even if at a modest scale. If coupled with employment space. A possible strategy would be for a central opportunity site to provide a destination and focus for the community and to help catalyze change in the neighborhood if safety issues have been addressed.

One conclusion was that in the short term, the neighborhood could support a small grocery on McDaniel of approximately 10,000 square feet, but that a larger grocery would require a location with better access and visibility and would require changes in the urban structure and safety.

OBSTACLES

Interviews with the public and residents yielded a list of obstacles to development to be addressed. The first is the issue of public safety, and the impact that a lack of safety has on perceptions of the neighborhood. This is closely followed by the need to occupy vacant buildings and renovate existing structures.

- Personal Safety – more police presence is necessary
- Unsafe routes to schools for children
- Need for school renovations
- Obsolete commercial building stock
- Poor urban amenities: lighting, sidewalks, open space, recreation
- Poor quality local businesses that fail to meet everyday needs
- Rehabilitation of the housing market after the collapse (see the housing recommendations)
- Unrealistic values on properties from height of market
- Construction cost versus sales price/Leasing rates in down economy
- Abundance of out-of-balance/foreclosed properties
- Pace of national economic growth and local conditions



Source: ESRI BIS



STRATEGIES

The following strategies have been identified as part of the Preservation of Pittsburgh Neighborhoods Plan.

SAFETY, BUILDING RE-USE AND TEMPORARY LAND USES

One means of increasing local safety is the leveraging of what is currently a liability into an asset: vacant housing. The city is buying local vacant housing and has the capacity to renovate the units. The design team suggests that the renovated units be offered to police, firefighters and other public safety employees to increase neighborhood safety. This is already being done and over time if continued will help eradicate the perceptions of the area as unsafe.

It is also important to “take back the night” by creating public places that are safe for gathering at night in the core of the neighborhood and by encouraging the renovation of existing buildings so that sidewalks and corners are lighted and appear safer than currently. Two projects were looked at by the design team, to start this process: the corner at Mary and McDaniel, and the building at Rockwell and McDaniel. Improvements to the vacant land at Mary Street can be accomplished by adding pedestrian lighting, adding seating and inviting food cart vendors to the site. If this were undertaken on Fridays and weekend nights, it would act as a draw for others outside of the neighborhood and create a safe and attractive venue for gathering.

To test the feasibility of building renovation, a financial analysis was prepared by Edward Starkie, the design team’s market analyst, for the historic building at the northeast corner of Rockwell and McDaniel. If converted to mixed use, with a ground floor art gallery or retail space and two units upstairs, the cost of renovation can be covered for the current owner by current leasing rates and yield an internal rate of return between 9 and 12 percent.

COMPLETE STREETS AND COMPLETE PLACES

Make McDaniel more walkable—walkable places add value and attract residents. The current walkability score for McDaniel is currently 40 out of 100. According to a recent study titled *Walking the Walk, 2010 CEO’s for Cities* by Joe Cortright, changing walkability scores by one point can change the value per housing unit from \pm \$700 to \pm 2,300. If McDaniel were improved to a walk score of 75, a house on McDaniel could rise in value by \pm \$28,000 or more. To achieve high walk scores requires amenities, well-kept properties and public safety.

A complete street is one that works for all modes of access: pedestrian, bicycle, transit and automobile. Creating complete streets requires more than calculating traffic capacity. Complete streets offer an economic advantage to their neighborhoods by enabling small businesses to aggregate together to create and capture pedestrian traffic. Slower traffic speeds allow smaller façade signage since sight times are longer and drivers have time to see and access businesses with shorter, pedestrian oriented frontages. The aggregation of a wide variety of businesses at nodes makes a diverse and economically viable business environment by creating a retail or commercial destination. This typology best characterizes the goals for improvements to support neighborhood revitalization along McDaniel Street.

Another economic factor is that vital retail districts on complete streets tend to draw from their region rather than having a more limited trade area. They are authentically public, active places where people get to watch other people because they are not in cars. Complete streets offer both drive-by traffic volume and pedestrian volume, enabling two modes of market capture, and increasing local capture through higher economic utility and higher social value. McDaniel Street

could benefit from reconfiguration into complete streets. It could become economic generators for the individual districts through which it passes.

It is important to make development on McDaniel and University walkable, with complete streets, especially new development on the University Avenue site. Complete streets are those that allow travel by all modes, not just cars. Walkable places respond to the changing millennial and senior markets. Complete streets add economic advantages; they have more pedestrians and tend to be livelier, as authentic main streets they draw from a wider market radius than a typical stand-alone development. Complete streets capture sales from both autos and pedestrians and allow an increase in density of retail and services, therefore providing better services to the local community while fostering a stronger small business environment.

With complete streets come complete places. For new development at the future Atlanta BeltLine stop on University, the plan proposes complete spaces. These can be created as long as the following attributes are included:

- A lifecycle of housing for all ages, incomes,
- Include employment space in transition areas,
- Retail on the street front, properly-sized for area population and income, and
- Services adjacent to retail, employment.

When the BeltLine line is in place, and when University is realigned according to the proposed plan, there is market potential for high density residential with retail and services, and employment space including medical or health care space adjacent to the station. To calculate the market for grocery at the Beltline station area, the

spending for grocery in a one-mile and a two-mile radius was calculated by the design team. Capturing 30 percent of spending in the one mile radius and 4 percent of spending in the area between one and two miles provided a conservative estimate of support for approximately 60,000 square feet of grocery space.

Flexibility is required so that small efforts can begin and lead to larger lasting change. For all areas, to encourage development, we can respond to market needs flexibly:

- Allow incremental development— “bite size pieces” that can be financed by local property owners,
- Allow flexibility in land uses to respond to markets,
- Concentrate retail for the most impact in a limited market,
- Allow temporary buildings in the down economy, and
- Allow temporary uses such as food carts and outdoor vendors on underused sites.

ENTREPRENEURIAL INDUSTRIAL/FLEX SPACE IN CURRENT UNDER-USED SPACE

In the past, employment was expected to be downtown or in office and industrial parks. There are now many categories of “manufacturing” and technical disciplines that use flex space for startups, desire nearby cafes and services, that do not require industrially sized truck streets, that work in places with retail, can be placed into transition areas near residential development to allow walking or biking to work. New Industrial/Office/Tech businesses will seek out areas like the northern industrial parts of the Pittsburgh neighborhood because of the low rents if the amenities and safety can be provided. In addition, there is potential for Professional/Technical live/work space for self-employed on McDaniel if safety issues can be resolved.

RESTAURANT OPPORTUNITY IN THE NEIGHBORHOOD CORE IF SAFETY ISSUES CAN BE RESOLVED

Restaurants and entertainment thrived in the core of the neighborhood at once in Pittsburgh’s past. If the temporary use plan for the corner of Mary and McDaniel is successful, and if it increases the perception and reality of safety, then the areas near it will be a suitable place for a new restaurant. There is sufficient consumer spending currently to support a restaurant, but the prerequisites of neighborhood safety need to be sufficiently resolved before it can be successful.

LOCAL INITIATIVES TO ACHIEVE SUCCESS FOR RESIDENTS

In relation to what is listed above, there are basic actions to be undertaken to improve opportunity and local quality of life:

Programs for the Local Workforce

These programs include training for local youth and prospective employees of new business. In light of this need, the formation of a partnership with the local technical college to increase local workforce skills should be undertaken, and if possible, at a local neighborhood satellite training center to ensure easy access for residents. Resources for small business formation assistance and training are listed later in this chapter.

Form a Marketing Program for Empty Storefronts

There are empty storefronts on McDaniel Street and on the district side streets such as the Laundromat on Delevan Street. A marketing program that emphasized the ability to use local incentives should be undertaken to attract new businesses. These incentives are discussed later in this chapter.

Technical assistance for small business creation

Technical assistance for local business is critical, and several resources for this are listed later in this chapter.

Community Space for Socializing

As has been noted elsewhere in this plan, it is very necessary to enliven the core of the neighborhood with safe space that can act to bring the community together. The corner of Mary and McDaniel can be enlivened in the short term with temporary buildings and improvements. In the long term, this area needs at least one restaurant and a coffee shop/diner to cater to the local community.

Affordable Modern Daycare facilities to Enable Employment

Affordable Modern Daycare centers with trained staff are important for two reasons: to ensure that women with children can afford to go to work without worrying about the safety and health of their children; and to ensure that the children in daycare have experiences that are both pleasant and educational. Good daycare is at the beginning of successful education, and allows for a successful home life for families when affordable. Unfortunately, Federal funding for Head Start has expired for 2011, but depending upon future determinations in Congress, there may be future opportunities in 2012-2013 for the US Department of Health and Human Services.

Renovate Buildings at Important Corners

During the charrette, two building owners discussed the possibility of renovating their buildings. One building is at the northwest corner of Mary and McDaniel Street, and the other is at the northeast corner of Rockwell and McDaniel Street. Using pro forma analysis it appears possible for current owners to perform this renovation, as they already have acquired the structures, but the market for any real estate, and the financing climate is such that owners may find difficulty achieving financing.

To mitigate this problem, there are several possible funding avenues for the owners to explore: if the buildings were built before 1936 they are eligible for 10 percent renovation tax credits even if not designated historic; new market tax credits may be available for these projects; the façade improvement program as proposed in the Plan Implementation chapter. In addition, if part of the building use is for apartments on upper floors, HUD guarantees loans for multi-family in low-income neighborhoods.

FUNDING SOURCES

The following are existing funding strategies and sources that can be utilized for the neighborhood of Pittsburgh.

CHOICE NEIGHBORHOOD IMPLEMENTATION ACT (CDFA 14.889)

This opportunity is restricted to the renovation of public housing in neighborhoods with a Transformation Plan. Choice Neighborhoods Implementation Grants support those communities that have undergone a comprehensive local planning process and are ready to implement their “Transformation Plan” to redevelop the neighborhood. HUD is focused on directing resources to achieve the following three core goals:

1. *Housing:* Transform distressed public and assisted housing into energy efficient, mixed-up income housing that is physically and financially viable over the long term;
2. *People:* Support positive outcomes for families who live in the target development(s) and the surrounding neighborhood, particularly outcomes related to residents’ health, safety employment, mobility, and education and,
3. *Neighborhood:* Transform distressed, high-poverty neighborhoods into viable, mixed-up income neighborhoods with access to well-functioning services, high quality public schools and education programs, high quality early learning programs and services, public assets, public transportation, and improved access to jobs.

The plan must focus on the revitalization of a severely distressed public housing or HUD-assisted multifamily housing project located in a distressed neighborhood.

Based upon the terms it is not clear that the Pittsburgh neighborhood is eligible for this funding, but it may be worth investigation to see if the neighborhood plan process just completed can qualify as a transformation plan, and whether a package of public housing can be assembled to fit the terms of the grant. This grant requires a 50% match. The current funding is \$110 million and the award ceiling is \$30 million. While it is geared toward large projects, it is at least worth understanding if smaller grants could be awarded.

COMMUNITY FOOD PROJECT GRANTS (CDFA 10.225)

These are grants to provide funding for the provision of local food production and programs for producing self-sustaining community food resources. The program is funded for the 2012-2013 fiscal year for \$5 million. There is not yet an application for the future fiscal year grants. The grants are administered by the US Department of Agriculture and are available to entities in both urban and rural areas. The range of awards is up to \$500,000 per award.

THE PEOPLE’S GARDEN INITIATIVE

This is a small project funded by the US Department of Agriculture to produce community and urban agriculture. Funding for the program last year was approximately \$725,000.

US ECONOMIC DEVELOPMENT ADMINISTRATION

The Atlanta regional office of the Economic Development Administration, covering a region of eight states, is able to assist on a competitive basis with costs for projects such as incubators or re-use of industrial facilities in order to create or retain employment. The contact information is found at www.eda.gov/contact.htm and the local phone number is 404-730-3023. A representative noted that there may be funding in the range of \$2 million that could be contributed for rehabilitation, but noted that as the office covers eight states all such funding will be evaluated in light of regional rather than local needs. It is suggested that such funding could help with revitalization or a demonstration project in the northern industrial area of the Pittsburgh neighborhood.

To pursue the opportunity, the EDA notes that one of the points of interest in making grants or loans is private sector participation. It is suggested that SNDSI work with local owners to find an opportunity for which this funding might be sought and used to create neighborhood jobs.

FUNDING SOURCES FOR BUSINESSES

The State of Georgia offers a variety of incentives for businesses operating in Georgia, including:

JOB TAX CREDIT

Companies and their headquarters that are engaged in strategic industries such as manufacturing, warehousing & distribution, processing, telecommunications, broadcasting, tourism, and research and development may qualify for Georgia’s Job Tax Credit Program.

QUALITY JOBS TAX CREDIT

Companies that create at least 50 jobs in a 12-month period where each job pays wages at least 110 percent of the county average are eligible to receive a tax credit of \$2,500-\$5,000 per job, per year, for up to five years

RESEARCH & DEVELOPMENT

Georgia offers an incentive to new and existing business entities performing qualified research and development in Georgia. Companies may claim a 10 percent tax credit of increased R&D expenses subject to a base amount calculation.

CHILD CARE TAX CREDITS

Employers who purchase or build qualified child care facilities or sponsor child care are eligible to receive Georgia income tax credits, 75 percent of direct care costs or 100 percent of the cost of construction.

WORK OPPORTUNITY TAX CREDIT PROGRAM

The Georgia Department of Labor (GDOL) coordinates the federal Work Opportunity Tax Credit Program. The WOTC program is a federal tax credit incentive that the U.S. Congress provides to private-sector businesses for hiring individuals from target groups that include certain TANF (Temporary Assistance for Needy Families) and food stamp recipients, and certain residents of an Empowerment Zone (EZ) or Rural Renewal County (RRC).

GEORGIA STATE TAX EXEMPTIONS

Georgia offers sales and use tax and inventory tax exemptions to help business establishments.

HIRING ASSISTANCE

Georgia's Department of Labor (GDOL) assists companies in recruitment by posting job notices, collecting and screening applications and/or résumés, providing interview space, scheduling interviews and hosting job fairs. GDOL will work with private employment agencies that list jobs with the state.

QUICK START EMPLOYEE TRAINING

Georgia's nationally-ranked employee training program, Quick Start, provides customized training for new employees in skill-based jobs at no cost to qualifying companies. The training program is given to the company for its future use. Quick Start provides training space, instructors and all needed materials related to the program, potentially saving companies millions of dollars in training costs. Georgiaquickstart.org

GEORGIA WORK READY

Georgia Work Ready is available for companies meeting minimum hiring requirements and is easy to access through the state's network of technical colleges.

RETRAINING TAX CREDIT

A company's direct investment in training can be claimed as a tax credit. The credit is available to all Georgia businesses that file a Georgia income tax return. Training programs must be approved by the Technical College System of Georgia. The retraining program must be for quality and productivity enhancements and certain software technologies.

ANGEL INVESTOR TAX CREDIT

Georgia now offers an income tax credit for qualified investors who invest in certain qualified businesses in Georgia in calendar years 2011, 2012 and 2013. The credit is claimed two years later, in 2013, 2014 and 2015, respectively. The credit is 35 percent of the investment with an individual investor cap of \$50,000 per year

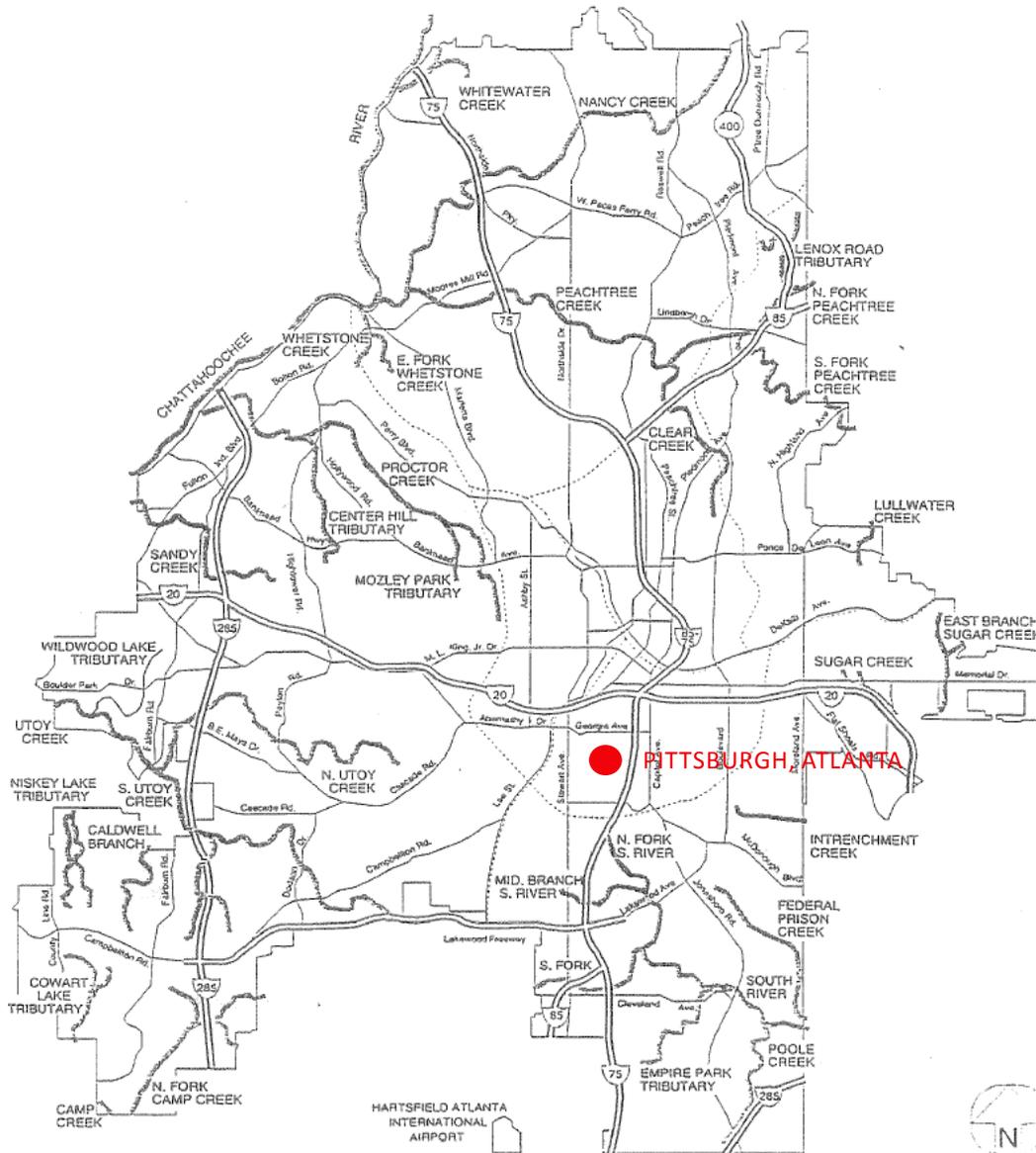
SMALL BUSINESS TAX RELIEF

Georgia now allows small businesses making capital investments of less than \$410,000 to write off up to \$102,000 of those expenses. For capital investments greater than \$410,000, the tax write-off is reduced dollar for dollar.

8 sustainability

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





Creeks and Tributaries, Atlanta

AN ENVIRONMENTAL OUTLOOK

The Pittsburgh neighborhood being amongst the oldest and most industrialized or built out of Atlanta's neighborhoods has few natural resource issues to speak of, and redevelopment projects in this area will provide the potential for making significant improvements to urban environments. An analysis of the aerial photograph for the neighborhood illustrates that this neighborhood is based on a network of blocks and streets with a relatively mature tree canopy. A few blocks provide evidence of former drainage or other natural features that may have some regional importance.

The following provides a summary of existing environmental conditions of the Pittsburgh neighborhood.

TOPOGRAPHY

The topography of this neighborhood is typical of piedmont terrain with gently rolling hills and plateaus, but this area has seen major earth modification associated with development. Downtown Atlanta sits at the headwaters of two watersheds draining to the Gulf of Mexico, and the Atlantic Ocean and is one of the only major cities that is located on the a sub-continental divide. Elevations in Atlanta range from 960 to 1,050 feet above sea level.

WETLAND AREAS

No recorded wetlands are identified on the National Wetland Inventory for this area.

SURFACE WATER (DRAINAGE)

No above-ground drainageways are identified for this area. The map, provided to the left, illustrates the major drainage features throughout the City of Atlanta. There may be below ground drainageways contained in under-

ground stormwater/sewer conveyance networks, but these are not identified in available mapping information.

SOILS

In general there are three types of soils found in the Atlanta area. They are as follows:

- Nearly level soils on bottom-lands and low stream terraces
- Gently sloping and moderately sloping on uplands
- Strongly sloping and steep upland soils.

The soils in this part of Georgia have a very high clay content, but can be well draining depending on slope. The depth to bedrock varies and is based on local influences of topography or subsurface geology. The soils in the Pittsburgh neighborhood have been heavily altered and much of the topsoil has been removed or eroded away as a result of growth and development.

FLOOD INFORMATION

No areas within the Pittsburgh neighborhood lie within a 100-year flood plain. Some areas may experience occasional localized flooding due to inadequate and insufficient stormwater infrastructure.

URBAN TREE CANOPY

Atlanta has been called a “city in a forest”¹ yet, it has been reported that Atlanta has lost as much as 60% of the tree canopy since 1970. The urban tree canopy in the Pittsburgh neighborhood has been largely removed from the streets, and existing or mature trees are often relegated to the rear of existing lots. An analysis of aerial photography demonstrates that in many parts of

the neighborhood, particularly where new construction exists, streets trees are non-existent.

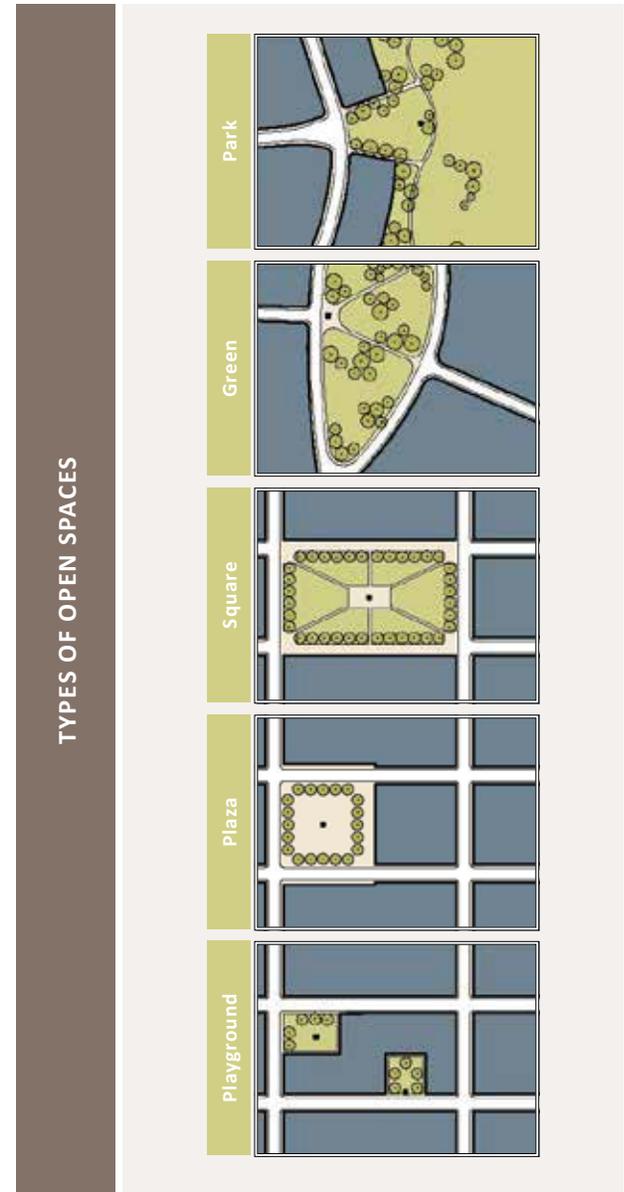
PARKS & OPEN SPACES

Atlanta has more than 3,200 acres of parks and open spaces throughout the city. Pittman Park is located in the Pittsburgh neighborhood and has a variety of activities including softball, tennis, basketball, a covered pavilion. Additionally, Pittman Park has a large open area and many mature trees. The Atlanta BeltLine project will connect many of the parks to each other through a network of trails, pathways and other pedestrian facilities. A neighborhood school also provides a recreational amenity for neighborhood residents.

The neighborhood should examine the already built greens and open spaces for opportunities to expand or improve the open space network. The quality of life of current and future residents, as well as the ecological health of the City, is threatened by the lack of adequate, protected, and connected open spaces. All of these open space types can provide benefits such as increasing and preserving habitat, recreation and relaxation, public health and fitness, and providing psychological counterpoint to the intense urbanity of the city. A more complete green network would also provide ecological services such as carbon sequestration (carbon sinks), polishing the air of gaseous and particulate pollutants, aiding in groundwater recharge, and mitigating the urban heat island effect.

HAZARDOUS SITES

The Pittsburgh neighborhood, with its history of industrial development during the last two centuries is the location of many hazardous sites and brownfields. Concentrated near the Norfolk-Southern rail yards on



¹ "Beyond the business districts begins a dense canopy of woods that spreads into the suburbs. Atlanta is nicknamed the "city in a forest", and at 36%, the city's tree coverage is the highest of all major U.S. cities." <http://en.wikipedia.org/wiki/Atlanta>. Original Source: Tree Cover % – How Does Your City Measure Up? | DeepRoot Blog". Deeproot.com. April 25, 2010. <http://www.deeproot.com/blog/blog-entries/tree-cover-how-does-your-city-measure-up>. Retrieved June 27, 2011.

WHAT IS SUSTAINABILITY?

Sustainable development is not simply “green” building. Although definitions vary, the principal goal of sustainability is to use a balanced approach for land development and resource management. The approach attempts to weight equally the preservation of the local environment, the prosperity of new or current businesses, and the social needs of local communities. With balanced approach, sustainable development aims to develop longer-lasting infrastructure that demands less correction in the future. Although localities often set out with the intent of redeveloping brownfields in a sustainable manner, when costs rise, sustainable projects are often the first to go.

Source: U.S. Department of Health and Human Services. Agency for Toxic Substances and Disease Registry, November 2010

the east or along University Avenue to the south, these sites are identified and are in the process of being remediated. The City of Atlanta, State of Georgia, and the Environmental Protection Agency have been working to remediate hazardous sites for a number of years, and these clean-up efforts are scheduled to continue in the future.

The City of Atlanta has established that improvements to parks, open spaces, and the urban tree canopy are important priorities for the future of the city. In addition, prevention of flooding and restoration of streams are also important goals for the city stated in the 2011 Comprehensive Development Plan.

The Pittsburgh neighborhood is extensively developed and has experienced intense urbanization since its formation in the mid 19th century. Even with such intense development, there are many opportunities for the neighborhood to implement sustainability measures and to improve the overall conditions of the neighborhood. The many vacant and underdeveloped lots and existing brownfields offer locations for new green development to occur while establishing opportunities to make additional environmental improvements such as parks and open space creation and drainage improvement through stream daylighting or other engineering based practices. Civic improvements that come from improvements in the public realm, such as through street tree planting or repair of sidewalk and pathways will also add to long-term sustainability of the neighborhood.

CLIMATE CHANGE

The need to address climate change through the reduction of greenhouse gas (GHG) emissions is a global problem which can best be dealt with at a local scale. Most greenhouse gases emanate from the transportation and construction/building sectors. Initiatives for on-site, non-polluting energy generation can be started as part of an educational program for residents. Regarding the transportation sector, it is important that a reduction in vehicle miles traveled (VMT) be a pillar of the neighborhood’s greenhouse gas mitigation strategy. By making the neighborhood walkable, VMT reduction is accomplished. Combining this with energy-efficient, climate-responsive buildings, and a broadening of the region’s renewable energy portfolio (at the expense of fossil fuels such as coal and petroleum), the neighborhood will be equipped to face GHG reduction goals while improving local air quality and reducing respiratory ailments.

GREENER BUILDINGS

There are many reasons to incorporate sustainable construction practices into new construction, especially when many of these are no more costly than unsustainable designs, and others generally pay for themselves in a short time frame. Some low-tech, common sense ways to construct more sustainably include using locally produced construction materials, using renewable or very durable materials, and designing buildings to be climate-responsive. Pittsburgh’s historic and vernacular building traditions offer many pointers on how to accomplish these things.

NOURISHMENT

Lately, a resurgence in knowledge and interest in medicinal and edible plants has added to the viability of locally grown food. By reducing “food-miles” and transportation times, such movements contribute to improved air quality and maximize nutritional value. Similarly, interest in organic farming methods has shown that there is a market for organic produce. Many residents have begun to turn



Passive Solar Design

away from pesticide-laden, genetically-modified counterparts that threaten biodiversity and the health of water, soil, and the human body. The Welch Street Park is an example of the initiatives residents have started to promote healthy, home-grown produce that is readily available. Many are enthusiastic about cultivating their own fruits and vegetables in community gardens. There is a need to identify where both outdoor markets and gardens could be established. The University Avenue site could be a likely candidate for this type of community initiative.

SOLAR DESIGN

There is a considerable range of solar responses that can reduce demand for electricity, or conventionally produced electricity as shown on the spectrum below. Low-tech solutions can be undertaken by individuals, households, business owners and any other building owner, including government. High-tech solutions, due to their complexity and space requirements, may require partnership with entities such as the City, and Utility Companies.

Passive Solar Design

Passive solar design strategies include designing façades with the movement of the sun in mind; designing deep porches to shade doors and windows; and roofs to reflect sunlight.

Solar Water Heaters

Unlike photovoltaic panels, which convert sunlight into electricity, solar water heaters convert sunlight directly into heat, which in turn heats water. Solar water heaters are relatively inexpensive and can be installed on most rooftops with ease.

Roof-Mounted Photovoltaics

Photovoltaic panels can be added to most building roofs. These not only convert sunlight to electricity, but also may provide shading of roof surfaces, thereby reducing loads on air conditioning systems.

Solar Arrays

A solar array requires more land than the other technolo-

gies listed on these pages. Also, as is the case with conventional generation plants, solar arrays require transmission lines in order to connect consumers of electricity with its source.

WHAT WE HEARD

- self-sustaining community
- emphasize on green sector jobs
- access to fresh produce
- plant more trees
- community clean-ups
- flood-prone areas
- community gardens
- recycling program

High-Tech



Solar Water Heaters



Roof-Mounted Photovoltaics



Solar Arrays



ENVIRONMENT + SUSTAINABILITY

With respect to building long-term sustainability measures into the Preservation of Pittsburgh Neighborhood Master Plan, it is important to recognize the many resources that are available. The City of Atlanta has made sustainability a critical element for future growth and identified many variables and measures that are important for successful implementation.

For the purposes of the Preservation of Pittsburgh Neighborhood Master Plan, the definition established by the city of Atlanta and widely used around the world is sufficient. This definition states that sustainability is;

“ . . . meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

As the Preservation of Pittsburgh Neighborhood Master Plan is implemented, it will be important to measure, test and review new development projects and redevelopment efforts against this definition. Projects that do not meet this definition should be reviewed and adjusted to better fit this well established parameter.

The City of Atlanta has established as vision for community wide sustainability and documented in the Sustainable Atlanta report the following aspirations for the City and represents a long-term view of future growth for the City. For sustainability to be reached, it is important to recognize that a diverse group of stakeholders must come together with a shared vision, and the document, Sustainable Atlanta provides an important framework. According to Sustainable Atlanta, sustainability addresses multiple forms of health, including environmental, human, and financial and achievement can only come when the variety of partners such as government, industry, businesses, and residents start

taking actions. For the purpose of the Preservation of Pittsburgh Neighborhood Master Plan, these actions are addressed at the scale of the house, lot, block and neighborhood.

VISION FOR A SUSTAINABLE ATLANTA

www.sustainableatlanta.org

Atlanta will be a recognized leader on sustainability, where:

- The air is clean
- Waste is reduced
- We use less water than is available
- All buildings are high performance structures
- Greenspace is abundant
- Green industries and businesses thrive
- Clean energy technologies prevail
- Solutions are equitable and inclusive
- Transportation alternatives are the norm
- Communities and urban centers are walkable
- Quality of life is ensured for future generations

For maximum effectiveness, actions taken in the Pittsburgh neighborhood will have an effect on surrounding neighborhoods and provide additional leverage for implementation. Ultimately, implementing the vision established by the City of Atlanta and documented in Sustainable Atlanta rests on the individuals that make up the City's neighborhoods. As such, this is presented as an opportunity for Pittsburgh.

With respect to the Pittsburgh Neighborhood considerable discussion took place during the week-long charrette regarding environmental concerns within the neighborhood. While it should be recognized that this

neighborhood has long been challenged with environmental and natural resources because of its industrial heritage, improvements that can be made to problematic environmental conditions such as locations that flood during heavy rains, should not be overlooked. In fact, many improvements to environmental conditions will have immediate and direct benefits for the block by block approach to redevelopment throughout the neighborhood.

Some concerns that were identified by residents of the neighborhood include:

- Locations where new trees could be planted and small, pocket parks could be developed.
- Areas that regularly flood during heavy rains.
- Locations for new community gardens as a way to bridge both cultural and age-barriers and gaps .
- Critical places within the neighborhood to focus on clean-up & code enforcement as an immediate way to change perception of the neighborhood.
- Ways to help seniors and the very poor with improving the energy efficiency of homes and apartments to help save both energy and save money.
- Maintain healthy air quality and redevelop brown-fields and other industrial sites in a neighborhood oriented way.

As part of the Preservation of Pittsburgh Neighborhood Master Plan and as individual projects move forward throughout the neighborhood, using the framework representing the citywide shared vision established by Sustainable Atlanta, and targeted specifically to Pittsburgh will give the neighborhood an advantage. A strategy that is broad and flexible and supported by the green growth goals outlined in the Sustainable Atlanta document will improve housing and job growth throughout the neighborhood.

It would be no more effective to make sustainability improvements without considering the specific housing or economic development goals. Nor would it be effective to only identify housing incentives without seeing how they fit into other city-wide goals for improvements to water usage or energy efficiency. The neighborhood is uniquely positioned for the development of many homegrown jobs for the local green-sector economy and green-sector job creation will occur as a result of specific housing and economic development efforts anticipated with neighborhood redevelopment. As it was identified during the charrette, there is significant leakage of both jobs and retail in the neighborhood. Tailoring neighborhood stabilization and redevelopment efforts that support smaller-scale entrepreneurial business development practices align nicely of the opportunities with green-sector job growth. Supporting small businesses engaged in catering and food production through applications for zoning changes, or business licenses will help to reestablish important local jobs and should be a priority.

With respect to timing, support of the transitional and entrepreneurial green-sector jobs that relate to recycling, food production/preparation/distribution, and the building arts fits in well with short-term job growth opportunities for the neighborhood and do not preclude efforts that can be associated with long-term redevelopment vision for the Atlanta BeltLine site on the southernmost boundary of the neighborhood.

Considering the inseparable relationship established by a community oriented sustainability framework, the following specific items establish the effective implementation for a shared sustainability vision for the Pittsburgh neighborhood:

- 1. Initiate
- 2. Investigate
- 3. Educate
- 4. Demonstrate
- 5. Insulate
- 6. Cultivate

1. INITIATE

To get started with implementation of Sustainability initiatives within the Pittsburgh neighborhood, it is important to get started with a neighborhood-wide clean-up effort. With a few committed efforts, recognizing those already in progress, removal of environmental hazards such as piles of debris, tires, trash and other aesthetic and environmental problems will accelerate other quality of life improvements envisioned for the neighborhood.

The neighborhood-wide clean up can be especially effective in helping even long-time residents see positive features within their neighborhood. With an already established pattern of blocks and streets that make for a desirable pattern for walkable neighborhoods, the Pittsburgh neighborhood is poised for an effective initiation of meaningful long-term sustainability measures that tie in with the larger city-wide shared vision of clean air, clean water, and clean land.



Tire Recycling Initiative

Instead of illegal dumping and letting old tires pile up, residents of Pittsburgh should be encouraged to recycle tires. There are plenty of ways this can be done, from dropping them off at a recycling center (or arranging a pick-up) to transforming them into classic kid-friendly swings to getting creative with your torn up treads. The Environmental Protection Agency (EPA) has a Scrap Tire Management Program (<http://www.epa.gov/wastes/conserves/materials/tires/workgroup.htm>). They make sure the tires are reused properly as fuel, exported, or recycled - they might even end up as gravel or bark substitute in a playground. Uses for Scrap Tires explored in the Action Plans are; Tire-derived aggregate is useful in many civil engineering applications, such as road and landfill construction, Ground rubber applications include recycling the rubber into new products, playground, and sports surfacing. Rubberized asphalt is a more safe, durable, and quiet alternative for roads. Tire-derived fuel can be used as a replacement for fossil fuels in approved devices such as cement kilns with proper controls.

RECOMMENDATIONS:

[1] Prioritize identified street improvement/modification projects in City of Atlanta's Comprehensive Transportation Plan in order to promote walking and cycling routes that are safe, connected, and complete for job growth, and community development opportunities.

[2] Unified & updated street lighting, signage, and other important street elements.



Clean-up Initiative

In addition to moving forward with efforts to immediately stabilize by cleaning up blight throughout the neighborhood, initiating a community-wide push for establishing Pittsburgh as the Green neighborhood of Atlanta through developing a homegrown workforce for the burgeoning green economy will also enhance long-term growth potential of the neighborhood. Neighborhood leaders can facilitate these efforts by looking for partnerships with area businesses looking to expand operations into neighborhoods, but doing so only in ways that will enhance existing resources. Immediate opportunities exist in the recycling sectors for construction/demolition/debris and household/workplace waste streams.

2. INVESTIGATE

Understanding where neighborhood residents' perception of what incorporating sustainability measures into their daily lives lies can only be determined by taking an active approach to documentation of current baseline practices. A neighborhood Sustainability Assessment is an especially effective tool for this. Through the Sustainability Assessment, important patterns and practices can be revealed and documented that when established in a unified way will serve as a baseline assessment for measurement of success. A sustainable neighborhood will have both qualitative and quantitative metrics for assessment, but without establishing that baseline, it becomes hard to report in a meaningful way.

A Sustainability Assessment should include assessments of items such as home/business energy use, water use, transportation and mobility costs, as well as how household waste is treated. Understanding both the baseline costs for each of these sectors and overall use patterns will help providers and business to determine how to serve the residents better and allow residents to make improvements in their daily lives. It is important that Sustainability Assessments also identify qualitative factors in order to understand residents and business owner's perceptions on resource use. Without this knowledge, specific implementation strategies may end up being ineffective.

ECOLOGICAL CHECKLIST 1

1. Sense of Place

A. How many harmonious? all - very

B. Size - Number of people 0-5 (0) 501-1000

C. An estimate of wildlife is: majority

D. Native plants are active of are protected of are reclaimed of

E. The depth of through on most in food No increase Net decrease

F. Diversity of flora in fauna in

G. Change in Soil Quality Water Quality Air Quality

ECOLOGICAL

The Ecological

People are deeply weaknesses an ecological system

Natural life, its

Human life-style

Food comes provides nutrit

Structures are bioregional and construction.

Conservation is

Consumption

A clean, renewable, respecting, pro

Human waste

Renewable, no technologies a

SCORING INFORMATION

Name of the community

Age of the community

Name of person

Address: _____

Phone #: _____

eMail address: _____

Please indicate how many people

Use additional page experience in use Your input is greater

For each item in truth for your community score for that item. A Insert your scores for

333+
166-332
0-165

ECOLOGICAL S

2. _____

3. Physic

4. Consum

6. V

COMMUNITY SUSTAINABILITY ASSESSMENT

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38 Comm

39 Comm

40 A New

41 Peace

HOW SUSTAINABLE IS YOUR COMMUNITY?

Introduction

The Community checklist that anyone sustainable their community. While practices and features calculation and detail two-three hours for a done as a group experience

General Instructions

The Community their accomplishment Stool, overall sustainable balanced. In the CSA aspects of community

The CSA is a sub and on some items get community members review of the community selected for community's future. If score high, however, t

To maximize the intentions. Repeating

The CSA was designed be expected that the in others. If any items Assessment offer an " about other ways you picture of the community

After filling out the Ecovillage Network

c/o Linda J 64001 County Road DD Moffat, CO

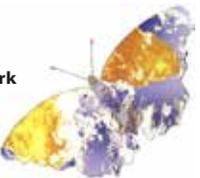
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Please feel free to or individuals. Yes

COMMUNITY SUSTAINABILITY ASSESSMENT (CSA)

Developed by the Global Ecovillage Network

www.gaia.org



Contact Person: Linda Joseph • linda@ecovillage.org
Ecovillage Network of the Americas
64001 County Road DD • Moffat, CO 81143 • USA
www.ecovillage.org



The Community Sustainability Assessment is a comprehensive checklist that anyone can complete to get a basic idea of how sustainable their community is. This assessment tool is applicable to any community. While it requires good knowledge of the life-styles, practices and features of the community, it does not require research, calculation and detailed quantification. This assessment takes about two-three hours for an individual to complete, or several times that if done as a group experience by community members.

RECOMMENDATIONS

[3] Conduct a neighborhood sustainability assessment to establish baseline metrics for measuring improvements.

- Assessment should address usage and cost of:
- Home Energy
 - Location Efficiency, Transportation & Mobility
 - Water Management
 - Waste Management

[4] Explore & document how location efficiency can reduce renewable resource/Greenhouse Gas (GHG) consumption and save money.



Resident Perception and Values

Home energy	use	\$
Transportation	use	\$
Water	use	\$
Household Waste	use	\$

Dimensions of Sustainability

The Dimensions of sustainability developed by Gaia Education, are systemically organized in their curricula as a mandala of what we perceive to be the four primary, intrinsic dimensions of human experience: Ecological, Social, Economic, and Worldview. Each of these four dimensions, in turn, contains five modules each – thus twenty subject areas total. While the four-fold mandala of over-arching ‘dimensions,’ representing an archetypal structural model, will remain constant, the actual titles and contents of the individual ‘modules’ may evolve and fluctuate over time.

Source: <http://ena.ecovillage.org>

3. EDUCATE

Through the Preservation of Pittsburgh Neighborhood Master Plan, efforts to continue to educate neighborhood residents and business owners on the many “ways to save” will help make the business case for sustainability stronger. Educating end users on the financial benefits available to them for measures such as weatherizing properties, participating in household recycling or community gardens will have a multiplier effect both freeing up money previously directed into inefficient energy use practices and help residents better appreciate opportunities to make the best of their neighborhoods by keeping it clean and junk free. A major opportunity for education lies in strengthening participation in local food networks and community gardens.

The City of Atlanta already has several very strong initiatives regarding community gardening, and with Pittsburgh’s central and accessible location, local food resources would grow providing important nourishment for many.



The process of educating people about the importance of recycling should begin with Pittsburgh’s youngest residents. Teachers should incorporate information on the various benefits of recycling into their lesson plans. Children in art class can incorporate recycled materials into their projects. Create a competition for elementary and middle school students that challenges them to submit ideas for ways to recycle various materials and implement the winning ideas in each school.

RECOMMENDATIONS

[5] Promote energy efficiency, wise use renewable resources, water conservation, and development of sustainable practices for future growth and development within the neighborhood.



Recycled materials can be used in the creation of art pieces, allowing an artist to be expressive while preventing materials from being sent to the landfill. Items such as clothing and furniture can be collected and donated to various charities or resold at thrift shops. A neighborhood-wide yard sale is a great way to find a second life for items that are no longer needed.

4. DEMONSTRATE

A robust Neighborhood Development Plan will be even more successful when all parties involved have a central and accessible location for residents, business owners, funding partners, and other stakeholders have a location to assemble and have questions answered, or to learn about new opportunities for making improvements in the neighborhood. Like the Southface Institute's new Southeast Weatherization and Energy Efficiency Training (SWEET) Center in Downtown Atlanta, a Green Home and Neighborhood Learning Center will provide a valuable community resource while providing a stabilizing influence for the whole neighborhood. Locating such a center in a neighborhood quarter identified for refill and redevelopment will provide the residents of the immediate area and the many others surrounding it with a neighborhood information hub on the many "Ways to Save" by building and renovating in green and using green best management practices throughout a typical day.

The Southface Institute's SWEET Center in downtown Atlanta provides an outstanding resource for the entire city, but developing a neighborhood scale learning center will aid in bringing the information and experience even closer to end users of the Pittsburgh neighborhood. A highly effective example of such a neighborhood learning center is the Charleston, SC GreenHouse Learning Center which provides a centralized facility as both a demonstration project and complete learning center for residents of the Park Circle neighborhood.

In addition to the physical influence that a Green Home and Neighborhood Learning Center can provide, it can also provide a psychological and cultural influence as well. Establishing this facility in a visible location within the Pittsburgh neighborhood will provide a regular reminder of the many ways neighborhood residents can make simple changes to save money and important environmental resources. Depending on daily programming, a Neighborhood Learning Center can provide a range of complementary after school and weekend programs for youth and adults alike. The facility can also partner with other local organizations to add "green-sector job" training opportunities with surrounding partners such as the Lifecycle Building Center and other business involved in the green economy of the Atlanta Region.

Finally, using this facility to demonstrate use of green building and renovation practices will be an effective way to building on the burgeoning recycling, composting, and environmental-stewardship practices in-place throughout Atlanta.



Demonstration Home and Neighborhood Learning Center
Renovate the existing property located at the intersection of Mary Street and Hobson Street into a multi-purpose building that can house a Neighborhood Learning Center for the purpose of demonstrating sustainability best practices to Pittsburgh neighborhood residents.

RECOMMENDATIONS

[6] Establish and fund the development of a *Green Home* for the Pittsburgh neighborhood in partnership with Southface Institute as demonstration project and learning center.

[7] Institute water conservation programs for homes within Pittsburgh neighborhood and incentives renovations using water conservation fixtures.

[8] Enable and encourage the formation of recycling partnerships with local firms in small scale neighborhood based convenience centers as a service for Pittsburgh neighborhood residents by establishing convenient drop off locations for recyclable items. In many communities, this service is provided as a way to increase ease and awareness of recycling options.

[9] Institute construction recycling programs and partnerships with area businesses to aid in cost-efficient renovations and new construction throughout Pittsburgh neighborhood and to provide a source for local jobs in the construction and green-sector economy.



Potential functions:

- Neighborhood Green Building Learning Center with on-the-job training for weatherization, green building, and renovation strategies
- Training Facility (to include Energy Star Kitchen, Water conservation Bathroom)
- Multi-purpose Rooms for Education, Training, and Community Use
- Neighborhood Compost & Recycling CTR

- Rain Garden and Rainwater Harvesting Demonstration Site
- Pervious parking lot with stormwater management best management practices
- Demonstration Site for Community Agriculture

Potential Partners:

- Southface Institute
- Lifecycle Building Center

- Home Depot Foundation
- Turner Foundation
- Pittsburgh Community Improvement Association
- Alliance for Community Gardens
- National Wildlife Federation
- Trees Atlanta
- SP Recycling
- USDA
- Georgia Urban Forest Council

[CASE STUDY]

CHARLESTON GREENHOUSE LEARNING CENTER
1441 East Montague Avenue,
North Charleston, South Carolina

Located in a remodeled 1940s era home in the Park Circle neighborhood of North Charleston, SC, the “GreenHouse Learning Center” has become a center for environmental learning and sustainability practices for the residents of this Lowcountry neighborhood. Initially funded through resources from the Noisette Foundation, the Sustainability Institute and GreenHouse Learning Center has documented more than 1 million dollars in energy savings and helped to train more than 6,000 persons in sustainability practices and ways to save. Through the work of the Sustainability Institute (<http://www.sustainabilityinstitutesc.org>) the GreenHouse Learning Center provides a demonstration center for use of the best practices associated with renovation and new construction technology. Additionally, the GreenHouse Learning Center is also home to the Energy Conservation Corps, a national AmeriCorp program designed to train at-risk young adults in green construction and weatherization skills and assists low-income households with reducing utility costs by weatherization and other energy efficiency improvements.



WATER MANAGEMENT

Consideration of specific rainwater management strategies during redevelopment throughout the Pittsburgh neighborhood will have multiple benefits. Collecting rainwater at the lot level using simple, affordable tools such as rain barrels will offer property owners with both a supply of water for use during extended dry periods while also helping resolve localized flood conditions during heavy rains.

Rainwater management within developed neighborhoods is often a challenge due to the heavily impacted landscape. Yet, individual residents can still accomplish successful rainwater management using the three following principles.

1. Slow it down - Accumulated rain water must be reduced, redirected, and slowed down starting at its source of generation.
2. Spread it around - Spreading rain water around over a broad area will help to distribute accumulation, velocity and total volume.
3. Get it into the ground - Getting it into the ground will help maintain even “base flow” from streams and wetlands in and around the site.

The following specific rain water management elements will be beneficial for redevelopment projects in the Pittsburgh neighborhood. These strategies are encouraged by local and statewide regulatory agencies and are encouraged as best management practices.

1. Rain Gardens
2. Rainwater Planters (storage or flow-through)
3. On-lot Rainwater Harvesting with Rain Barrels and Cisterns
4. Green Roofing
5. Use of Porous Material or Pervious Pavement

These five elements identified here are capable of isolating specific rainwater management concerns such as peak flow attenuation, water quality treatment, and long-term storage. When planned in a more comprehensive manner, combinations of these elements will operate together in a broader way offering positive benefits over a larger area. As each element has specific sizing criteria, functional limitations, and operational requirements, rainwater management requires careful consideration and sometimes specific engineering, however, when implemented at the individual lot can go a long way.



Portland, OR rainwater planter



Example of water tank

5. INSULATE

Amongst the most immediate and effective specific parts of this approach to achieving neighborhood sustainability are those that directly address weatherization, energy use, and building efficiency. The many existing programs for building weatherization provide a broad-range of opportunities for homeowners, business owners, and tenants to save money while improving the environment. Starting with weatherization programs sponsored by the State and Federal Government, properties can be eligible for grants and loans to make physical improvements to their structures. Using less energy and water will put more money in people's wallets providing a little more cushion for those struggling with rent or mortgage payments. It is important for project leaders in the government and non-governmental sectors to stay aligned on weatherization and energy efficiency programs so as to maximize potential long-term benefits, but in the short term, using the programs available to end users is very important.

In January 2011 the US Department of Housing and Urban Development (HUD) awarded two grants totalling \$2.9 million to the City of Atlanta and the Center for Working Families Green and Healthy Home Initiative. These grants will help make many of Atlanta's older homes healthier, safer and energy-efficient.



The US Department of Energy estimates that just under half (44%) of the energy used in the average American home goes toward either heating or cooling the home. However, there is some good news, the DOE estimates a homeowner may be able to reduce their heating bill by 10% to 50% simply by increasing the amount of insulation installed in their homes. Insulation should be installed in any barrier (wall or ceiling) that stands between cold air and warmer air or unheated spaces and heated spaces. So, in a typical home the most important areas to have well insulated are the ceiling, the walls and the basement. Crawl spaces and garages are also areas where insulation can be added to reduce heat loss.

Source: <http://www.doityourself.com/stry/understanding-insulation>

RECOMMENDATIONS

[10] Align redevelopment, new construction, and renovation activities with local, state, and federal weatherization funding options to maximize opportunities for home owners, business owners, and participating institutions such as Atlanta FHL Bank Energy Efficiency and Weatherization Program which support up to \$15,000 per residential unit for those making up to 80% median income and the US Department of Energy Weatherization Assistance Program who offers tax credits, rebates and technical assistance to homeowners and is implemented through state/local partnerships with Georgia Environmental Finance Authority and the City of Atlanta, or the SHINE – Sustainable Home Initiative in the New Economy – program which provides potential Tax Rebates of up to \$6,200 for weatherization and resource conservation items (i.e. hot water heaters)

Preservation of Pittsburgh is currently applying the principles of EarthCraft in the community through the Rehabilitation Program.



EarthCraft House

Established in 1999 by the Greater Atlanta Home Builders Association and Southface, EarthCraft is a green building certification program that serves Georgia, Virginia, Tennessee, Alabama, South Carolina and North Carolina. By addressing the factors that impact homes in this region, including high heat, humidity and temperature swings, EarthCraft serves as a blueprint for energy, water and resource-efficient single-family homes, multifamily structures, renovation projects, community developments and light-commercial buildings. To date, more than 13,000 EarthCraft homes, multifamily units and commercial buildings have been certified

6. CULTIVATE

Finding ways to accelerate the growth of community and private gardens will continue to strengthen the effect of local food networks. Whether the food is used to supplement existing resources at food banks or other community service organizations or to simply provide resources for neighborhood friends and families, enhancing the use of private and public open spaces that abound throughout the Pittsburgh neighborhood will cultivate the soils as well as the spirit. When combined with other parts of the approach to neighborhood sustainability, cultivation of local food sources will also provide the opportunity for market initiatives such as a regular fresh foods market within the neighborhood or perhaps even a local grocer to establish a shop.

In addition, enhancing in-neighborhood food production will help to support in-network composting helping to reduce waste and generate immediate resources. Working with local partners developing ways to improve the local food production and distribution infrastructure will ensure that efforts are not only incidental. Developing an Urban Agricultural Overlay Plan specific to the redevelopment efforts of the Pittsburgh neighborhood will ensure that efforts are intentional and support the desired transition to become Atlanta's Green neighborhood. Finding non-traditional ways to support urban agriculture and food production efforts such as tax abatements for lands used for food production may offer property owners to provide a resource for neighbors to productively use while surrounding properties are stabilized and redeveloped.

It is important to find established partners familiar with local food initiatives so that resources aren't misdirected or could be targeted to known gaps in the Atlanta market place. In addition, improving the ability to cultivate locally provide a permanent opportunity for local youth to stay involved in an activity that rewards hard work and community participation. Finding ways to broaden the local food production connection with area schools from kindergarten through high school and on into college will support long-term reinvestment into the Pittsburgh Neighborhood for years to come.



The Pittsburgh Community Improvement Association (PCIA) established the Welch Street Community Garden to bring a source of fresh produce to residents of Pittsburgh and to maximize the use of vacant lots in the neighborhood. PCIA partners with the Kroc Center to host cooking classes for residents to learn how to utilize the crops grown in the garden. This model has been extremely successful, and should be used as an example in future community garden efforts in Pittsburgh.

[ELEMENTS OF AN URBAN AGRICULTURE OVERLAY PLAN]

An Urban Agriculture Overlay Plan is a specific plan for using land within existing communities so as to establish a comprehensive approach to urban agriculture and production of a local food economy through the specific use of private and community gardens on vacant or underdeveloped parcels of land.

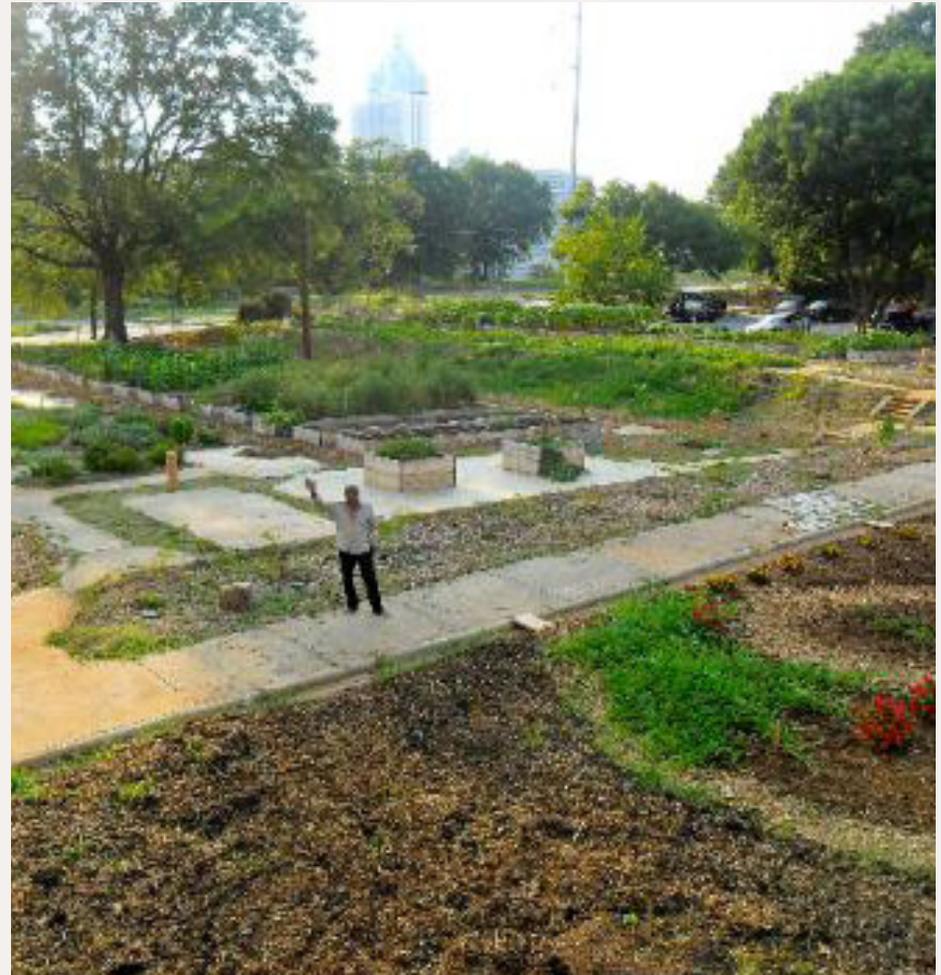
BACKGROUND

Communities around the country are investing in ways to make urban agriculture happen by improving zoning rules and regulations, supporting both small businesses and residents alike. Occupation of underutilized lands through urban agricultural operations and small scale market gardening can help provide many benefits while neighborhoods redevelop. Cities such as Portland, Chicago, Seattle and Boston have worked to rewrite zoning and other city rules regulations to support backyard agriculture, community gardens. Urban Agriculture Overlay Plans can help to improve certainty and awareness amongst neighbors by providing a consistent approach for land used for food production. Many communities have established local food policy councils to help guide decisions regarding provision and support of development of local food systems and community infrastructure.

PURPOSE

A specific Urban Agriculture Overlay Plan can be an effective tool for assisting in building a local food economy, improving food security for neighborhood residents, providing a source of healthy food, creating jobs and practical work experience for neighborhood youth, and a establishing a lasting legacy of the Pittsburgh Neighborhood as the Green neighborhood of Atlanta.

The Atlanta Local Food Initiative (www.atlantlocalfood.org) has identified that development of a strong local food system can deliver many benefits to the residents of the region. An Urban Agriculture Overlay Plan will document and lay out specific measures for the Pittsburgh Neighborhood that address food production and open space uses. The 2008 document, Atlanta's Sustainable Food Future (www.atlantlocalfood.org/Files/alfi.pdf) states that, "a greener Metro Atlanta



that embraces a sustainable, local food system will enhance human health, promote environmental renewal, foster local economies, and link rural and urban communities.” The aspiration message established in this document provides an reference for establishing a Urban Agriculture Overlay Plan for the neighborhood, that when enacted as a specific element of the overall Redevelopment Plan for the Pittsburgh Neighborhood will further well-established long-term goals already identified. In addition, by incorporating the other neighborhood development and community building practices such as encouraging resident leaders to become care-takers of vacant lots or adopting community gardens on vacant or under-developed lots, will formalize many practices in such a way that leads to consistency and stability, and in turn, encourage previous residents to return to their neighborhood and welcome in new ones.

SPECIFIC ELEMENTS

A specific Urban Agriculture Overlay Plan must be tailored to meet the specific needs of the community and a facility such as the Neighborhood Learning Center can act as a central hub for supporting the development of a Urban Agriculture plan specific to the Pittsburgh neighborhood.



Using the existing local food and urban agricultural resources throughout the Atlanta region will help to accelerate the opportunity for a long-lasting and successful community approach. Some elements of a Urban Agricultural Plan are listed below and more details can be found at the website (www.atlantainlocalfood.org). Specific elements to be addressed in a plan should include:

Supply – How, when, and where is food grown?

Production – What are the inputs (i.e. water, fertilizer, energy) needed in order to produce high quality food?

Access – How is food distributed, to whom, and where are the outlets? How are interested partners identified and used to promote the local food benefits?

Consumption – How and where is the food used and processed?

More specifically, establishing specific elements in a plan regarding landscaping practices for edible landscaping, signage, land use adjacencies, and small business/market garden formation will help to streamline delivery of urban agricultural services and reduce uncertainties during implementation. Aligning neighborhood resources with city-wide organizations such as the Truly Living Well Center for Natural Urban Agriculture (www.trulylivingwell.com) and regional initiatives by organizations such as Trees Atlanta and the Alliance for Community Gardens to secure financial and programmatic assistance, and encapsulating these relationships within a specific Urban Agricultural Plan for the Pittsburgh Neighborhood will help to ensure long-term success.

RECOMMENDATIONS

[11] Increase community based food production by investing in backyard, community, and private garden within the neighborhood and by providing resources, connections, and sites for use in community-based food production. Also, identify locations and managerial resource for instituting community gardens and work with local resource agencies (Salvation Army, School district, etc) to identify distribution purpose of surplus community provided food.

[12] Leverage existing neighborhood resources, interest areas, and strengths as a strategy for attracting green-sector jobs by promoting job creation within the neighborhood by supporting development of green-sector jobs by supporting zoning changes that promote green industry and community jobs, working with institutions for securing capital for green-sector job creation, and work with Atlanta Public Schools to secure apprenticeship opportunities for youth and young adults wanting to get involved with local green-sector jobs.

[13] Cultivate long-term relationships with common mission organizations, but with a focus on environmental improvements, such as TreesAtlanta for street and park oriented tree planting, the Georgia Urban Forest Council who offers resources for tree canopy research and replanting of street trees with demonstration projects made up of funding from national, state and local urban for-

est organizations, and seek out other urban agriculture and community garden development through challenge grants from USDA, National Wildlife Federation and other agriculture organizations.

[14] Work with local and neighborhood partners to establish an Urban Agriculture Overlay plan for the entire neighborhood that establishes a long-term approach to incorporating community and private gardens into on-going development plans.

[15] Work with local and neighborhood partners to continue street tree planting during redevelopment to ensure coordination with respect to power lines, other service utilities, and canopy creation goals.



Food purchased at supermarkets is often trucked or flown in from other states and even other countries. The great reliance on fuel-intensive long-range transport of food is unlikely to be sustainable. Also, such food products are often genetically modified and are laden with antibiotics and petroleum-based pesticides and fertilizers, all of which have deleterious effects on human health. Community Supported Agriculture (CSA) is a way that residents can receive seasonal, organic, and local food products if they are unable to grow them in their own gardens. Additionally, there are many vacant lots and plots of ground within Pittsburgh that could be transformed into fruit and vegetable gardens in order to provide a year-round source of inexpensive produce for residents.

CONCLUSION

The six elements and the associated recommendations identified here offer an important framework for implementation of sustainability measures that are neighborhood based. Incorporating the short-term and long-term goals identified throughout will have a measurable effect at both the neighborhood and city-wide scales. As indicated throughout the Preservation of Pittsburgh Neighborhood Master Plan report, aligning with area partners to leverage resources and identify ways to fill the gaps in service delivery will also serve to enhance long-term positive influences within the neighborhood.

9 transportation

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT





View from University Avenue down McDaniel Street

TRANSPORTATION

During the December, 2011 design charrette, transportation engineers from Hall Planning & Engineering (HPE) worked as part of the team to identify areas in the neighborhood that required transportation analysis.

The team studied street designs in the neighborhood and analyzed their impact on driver, pedestrian, bicyclist, and transit rider behavior. These observations were then used to inform recommendations for a more walkable, balanced, and multi-modal transportation system that addresses the needs of pedestrians, bicyclists and transit riders.

Using the input received from the community and the site observations documented, the team identified a list of focus areas:

1. University Avenue Transition Design
2. McDaniel Street Speed Management
3. Norfolk Southern Rail Crossing on McDaniel Street
4. Walkable Thoroughfare Sections
5. BeltLine Rail Interface

The new BeltLine stations slated to be on the south side of University Avenue can provide more transportation choices for Pittsburgh residents and spur economic activity by bringing in new residents seeking more transportation choices.

“Walkability,” as used in this study, describes the extent to which places are comfortable for pedestrians, cyclists and transit users. Walkable places require a mix of uses, public spaces, a fine-grained network of connected streets that provides many options for travel, managed vehicle speeds, and human-scaled development placing ameni-

ties and services within a ¼ mile radius. A walkable community is one that encourages the use of a mix of modes (pedestrian, bicycle, transit, and motor vehicle). Walkable communities are created by a number of factors; a few are listed below:

- On-street parking
- Mixture of uses and intensity
- Streets with managed speeds
- Connected network of streets
- Buildings fronting streets
- Sidewalks
- Narrow streets

Walkable transportation policies often stand in sharp contrast to suburban or conventional policies that are mono-modal, resulting in the singular use of the automobile for mobility. The places that were created by conventional transportation and parking policies promote higher speeds (serving the need of automobile users) and are not walkable or human scale.

Much of America's development pattern is highly influenced by street and highway networks: streets that are designed to move automobiles only lead to automobile-oriented land development (think strip centers with large parking lots and drive-through services). In contrast, a multi-modal approach to designing streets yields pedestrian-friendly land development patterns, such as neighborhood-scale retail and dining, along with live/work townhouses and local civic facilities such as neighborhood churches, parks, and schools.

Highways designated as arterials change little as they approach developed areas. Generally speeds drop from 55 to 45/35 mph, but on-street parking is usually not allowed in emerging areas and is often removed from older areas. Arterial street designs, by definition, tend to

exclude intersections with side streets of limited volume, leading to longer block size (600 to 1,000 feet and higher) and higher speeds (45 mph or more), both of which cause difficulty for pedestrians.

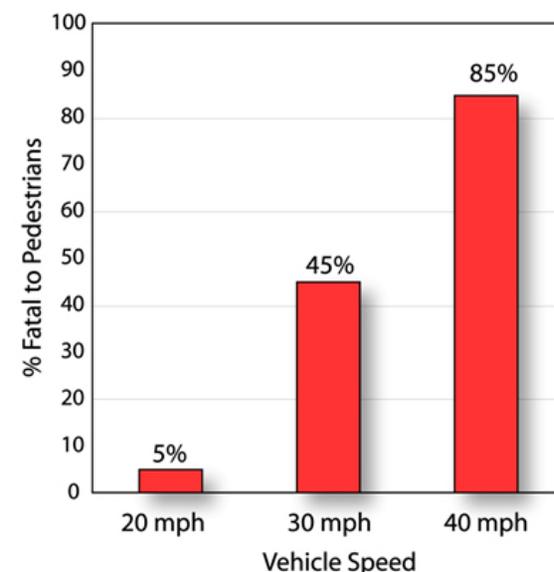
COMMUNITY VISION

The Pittsburgh neighborhood has retained much of its historic grid of streets. Over time, some streets have been widened and some intersections have been modified to permit higher capacity traffic flow. These changes have yielded unintended consequences, one of which is higher speed traffic flow, especially in off-peak periods that are higher than desired for a walkable area.

The urban design vision for Pittsburgh, as described by the community and refined by the design team during the charrette, is a return to a safer, more walkable neighborhood, with a variety of housing types, places to shop and dine, and restoration of the open spaces in the neighborhood. This urban design vision is an important part of the transportation design criteria for Pittsburgh. The return to a walkable neighborhood requires managing traffic speeds to pedestrian-friendly levels and making pedestrian-supportive streetscapes.

VEHICULAR SPEED AND WALKABILITY

Vehicular speed is a key factor in urban design because it plays a critical role in the walkability of an area, due to its relationship with pedestrian fatalities. The Figure on the right illustrates a pedestrian's chance of being killed in a crash in relation to vehicular speed. The graph indicates that pedestrian fatalities average 45% in a crash with a vehicle traveling at speeds of 30 mph, while pedestrian fatalities are almost double – 85% – in a crash with a vehicle traveling at 40mph.



LAND USE FIRST, TRANSPORTATION SECOND

Urban places with greater safety, capacity, and economic viability require pedestrians, bicycles, and transit vehicles as part of the mobility mix. To achieve these places, the patterns of proposed development must be specified first, during the community planning stage. Then, transportation plans for balanced mobility can be crafted with walkability considered first and vehicle mobility second (land use first, transportation second or "LU1-TR2"). This is not to imply that motor vehicle mobility will be dramatically reduced, but that pedestrians are more vulnerable than drivers, and solutions for their safety and comfort are more complex. Often, greater walkability yields only small reductions in vehicle capacity, even though vehicle speeds are lower. Generally, more streets per square mile result from a more open network and drivers can avoid the degree of peak hour congestion that occurs when a limited number of large streets break down.

EXISTING CONDITIONS

THOROUGHFARE SYSTEM: LANES, BLOCKS, CONNECTIONS

Transportation network frames the Pittsburgh Neighborhood, bounded by I-75 on the east (south of University Avenue, the Atlanta historic rail line to the south, Metropolitan Parkway to the west, and Ralph D. Abernathy Boulevard to the north, as depicted in Figure 1

aerial photograph. A ramp connects I-75 with University Avenue and all other intersections are at grade. The AADT (average annual daily traffic) and number of travel lanes for the bounding streets (also shown in Figure 1) complete the important technical base data. Interior streets consist, by and large, of two total lanes, with parking on one or two sides. Traffic counts for McDaniel are also shown in Figure 1. Given the current number of lanes and existing traffic, all of the thoroughfares appear to be operating at

an acceptable daily level of service. Peak hour level of service, the key operations measured, was not calculated due to lack of data.

Block length averages about 440' x 230', measured to the center of the intersection, for most blocks in the neighborhood. This provides an excellent block size for good walkability, yielding multiple routes for pedestrian, bike and automobile access. During the charrette, while the team found limited evidence of speeding, problems occurred primarily on University Avenue and McDaniel Street. Speeding on other streets appears to be related to the lack of on-street parking usage, which is related to the general neighborhood housing vacancy. University Avenue and McDaniel Street are addressed separately below.

Good neighborhood connectivity exists to the south and west, via University Avenue and Metropolitan Parkway, respectively; northern streets yield limited connectivity, with only McDaniel Street and Humphries Street connecting north to Ralph D. Abernathy Boulevard. Quite limited connections run east, due largely to the rail presence and just beyond, the solid wall formed by I-75. Fortress Street, the southeastern street aptly named, given the general lack of permeability, does connect north across the railroad tracks at an un-gated crossing.

TRANSIT ROUTES AND CONNECTIVITY

Pittsburgh appears to be well-served by transit. The two principal routes, Route 42 and 95 on the edge of the neighborhood provide north-south connections within the neighborhood and its surroundings.

Route 42 runs north-south through the neighborhood with stops within an average ¼ mile distance (five-minute walking distance). It connects to the Five Point Rail Station



Figure 1: Pittsburgh Bounding Thoroughfares, Lanes, and Daily Traffic

which offers great flexibility for commuters since it connects to the Blue, Green, Red & Gold Lines. The route runs about every 30 minutes during the weekday.

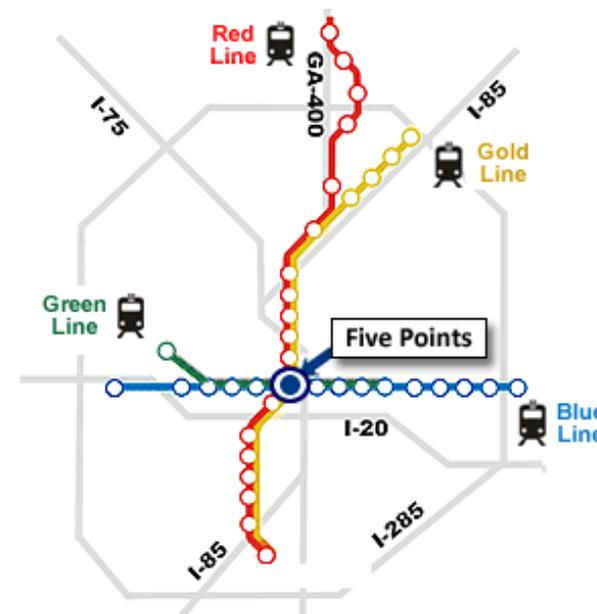
Route 95 runs on Metropolitan Avenue, on the edge of the neighborhood, with stops ranging from ¼ mile, ½ mile away or greater distances. This route also provides north-south access and connects to the Red and Gold rail lines,

which connect to Downtown, at the West End Station. The route runs every fifteen minutes during the weekday.

During the charrette, residents expressed a desire for additional bus shelters. The team provided typical designs for bus shelters, indicating these can be constructed within the existing ROW along McDaniel Street (See drawings on page 9.13 of this chapter).



Figure 2: Transit Routes



Source: www.itsmarta.com, Marta Routes & Schedules

BICYCLES

With the exception of Ralph D. Abernathy Boulevard, a divided four lane arterial with bike lanes; no other dedicated bicycle facilities exist in the study area. However, this presents no problem since most of the interior streets are easily bikeable without additional modification. There are roads where bikability might be more difficult due to steep slopes. During the charrette, the team studied University Avenue and determined that shared lane markings, or “Sharrows”, combined with on-street parking to manage traffic speeds, were appropriate. This is discussed further under the Recommendations. For McDaniel Street. Connect Atlanta recommends designation of McDaniel Street as a secondary bike route.

SHARROWS

Providing shared lane markings, such as a sharrow, will encourage greater bicycle use. A sharrow is a specific pavement marking. Sharrows indicate preferred routing and location for bicyclists within a thoroughfare travel lane and also indicate to motorists that cyclists are sharing the thoroughfare. Greater visibility of cyclists yields increased safety, especially in the vulnerable intersection turn area.

Sharrows are the preferred facility type for bicyclists on thoroughfares with posted speeds between 20 mph and 30 mph, particularly for streets with on-street parking. The sharrow pavement marking consists of a bicyclist or bicycle symbol with two chevrons on top, indicating the

direction of travel. The sharrow should be located such that the center of the marking is along an imaginary line 5' away from the edge of the parking lane, if a parking lane is present, or 5' from the curb face if no parking lane is present. On multilane thoroughfares, the sharrow is located in the rightmost lane. The sharrow should be placed at the beginning and end of each block and at least once mid-block. They are prevalent all over the country and are included in the Manual on Uniform Traffic Control Devices (MUTCD) 2009 update.

Bicycle parking is often overlooked but critical to encouraging bicycle usage. Ideally, bicycle parking should be provided in the front of a store or building, in plain

sight, easily visible from inside the store or building. The simple "U" rack is a good choice for bicycle parking (see Image below). The "U" rack is simply 2 inch or 3 inch diameter pipe, bent into a "U" shape, and anchored into the sidewalk like an upside-down "U". A single rack can accommodate two to four bikes.

A minimum of one bicycle rack, capable of supporting two bikes within the public frontage for every five vehicular parking spaces, should be installed parallel to the street. By placing the racks parallel to the street, the racks will allow the parked bicycles to take up space along the curb line, rather than block the sidewalk.



Low cost and immediate improvement to existing streets can be the addition of Shared Use Lane Markings or "Sharrows" to indicate that this is a preferred bicycle route.



Installation of U-rack bicycle racks can accommodate proper parking for bicycles.

WALKABILITY INDEX

The Walkability Index utilizes the Transect theory to describe context zones. The Transect organizes the natural, rural, sub-urban, and urban landscape into categories of compactness, richness of opportunity, and street structure. One operating principle of the Transect is that elements of a certain type belong in certain environments; for example, an apartment building belongs in a more urban setting, and a house on a large lot belongs in a more rural setting. Some kinds of thoroughfares are urban (streets), and some are rural (roads). For the Pittsburgh Neighborhood Walkability Index, the Sub-urban (T3) to General Urban (T4) zone was applied for analysis purposes. These Transect zones are briefly described as the following:

T3 Sub-urban consists of low density residential areas, adjacent to higher zones with some mixed-use. Blocks may be large and the roads irregular to accommodate natural conditions. T4 General Urban consists of mixed use but primarily residential urban fabric and may have a wide range of building types: single, sideyard and rowhouses. Streets with curbs and sidewalks define medium-sized blocks.

In general, the Walkability Index is applied only to places designated as T3 to T6. T1 and T2 areas (Natural and Rural environments, respectively) are assumed to be mostly traveled by the automobile and do not lend themselves to walkability by their context.

For the index, the team carefully selected ten walkability criteria related to quality of the walking environment during the last two decades:

VEHICLE SPEED - Non-peak hour free flow speed, measured with a speed gun; a minimum of 10 samples are recommended; when actual speeds cannot be measured, the practitioner may use the thoroughfare's posted speed as a minimum procedure

THOROUGHFARE WIDTH - Street width at each pedestrian crossing, measured curb face to curb face

STREET PARKING - Presence of on-street parking, percent of a block face where on-street parking is provided and in use

SIDEWALK WIDTH - Full width of paved sidewalk, sensitive to context, per Transect Zones

PEDESTRIAN CONNECTIVITY - The distance between street intersections or mid-block crossings, a measure of network density

PEDESTRIAN FEATURES - Presence and quality of pedestrian features

STREET ENCLOSURE - The ratio of building height to street width

LAND USE MIX - The presence of a variety of pedestrian attractive land use types; also Transect sensitive

FAÇADE DESIGN - The number of doors and windows, and the overall character of the façade

TRANSIT/ BICYCLE FEATURES - The presence of bus shelters, stops, bicycle lockers and bicycle racks

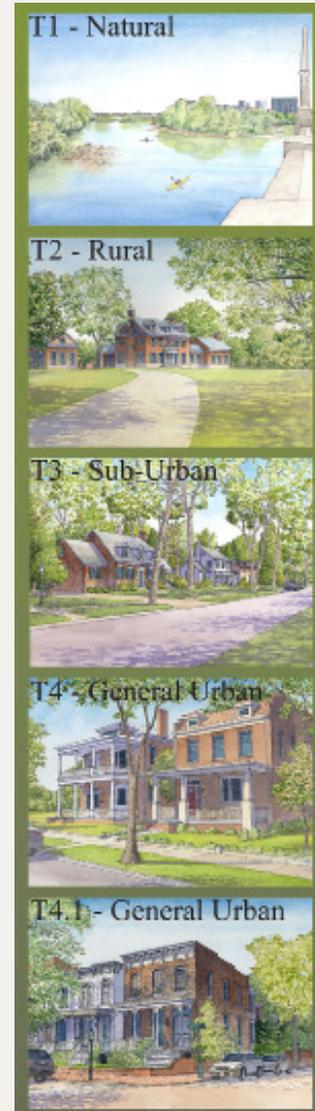




Figure 4: Speeds along University Avenue exceed 40 mph

TARGET SPEED VS DESIGN SPEED

“Target” speed versus “design” speed is an important distinction in that design speed is defined by curvature and super-elevation whereas target speed incorporates and relies upon many elements of the urban street environment to achieve the resulting speed. Elements such as narrow travel lanes, on-street parking, adjacent building frontages, street trees, presence of sidewalks, and short block lengths all help to inherently manage speed. These elements must be managed and coordinated on both sides of the right of way line. When these elements are present, drivers “read” a street and travel with care and caution, driving at managed speeds that are appropriate to the intended urban environment.

turnovers. Gibbs states that each stall directly supports one small, urban business. Therefore, these spaces will provide great economic opportunities for local businesses and the City, as well as serve as a buffer to pedestrians on the sidewalk.

DESIGN SPEED FACTORS

Design speed is the most critical element of walkable thoroughfare design, and requires careful consideration. Lane width and curb radii play a key role in managing speed and reducing accidents in lower speed environments. These elements are designed in response to the function and context of the roadway, which is defined by its spatial enclosure, block size, intersection arrangement, and level of pedestrian and automobile traffic, but these factors primarily set the context for the thoroughfare. The lane widths and curb radii are designed in response to the expected level of enclosure and intensity, not vice versa.

If the physical elements of the roadway are appropriate to its function and context, traffic speeds will be managed naturally, eliminating the need for redundant traffic calming devices such as speed humps, bulb-outs, and raised intersections. In fact, these traffic calming devices, when used on an appropriately designed urban thoroughfare system, can create access problems for utility and emergency services vehicles and should be avoided.

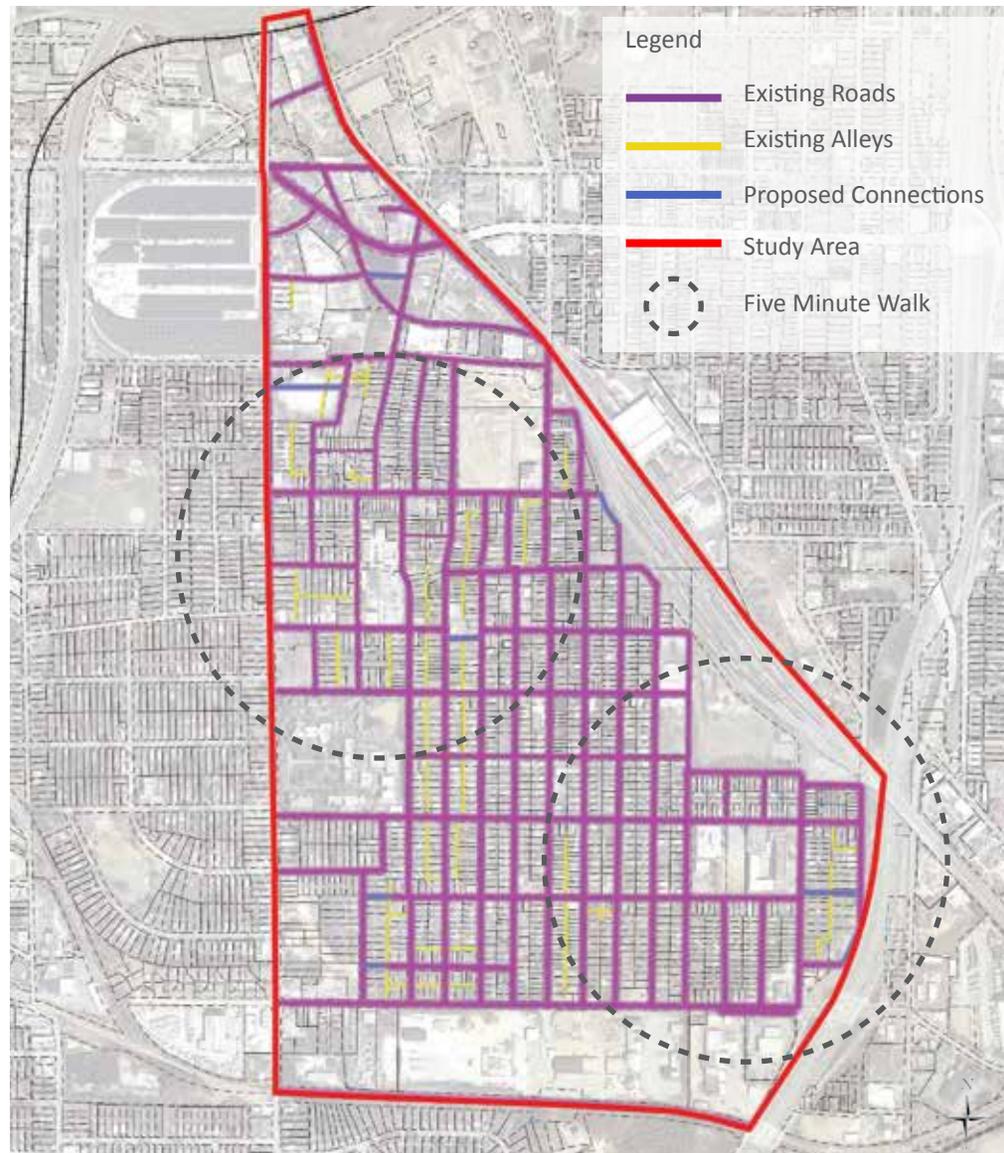
RECOMMENDATIONS

Conventional traffic engineering tended to focus on minimizing automobile delay. More recently, emphasis on creating pedestrian-friendly environments has emerged. Automobile movement and pedestrian comfort are not mutually exclusive goals, but a lack of pedestrian-oriented design makes for higher motor vehicle speeds, therefore, affecting pedestrian activity. The thoroughfare design elements described in this chapter are intended for both automobile and pedestrian efficiency, with narrow lane widths, on-street parking, and shorter curb radii, in contrast to conventional streets.

Following the paradigm of LU-1/TR-2, or Land Use First/Transportation Second, the project team created specific urban design concepts for redevelopment areas. Walkable thoroughfares were then created or adapted from existing street sections to serve these areas with appropriate vehicle speeds. The target speed for a walkable thoroughfare is 30 mph or less. The vast majority of streets can be retrofitted within the existing curb lines to promote these lower speeds, while reducing the costs of redevelopment.

UNIVERSITY AVENUE TRANSITION DESIGN

As the major thoroughfare separating the neighborhood from the future Transit Oriented Development along the BeltLine light rail system, University Avenue plays a critical role in Pittsburgh's transportation system. University Avenue is also the primary gateway into and through the community for I-75 traffic. During the charrette, the team measured travel speeds in excess of 40 mph along University Avenue (Figure 4). For great walkability, 30 mph is the maximum desirable speed for a thoroughfare. The odds of a pedestrian fatality increase to over 45% once impacting vehicle speed exceeds 30 mph.



Existing Street Network and Proposed Connections

At the same time University Avenue speeds are being managed to promote walkability, it must also continue the gateway thoroughfare function, serving the new BeltLine area Transit Oriented Development (TOD) homes and business with primary access. Access for buses and large trucks, for instance, must be provided.

To balance these needs, the team proposes the thoroughfare sections indicated in Figures 7 and 8. These designs transition University Avenue from a four-lane road with no median, to a three lane thoroughfare with a flush-median or “safety strip.” A “safety strip” is a tool used by traffic engineers to manage vehicular speed while providing flexibility for atypical vehicle movements on a narrow thoroughfare, such as carefully passing a parking vehicle

or for emergency vehicle access. Safety strips are made of a rough texture and should be laid with vertical offsets of ¼ inch to 1 inch making it possible, but uncomfortable, to drive on for long periods of time. Safety strips are to be placed between two lanes of opposite direction, and can function as an informal left-turn lane. The safety strip may also be used for temporary deliveries to adjacent businesses without stopping the flow of traffic



Figure 5: Proposed Offset Intersection at McDaniel and Roy

The median would be constructed with granite cobble, such as that shown in Figure 6. The cobble is designed as a sufficiently uncomfortable surface to discourage motorists from routinely driving on it, but also suitable for use as an emergency lane or left turn storage lane. Large trucks, for instance, could use the center median if needed for their turning movements. The paved travel lanes, however, would be 10' wide to help manage vehicle travel speeds and marked with shared lane markings and “Bicycles May Use Full Lane” signs. Cyclists riding in the travel lanes could be safely passed, if necessary, by motorists using the center safety strip as well. Consequently, this thoroughfare design balances the demands of several modes of transportation – managed vehicle speeds encourage pedestrians and cyclists, the flush median enhances emergency service, transit, and large truck movement, and the travel lanes continue to permit automobile access. Safety Strips create win-win outcomes.

Where development emerges adjacent to the thoroughfare, on-street parking can be added in the ROW on one or both sides, as shown in Figure 5. Under this arrangement, the sidewalk and planting strip are combined into a 10' sidewalk with treewell and placed in an easement on private property, to allow width for the parking lane in the ROW.

SAFETY STRIP

A “safety strip” can help to manage vehicular speed on narrow streets while providing flexibility for atypical vehicle movements such as passing a stalled vehicle or aiding emergency vehicles.

Safety strips are made of a cobbled texture with vertical offsets of ¼-inch to 1-inch. This surface makes it possible, but uncomfortable, to drive on for extended distances. Safety strips are placed between lanes with travel in opposite directions; they can also function as an informal left-turn lane. Safety strips may also be used for temporary deliveries to adjacent businesses without stopping the flow of traffic.

Safety strips are included in the Atlanta City Standard Street Sections and during the charrette, members of the team discussed the details of safety strips with the Planning Department to ensure that this design alternative could be implemented in Pittsburgh.



Safety Strip on Main Street, Columbia, SC

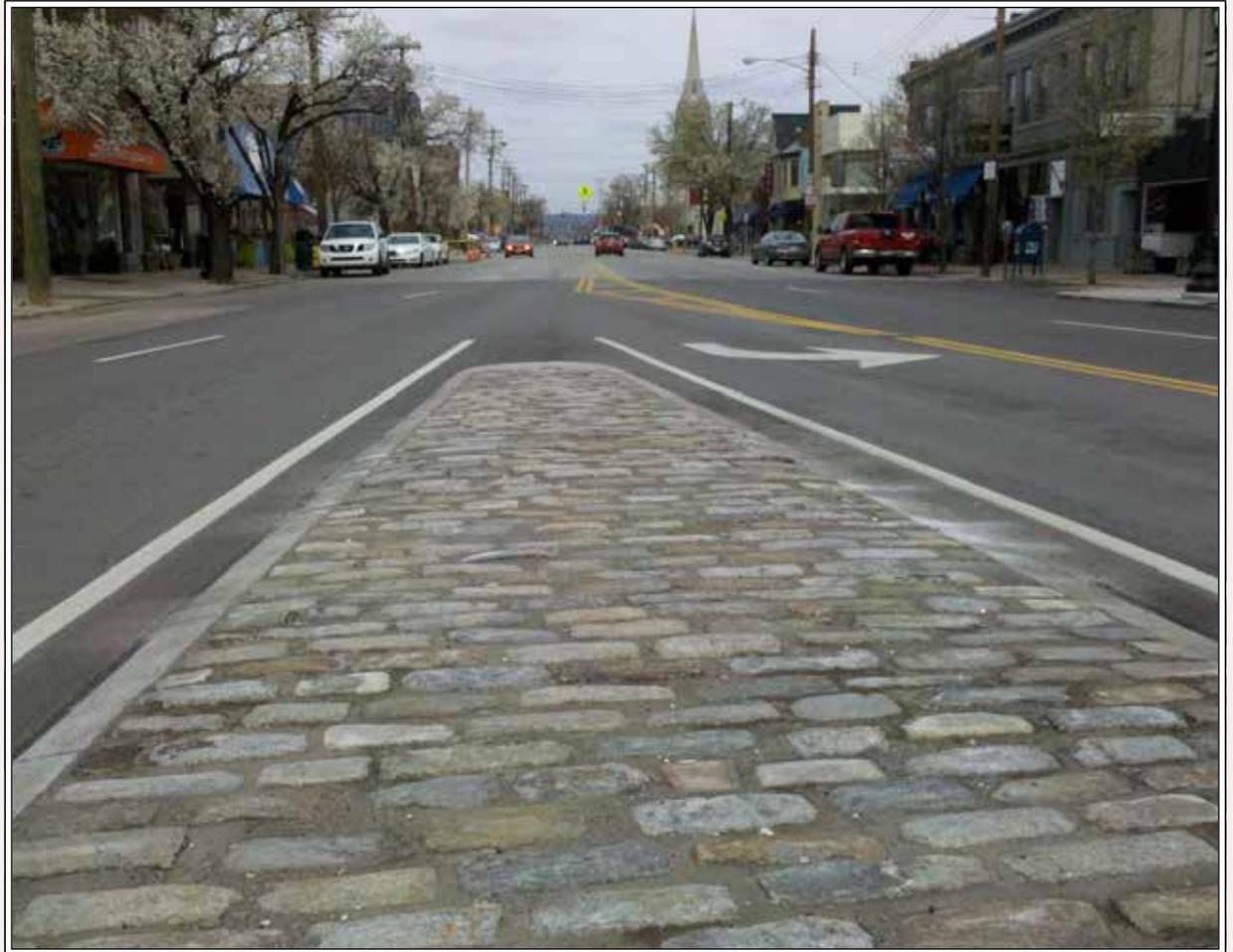


Figure 6: Example of Flush Median or “Safety Strip” with Granite Cobble

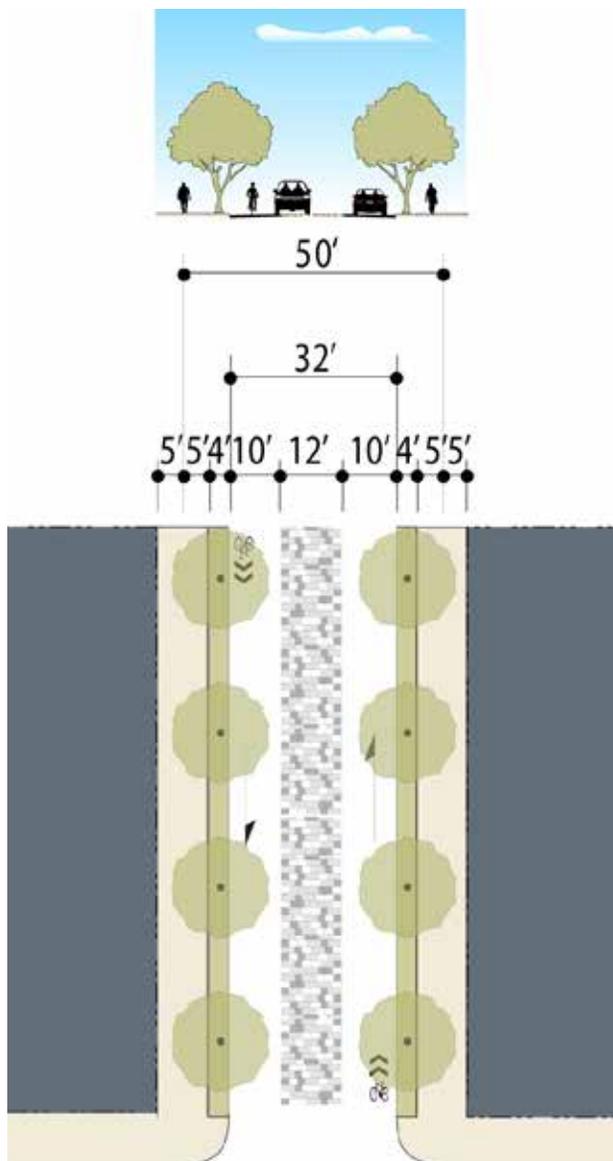


Figure 7: Conceptual University Avenue 3-Lane Section with Safety Strip and Shared Lane Markings

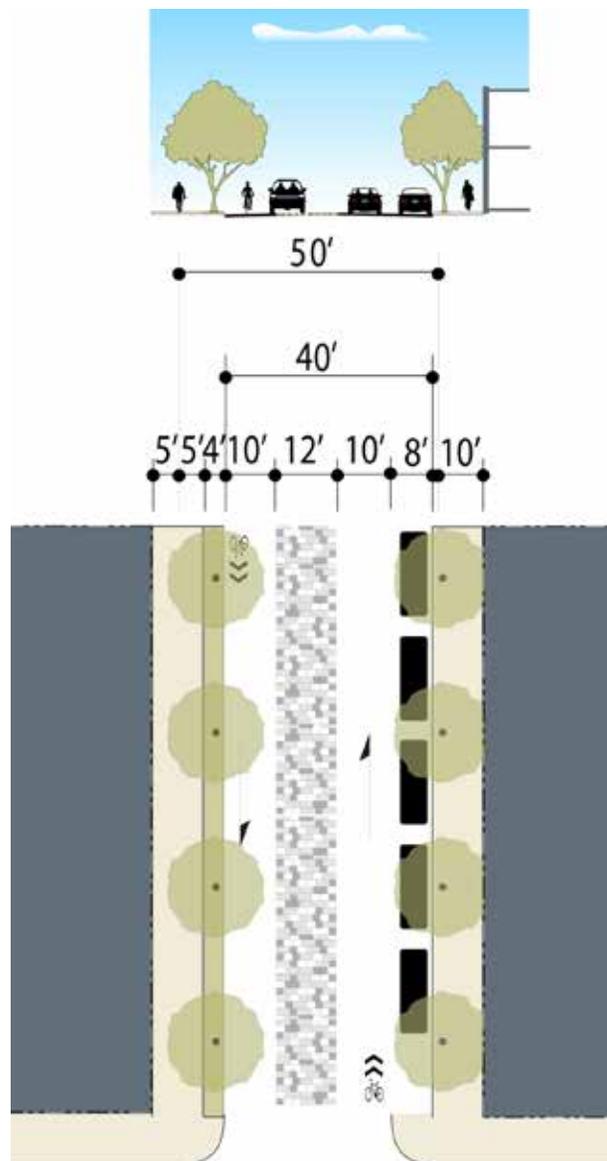


Figure 8: Conceptual University Avenue Section with On-Street Parking and Sidewalk in Private Easement

MCDANIEL STREET SPEED MANAGEMENT

McDaniel Street is the primary transit and commercial thoroughfare in Pittsburgh. The team studied vehicle speeds and found speeds in excess of 30 mph south of Mary Street. North of Mary Street, speeds were in the acceptable 25-30 mph range, most likely due to a greater usage of on-street parking and the off-set of the street alignment at Gardner Street. To replicate these conditions further south, the team recommends more on-street parking on at least on one side of the street, and introduction of an additional centerline offset of the street alignment at Roy Street (Figure 5). This figure also shows an “alternating” parking arrangement designed to complement the centerline lane offset and further manage traffic speeds. Parking spaces should be “boxed” or marked out in specific locations along the street to accommodate driveway cuts.

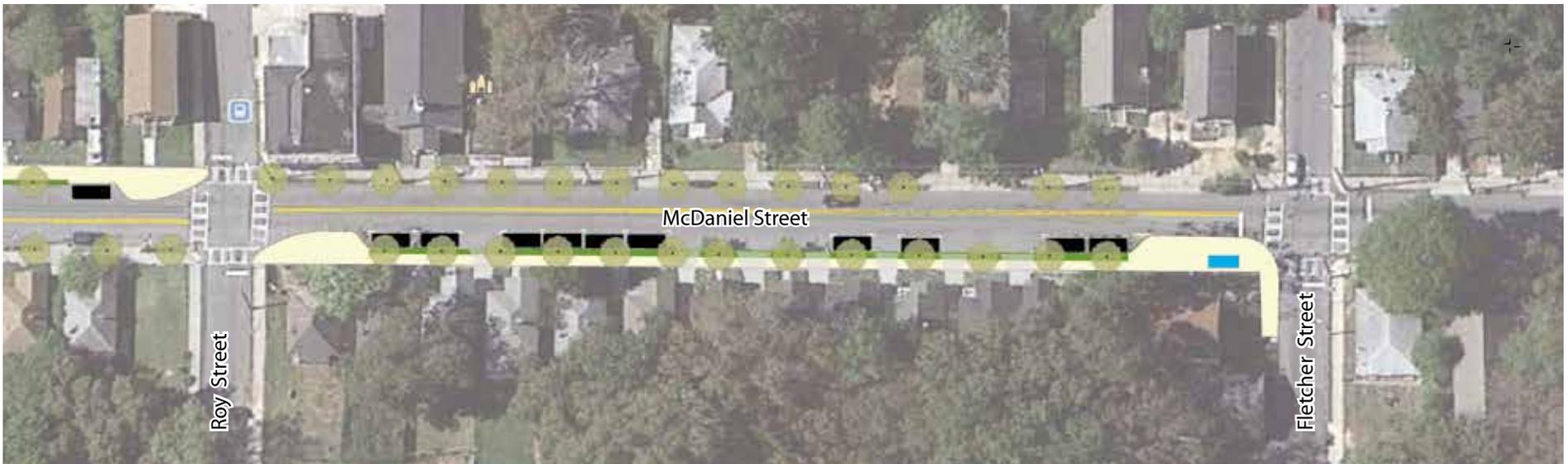
Between Arthur and Gardner Streets, the team recommends allowing parking on both sides of the street. This area is shown as a town center on the Master Plan, with increased opportunities for retail and other activity. Additional parking will support these activities as well as provide additional speed management in this highly walkable location. Minimum lane widths and clear zone will be offset by the short block lengths and permeable street network surrounding these blocks, providing exceptional emergency services access even with the narrower distances between parked cars.

NORFOLK SOUTHERN RAIL CROSSING ON MCDANIEL STREET

At the north end of McDaniel Street, the Norfolk Southern rail yard switching tracks cross at a sharp angle. This angle makes crossing the tracks on foot, by bike or by wheelchair difficult. The tracks tend to “catch” wheels or feet. In



Proposed McDaniel street improvements between University Avenue and Roy Street



Proposed McDaniel street improvements between Roy Street and Fletcher Street



Figure 9: Rail Crossing on McDaniel Street

addition to the angle, the tracks are of unequal elevation, with the middle tracks being higher than the two outside tracks. During the charrette, residents specifically pointed out the difficulty crossing these tracks on foot or in wheelchairs. Residents also described a long-standing problem with trains blocking McDaniel Street during switching operations in the rail yard. The team addressed these as two separate problems.

CROSSING ON MCDANIEL STREET

Railroad tracks present a significant obstacle for pedestrians and cyclists. When tracks cross at a right-angle to the street, the crossing is as short as possible, and the rails are relatively easy to traverse. At the more extreme angles, such as those shown in Figure 9 on McDaniel Street, the crossing distance is greater, as is the likelihood of a bicycle or wheelchair wheel getting “trapped” in the gap between the rail and the asphalt.



Figure 10: Prefabricated Rail Crossing Panels at University Avenue

McDaniel Street itself is 45’ wide at the crossing – much wider than the width of the street on either side of the track (about 30’). This additional width can be used to address the crossing problem. The team recommends using pre-fabricated crossing panels, such as those found at the McDonaugh/University Avenue crossing and shown in Figure 10 to provide a smooth and regular crossing surface on the west side of the crossing. As shown in Figure 11, the vehicle crossing lanes would be narrowed and shifted to the east to provide a wider pedestrian crossing area. With this wider area, pedestrians using wheel chairs will have ample room to maneuver a 90 degree crossing angle to the tracks.

[COST ESTIMATE]

CONCRETE PRECAST PANELS

An estimate of \$120,000.00 for the concrete precast panel crosswalk treatment at McDaniel Street and the Rail Road tracks shown in figure 10.

BLOCKING OF MCDANIEL STREET

Residents noted a chronic problem with the blocking of McDaniel Street by switching operations in the NF rail yard. The outer tracks through the intersection are, in fact, switching tracks for the yard, so the yard technically extends through this intersection. Georgia State law permits railroad employees to block streets, if needed for company operations (46-8-197 Georgia State Code). The state law specifically overrides any local laws that may be passed in this regard. Therefore, the railroad has substantial discretion in its use of McDaniel. On the other hand, Norfolk Southern is also a neighbor and a part of the community. Switching operations are conducted by human employees, not computers, and there is a certain amount of judgment involved. To the extent railroad employees share the community’s concern for keeping McDaniel open, switching operations can be conducted in such a way as to minimize delays on McDaniel.

The team recommends, then, a political rather than technical solution to this problem. Neighborhood leadership should strive to form closer relationships with the NF track supervisors. Involving the railroad in this creation of this plan, for instance, is a good way to further these relationships. The neighborhood and the railroad are going to have to share McDaniel Street for the foreseeable future – they are essentially “married” on this issue. Like any marriage or long-term relationship, the key to success is likely to be continual effort, communication, and negotiation about respective needs and abilities. Next steps should involve ECO-Action and S.A.F.E. Coalition.

WALKABLE THOROUGHFARE SECTIONS

Walkable thoroughfares are highly dependent on managed vehicle speeds. Speeds must be managed to less than 30 mph to be safe and attractive to pedestrians. The McDaniel Street modifications, described above, are one example of this type of thoroughfare design. The City of Atlanta has prepared an excellent set of standard walkable

thoroughfares in the Atlanta CTP Street Design Guidelines. These include reduced travel lane widths, wider sidewalks, bicycle facilities (including shared lane markings) and even the flush median or “safety strip” proposed for University Avenue (above). The team recommends these thoroughfares be applied in the TOD portion of the neighborhood, when redevelopment of this area occurs.

BELTLINE RAIL INTERFACE

The team met with planners for the Atlanta BeltLine project during the charrette. The Pittsburgh rail station was envisioned during that meeting as a sort of “large bus stop”, in terms of level of facilities required. Specifically, a 100’-200’ platform was specified to accommodate two 80’-90’ LRT vehicles. The City has a set of ramp and stair typologies that should be used for detailed design at the appropriate time. One key design feature is the elevation of the rail line itself, which affords terrific views of the neighborhood. The Forest Hills Garden transit station in Long Island, NY, was cited as one possible design prototype with a similarly elevated rail line. In addition to the rail line, a multi-use path is planned for inclusion in the rail ROW, and should be shown as such in the Illustrative Master Plan.

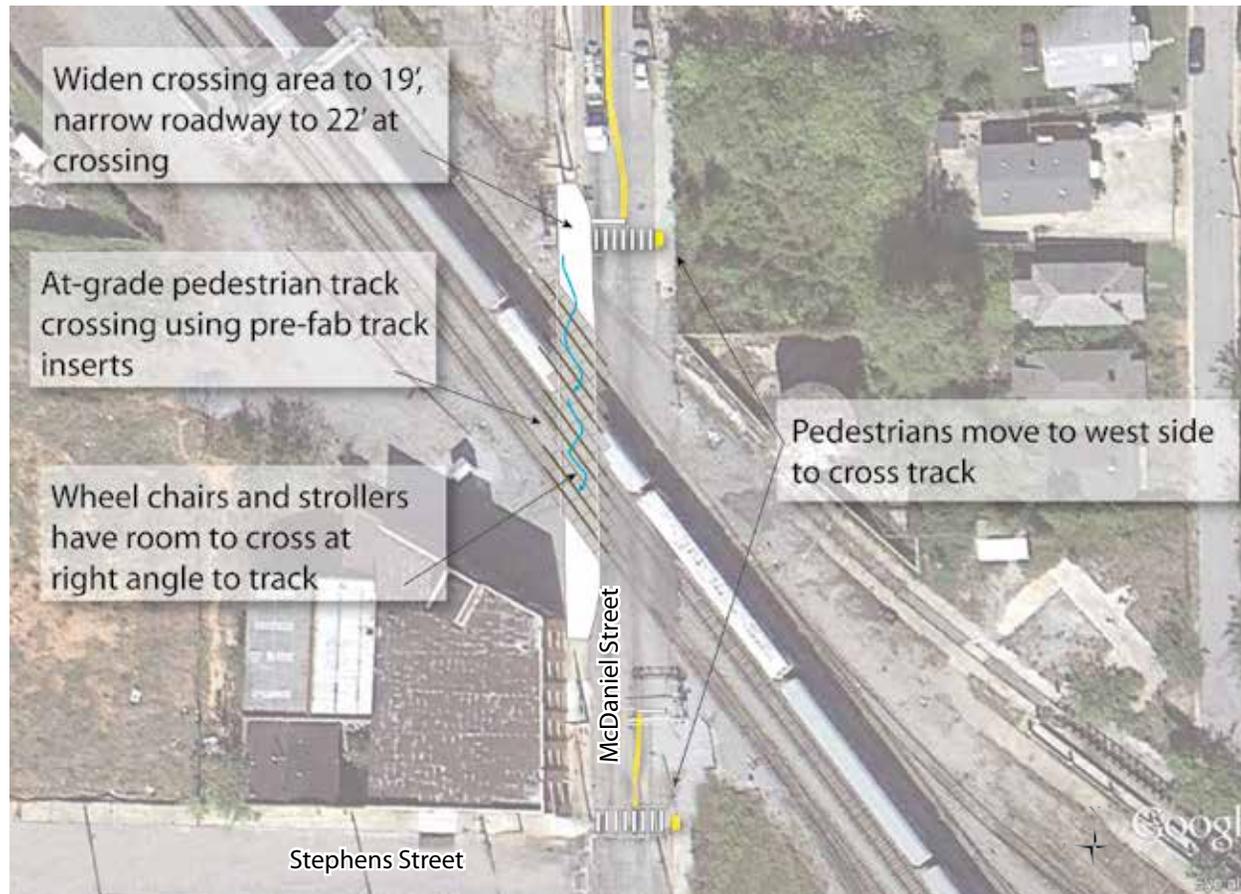


Figure 11: Concept Plan for Pedestrian Crossing at McDaniel Street

GETTING THERE

The Department of Transportation (DOT) is applying community-oriented ideas to a significantly larger share of proposed six-year expenditures. In essence, DOT wants to take livability mainstream in the following ways:

- Adopt a broad “complete streets” policy. DOT proposes requiring that all “open access roads” be built as “complete streets” with accommodation for bicycle and pedestrian travel.
- Consolidate programs and set new goals. Redundant highway and transit programs would be consolidated, and substantial new line items would be geared toward livability. The Federal Highway Administration (FHWA) budget includes \$27.4 billion for “livable communities” over a half-dozen years. The Federal Transit Administration (FTA)

includes \$21 billion for its “transit expansion and livable communities” program.

- Adopt Transportation Leadership Awards. The multimodal \$20 billion “Leadership Awards” program is modeled after the Department of Education’s Race to the Top program, and would allow DOT to provide substantial, flexible grants to states and communities that “go above and beyond” the minimum.
- Combine intercity rail with transit-oriented development (TOD). Substantial funding is provided for inter-city rail, buttressed by a policy that would promote transit-oriented development and community revitalization around station areas.

CONCLUSIONS

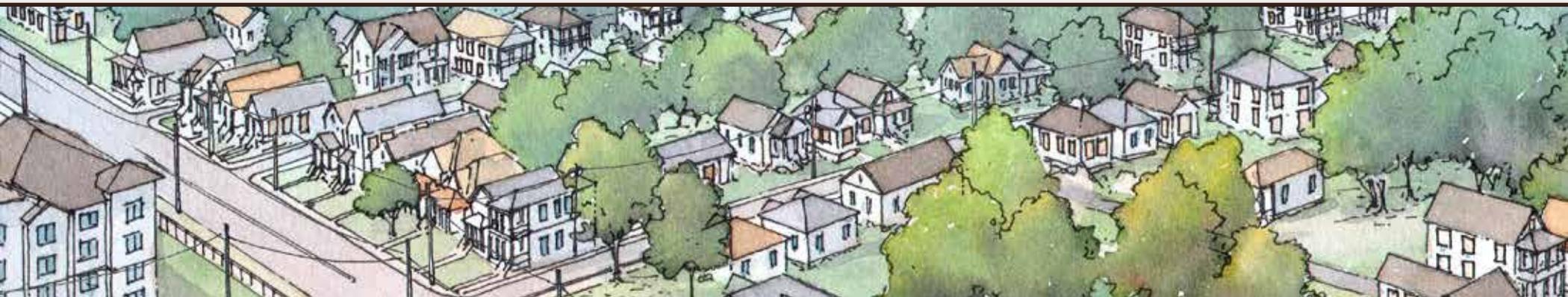
The Pittsburgh neighborhood has many of the transportation elements needed for success already in place. It has great internal street connectivity, appropriately scaled internal streets, access to transit, and access to major roads and highways. Problem areas are primarily related to situations where roads have been widened or parking removed, or in special circumstances such as the railroad crossing on McDaniel Street.

The recommendations include a new, walkable form for University Avenue, providing a link, rather than a barrier, to the future BeltLine TOD to the south. McDaniel Street is recommended for strategic and careful application of on-street parking and curb extensions in a few key locations to manage vehicle speeds. Improved pedestrian access is recommended for McDaniel Street at the railroad, similar to University Avenue at the railroad, further south. These recommendations, in conjunction with and supportive to the other portions of the plan, will provide Pittsburgh with a path to a successful and sustainable future.

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10 implementation

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



PRIORITY STEPS FOR IMPLEMENTATION

Sustainable Neighborhood Development Strategies Inc. (SNDSI), Pittsburgh Community Improvement Association (PCIA), the Partnership for the Preservation of Pittsburgh (PPoP), property owners, residents, and developers should work together to bring about the future of the neighborhood of Pittsburgh. The vision for the redevelopment of the property has been documented in the preceding chapters of this report through plans, illustrations and text.

Expectations for Pittsburgh need to be placed in a realistic context. Depending upon market and housing conditions, it will take time and financial resources to produce substantive change in the neighborhood. It will take a coordinated effort between the public and private sectors in order to achieve the desired community results. However, there are shorter term goals that can be accomplished in the interim to boost community pride and change Pittsburgh's image.

The vision for the neighborhood of Pittsburgh has been documented in the preceding chapters of this report through plans, illustrations, and text. This chapter identifies the necessary steps for realizing the place depicted in the imagery, transforming the community vision into a built reality. The following steps address planning strategies, capital improvement projects, and various funding mechanisms. Those steps identified as priorities for implementation in the near-term have been called out in the beginning of the chapter.

Sustainable Neighborhood Development Strategies Inc. should continue the programs that are already in place that support the objectives identified in the Plan, such as the Preservation of Pittsburgh program.

TEN PRIORITY STEPS FOR THE NEIGHBORHOOD OF PITTSBURGH

All of the following 10 steps are priority projects that should be implemented within 1-2 years. More information about each of these steps is included in the following pages.

POLICY

- [1] Adopt the Preservation of Pittsburgh Master Plan.

MARKETING

- [2] Encourage a United Pittsburgh.
- [3] Encourage the creation of a Historic District.
- [4] Maintain and improve the basic infrastructure system of parks, roads, sidewalks, street trees, street lights, and street furniture in Pittsburgh to create a better "first impression" of Pittsburgh.

COMMUNITY INVOLVEMENT

- [5] Create an Adopt a Road, Block or Park Program.
- [6] Encourage the creation of a Youth Council.
- [7] Encourage the creation of a Neighborhood Watch Program in accordance with the Youth Council.

PLANNING

- [8] Create a Demonstration Project.
- [9] Implement a Code Enforcement Blitz, and Develop a Rehabilitation/Adaptive Re-use Strategy.

HOUSING

- [10] Continue the development and implementation of programs to support affordable and senior housing.

TEN PRIORITY STEPS FOR PITTSBURGH

There are numerous recommendations throughout this report. While all are important toward its ultimate success, there are key priorities that were identified during the development of the Plan. They are as follows:

- [1] *Adopt the Preservation of Pittsburgh Master Plan.*
The Department of Planning & Community Development should adopt the Preservation of Pittsburgh Master Plan. The adoption of the Plan will send an important message to property owners and residents that the City and the neighborhood support the Plan and that the City intends to implement its principles. By adopting the Plan, City staff will have a clear direction to instruct applicants to meet the goals of the Plan.
- [2] *Encourage a united Pittsburgh.*
No individual entity or constituent has the charter or budget to build a sustained, high profile for Pittsburgh. A unified leadership effort can accomplish the goals that are shared by all. If the constituents of Pittsburgh pull together, the effort could achieve, on behalf of every member, what no single member can achieve alone. They need to see themselves, not just as single entities, but as part of a community that, by providing a unique context for their business or organization, makes their business or organization more compelling and potentially more marketable.
- [3] *Protect the neighborhood's historic character.*
While there is a current application to consider the neighborhood of Pittsburgh as a Historic District, SNDSI should explore additional incen-

tives to promote the nomination of local historic districts to match the state and federal districts already designated in Atlanta.

- [4] *Maintain and improve the basic infrastructure system of parks, roads, sidewalks, street lights, and street furniture to create a better "first impression" of Pittsburgh.*
A concerted effort to focus new and existing resources on the neighborhood infrastructure system would improve the quality of life for residents and provide a better travel experience for visitors. This project should work along the key corridor, McDaniel Street, using existing and/or newly dedicated Capital Improvement Plan funds. Detailed estimates should be developed on an annual basis to support funding requests. Initiate an aggressive street tree campaign, allocating funds over the first five years to replenish Pittsburgh's tree canopy.
- [5] *Create an Adopt-a-Road, Block, or Park Program.*
Enlist the help of local businesses, churches, schools, and service organizations to sponsor the maintenance of specific streets, blocks and parks. This will help to make streetscape improvements seem more attractive to the City, as the burden of maintenance for the Public Works Department will be reduced. Furthermore, the sponsor organizations will take pride in the upkeep of these public places. Attractive plaques or signs can be placed in prominent locations in each public space to recognize the sponsoring organization.

- [6] *Encourage the creation of a Pittsburgh Youth Council.*

The purpose of the Youth Council is to offer an open forum to foster communication, education and information concerning youth and youth-related issues. The Youth Council should provide young residents of Pittsburgh with social activities in a safe and positive environment, while promoting individual self-esteem and leadership through participation in meetings, events and community service projects.

- [7] *Establish a Neighborhood Watch Program.*

A Neighborhood Watch Program teaches residents how to help themselves by identifying and reporting suspicious activity in their neighborhoods. It provides citizens with the opportunity to make Pittsburgh safer and improve the quality of life. Neighborhood Watch groups typically focus on observation and awareness as a means of preventing crime and employ strategies that range from simply promoting social interaction and "watching out for each other" to active patrols by groups of residents.

- [8] *Produce a Demonstration Project.*

The key to realizing the vision of Pittsburgh is to produce a high quality demonstration project to generate interest - it shows residents that months of hard work and visioning wasn't time wasted. The demonstration project would involve rehabilitating the intersection of Mary and McDaniel Street (more on this project can be found in the Urban Design chapter) an initial portion of completing the intersection on the main corridor. It is imperative these initial projects are of the highest quality. The first parcels developed and

redeveloped under the plan will set the standard for the development community and subsequent projects.

[9] *Develop a Rehabilitation/Adaptive Re-use Strategy.* Concentrated code enforcement can be effective, particularly when coupled with incentives and forgivable loans for rehab by current owners and cooperative landlords. Code requirements should be clarified and arbitrary requirements eliminated to avoid the need of frequent variances and limit the legal obstacles to building improvement or renovation. Once this is complete, the strategy for the adaptive reuse of buildings that have become functionally or economically obsolete is one of the ways to create housing within Pittsburgh.

[10] *Continue the Development and Implementation of Programs to Support Affordable and Senior Housing.*

Utilize creative financing tools to help meet the needs of current and future Pittsburgh residents. The provision of affordable housing that is attainable to persons of a range of incomes will ensure that the neighborhood remains a healthy, vibrant place for all.

**[POTENTIAL DEMONSTRATION PROJECT SITE]
INTERSECTION OF MCDANIEL STREET AND MARY STREET**



A vacant lot and an empty “Main Street” building at the corner of Mary and McDaniel Street can be a potential Demonstration Project. The site is the most popular intersection along McDaniel Street, and has great potential to become a destination within Pittsburgh. Currently housed at the intersection are the Pittsburgh Community Improvement Association, and the newly renovated grocery store on the southeast corner. The site can be used to host an array of informal and formal community events. By cleaning up the vacant lot and adding landscape features, a popular food truck can be welcomed to park at the location on certain days during the week for a few hours. The vacant building on the northwest corner can be turned into the Benjamin Center, used as a multi-purpose building to house a restaurant on the first floor and office space on the top level, allowing youth and seniors could have positive interaction.

COMMUNITY INVOLVEMENT

Develop a Community Feedback Loop

It is important for the full spectrum of Pittsburgh residents to have an on-going role in the evolution of the neighborhood. Typical community involvement measures such as newsletter articles and informational meetings often leave out those who have other time commitments or those who feel disenfranchised. For this reason, it is suggested that feedback loops should be created based on existing community institutions. Regular updates should be given to community church leaders and discussion groups should be created at local churches. Regular updates should also be given to the Resident Leadership Team (RLT), neighborhood associations, service organizations, and business groups. A youth council is another great way of keeping the younger residents of Pittsburgh involved with the neighborhood. Continued conversations with neighbors, local leaders, business owners, and others will help to guide neighborhood actions and will help spread the commitment to revitalization through direct participation.

Support a Coordinating Organization

There should be a central entity to aid in the coordination of neighborhood associations, faith-based organizations, civic organizations and property owners as Pittsburgh develops into a safer, better connected community, and to ensure consistency with the vision of the Preservation of Pittsburgh Master Plan. It should serve as a unified voice to coordinate communications between SNDSI and the Resident Leadership Team, faith-based organizations, civic organizations and property owners regarding issues that affect the neighborhood. A regular schedule of meetings should be established to ensure consistent and clear communication and continued implementation of the Plan.

Encourage Volunteer Events

Continue to encourage and promote volunteer efforts that benefit the neighborhood. Clean-up events, fundraisers, and tree- and flower-planting days can be organized as a way to bring the neighborhood together to improve Pittsburgh.

Pittsburgh Community Improvement Association should continue to recognize and reward volunteerism and community involvement through “A December To Remember,” to promote greater grassroots involvement in the neighborhood. Additional efforts can involve official promotion and recognition, sponsorship, or a competitive rewards program for neighborhood that achieve the greatest amount of change in a given year. Faith-based organizations and neighborhood associations have a strong history of community involvement and volunteerism and should be encouraged to continue to do so.

Create a Streetscape Sponsorship Program

Raise funds for streetscape enhancements such as special pavers, attractive streetlights, decorative benches, trash-cans, and street trees by enlisting local businesses and residents to buy a brick, bench, or any other streetscape element. The name of the sponsoring party can then be engraved into the brick or placed on a plaque on the respective bench, streetlight, or tree grate. This will serve as way for local businesses and residents to make a visible and measurable contribution to street improvements.

Develop a Public Art Plan

Integrating art within the community enriches the lives of citizens. This requires supporting educational opportunities and cultural arts programming efforts, including

enhancing the lives of our youngest citizens. To coordinate all of the elements necessary for the successful integration of art into the community, the Partnership for the Preservation of Pittsburgh should develop a Public Art Plan. The plan should include identification of future sites for public art, the establishment of design guidelines for public art, and a policy for the continued maintenance of the pieces. The plan should also include an inventory of existing public art projects and their condition, as well as strategies and policies for expanding public appreciation and demand for public art. Art should be used to enhance public spaces in both publicly and privately owned facilities, and new development should be urged to include art in its public and semi-public areas. Encourage early collaboration among students, artists, architects, engineers, and owners. The plan should strongly encourage strategies for using public art to develop the creative spirit of the community’s youth.



Selling personalized bricks is a proven strategy for funding street improvements.

[CASE STUDY]

COMMUNITY INVOLVEMENT | THE VILLAGE OF SPRING HILL, INC.

The Village of Spring Hill, one of Mobile, Alabama’s oldest suburbs, took its future into its own hands, demonstrating the power of a community to tackle complicated land use issues by organizing for its own future. The volunteer non-profit organization, The Village of Spring Hill, Inc., incorporated in 2005 and in five years has landed two sizable grants, organized and funded a community-driven charrette, created a plan for the future, built new sidewalks, installed new street trees and street lights, initiated a form-based code, and overseen the development of a number of properties under the code. They have also overseen the creation of a number of new parks, plazas, and other community gathering spaces.

Securing the Funds

Since its inception, The Village of Spring Hill, Inc. has raised over \$1 million, through dedication, resourcefulness, and community support.

- \$300,000 grant from AL Department of Economic and Community Affairs for comprehensive community planning, which includes \$100,000 for implementation.
- \$379,000 Transportation Enhancement Grant for sidewalk improvements. This grant is an 80/20 match. The Mayor of Mobile covered the \$113,000 in matching funds.
- \$200,000 in discretionary funds from Mobile Councilwoman, Gina Gregory, for improvements to the intersection at McGregor Avenue and Old Shell Road.
- Approximately \$80,000 from the residents of Spring Hill.



The Village of Spring Hill plants new street trees as a key step in implementing the plan.



The Village of Spring Hill, Inc., continues to plan for future improvements, such as this pocket park in the commercial center of town.



The community rallied to see a major streetscape project, including new sidewalks, landscaping, streetlights, mast arms signals, and street trees, through to completion.



The completion of the town square with a signature clock was a key achievement for the Village of Spring Hill, Inc.

MARKETING STRATEGY

Promote the neighborhood of Pittsburgh

SNDSI should work closely with PCIA, Partnership for the Preservation of Pittsburgh, contributing neighborhood associations, faith-based organizations, and property owners to promote the Pittsburgh neighborhood. This can include improved gateway signage for the area, an expanded community newsletter, specific neighborhood based website, and promotional events coordination. These events can include art walks, music festivals, restaurant and salon promotions, charity races or events, or farmer's markets.

The Partnership for the Preservation of Pittsburgh should encourage the creation of a marketing committee that will be charged with organizing and implementing the branding and marketing for Pittsburgh.

Promote the Preservation of Pittsburgh Master Plan

Continuing to spread the word about this plan and successful initial projects is vital for implementation. A variety of media should continue to be used: brochures and informational flyers should continue to be posted in local businesses and community buildings around the neighborhood, and affiliated parties' websites should continue to be updated with news of implementation and progress. Coordinate with faith-based organizations, neighborhood groups and business organizations to ensure that news and updates are included in regular newsletters and communications with members. Promote the plan so that it will take on a life of its own and continue to work for the neighborhood of Pittsburgh for years to come. The Resident Leadership Team (RLT) should continue their own promotion efforts, as well as work with local churches, schools, social clubs and service organizations.

[CASE STUDY]

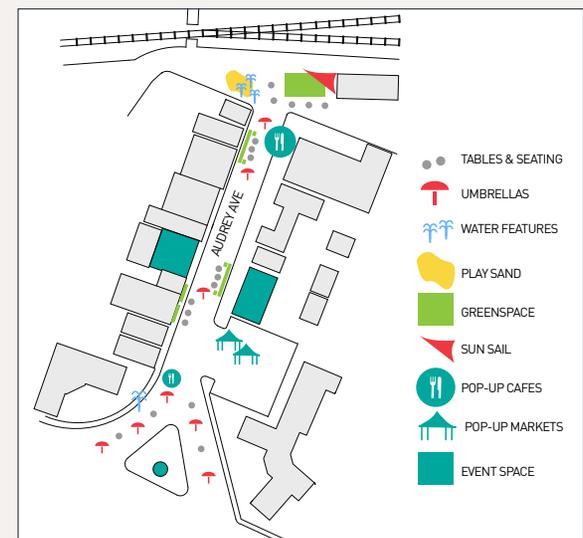
OYSTER BAY 48X48X48

Change in the built environment does not need to wait for heavy investment. Positive change can start now by taking action. 48x48x48, an innovative program developed by the hands-on urban planning collaborative **DoTank:Brooklyn**, is a replicable, community building process targeting opportunity areas at three scales of time: hours, weeks, and years. In 48 hours there is a call to arms to implement, no matter how temporary the improvements are. In 48 weeks, strategies for achieving short-term benefits and long-term development goals can be implemented. In 48 years, an ambitious long-term vision can be achieved.

In Oyster Bay, New York, the 48x48x48 process was used to create a collaborative downtown demonstration project, transforming the lifeless Audrey Avenue into a vibrant, active, pedestrian-oriented place. The project highlighted four specific areas of opportunity: Local Food & Commerce, Transportation, Social & Civic, and Public Space. During the 48-hour intervention the project team created two "pop-up" stores in vacant spaces, organized local workshops and classes held by local businesses and organizations, attracted mobile food vendors and a farmers market, and took steps towards creating permanent regional attractions, such as the Oyster Bay Railroad Museum. The intervention concluded with a wrap-up session with community leaders — many of whom had never previously collaborated — committing to action plans for the next 48 weeks to move towards their own 48-year vision for not only the project site, but the entire town.



Audrey Avenue today, as a result of the 48x48x48 program.
Image credit: DoTank:Brooklyn



The 48-week plan for Audrey Avenue included a multi-prong approach to reactivating Oyster Bay's main street.
Image credit: DoTank:Brooklyn

HOUSING STRATEGIES

Achieving the residents' vision for Pittsburgh will require extensive financial resources, perhaps as much as \$25 million. That assumes that one-half of the neighborhood's vacant units need to be acquired and rehabbed by the non-profit and public sector before the private market takes over. Following is a discussion of funding tools currently being used or potentially available to support Pittsburgh revitalization.

Neighborhood Stabilization Program

The Neighborhood Stabilization Program is a Department of Housing and Urban Development (HUD) funding source for acquisition and rehab of foreclosed housing in the hands of a lending institution. Though a very valuable tool, its eligibility restrictions limit its usefulness in addressing abandoned houses after they have been sold by the bank.

HOME and Community Development Block Grant (CDBG) Funding

Atlanta's annual allocation of Community Development Block Grant and HOME funds from HUD have helped to finance housing rehabilitation in Pittsburgh. These will continue to be valuable tools.

203(k) Home Renovation Loans

These Federal Housing Administration (FHA) loans provide the home buyer or qualified non-profit borrower with funding for both acquisition and renovation. Rehab expenses can total up to six months of mortgage payments.

Land Bank

The Fulton County/City of Atlanta Land Bank Authority plays a critical role in helping to clear the title and tax liens for abandoned properties that might otherwise linger in the courts. The Land Bank holds property for non-profits until they are ready to move ahead with renovation. During the holding period, property taxes are abated, removing a burdensome cost. Expanded use of the Land Bank would help address the inventory of vacant housing and lots in Pittsburgh, but there are limited funds to maintain properties while they are being held by the Land Bank.

BeltLine Tax Allocation District (TAD) and Affordable Workforce Housing Trust Fund

Much of the local funding for the BeltLine is being provided through a TAD, which pledges the future increased property taxes to repay bonds and to fund improvements. The provisions of the BeltLine TAD include dedication of 15 percent of bond proceeds (approximately \$240 million) to an affordable housing trust fund to support affordable workforce housing within the BeltLine area. The University Avenue portion of Pittsburgh is eligible to participate in that funding with funds available over the mid- to long-term as new development generates tax revenues.

Low-Income Housing Tax Credits (LIHTC)

Generally focused on multifamily development, Low-Income Housing Tax Credits provide Federal income tax credits for provision of affordable housing units for 15 or more years. Though less common, credits have been awarded for renovation of a collection of single-family houses offered for rent. When associated with nine-

percent credits, this is a competitive grant program. Smaller four-percent credits are available automatically in conjunction with use of multifamily revenue bond funding. The credits are syndicated to private entities in exchange for up-front investment in the development. LIHTCs have been used to support lease-purchase programs following a 15-year rental period.

New Markets Tax Credits (NMTC)

Similar in character to LIHTCs, NMTCs are a Federal tax credit that supports investments that benefit low- and moderate-income residents and create jobs. Pittsburgh is eligible by virtue of the residents' low incomes. Credits are potentially available for business development and/or commercial redevelopment in Pittsburgh that provides access to groceries and/or other important goods and services. NMTCs are allocated to Community Development Entities (CDE) on a competitive basis. These CDEs then fund specific projects or businesses in eligible census tracts. SNDSI should reach out to NMTC grantees when specific development projects are ready for financing. More information on New Market Tax Credits can be found on page 10.10.

Enlist Corporate Sponsors of Events

Some community events will generate positive good will and enough publicity to attract corporate sponsors. An outstanding candidate would be the community clean-up day.

Pittsburgh Community Land Trust

Community land trusts help to assure long-term housing affordability by purchasing land and/or housing that is then rented or sold to residents with provisions for long-

term affordability. For ownership units, the community land trust can continue to own the land with the cost to the home buyer limited to the value of the house alone. Over time, the homeowner would share in the appreciation of the house, but the cost of the land would be kept low. For rental units, the land trust may be the long-term owner of the property, limiting rents to preserve affordability.

Pooled Investment Loan Fund

One technique for funding a community land trust is the use of a pooled investment fund. In that structure, multiple public, philanthropic and private entities invest funds for the purpose of supporting affordable housing. The loan pool is designed to reduce greatly the risks to the private lenders and investors, increasing their willingness to invest in the community. The City and foundations typically provide the top-level funds that are most at risk. These investments are matched by loan funds from private lenders and foundations that are expected to earn market rates of return. When any loan payment is not sufficient to meet the obligation, the lenders and philanthropic investors are paid first with repayment to the City and foundations deferred or foregone. Most often such funds have been established on the city or regional level, such as in Denver, San Francisco and Los Angeles.

The challenge in accessing additional philanthropic and other outside funds is their requirement for experienced project managers with a track record of renovating and managing a portfolio of single-family rental units. Though never easy, property management is particularly challenging with scattered sites. The dispersed nature

of the units makes it difficult to monitor tenants' activities to assure compliance with the lease and proper maintenance of the property. It also complicates employee supervision and accountability. SNDSI and PPOP do not have that capacity. Successful competition for foundation funding and LIHTCs will depend on developing a partnership with an established property manager that can reassure investors as to successful leasing, maintenance and compliance with tax credit regulations.

Arts District Housing

A proven approach to maintaining a stock of affordable housing and live-work space for artists is the use of dedicated Low-Income Housing Tax Credits (LIHTC). In addition to household-size income qualification, prospective residents are also subject to a portfolio review to assure that at least one member of the household is a working artist. This program can be augmented with federal and state historic tax credits to redevelop existing buildings within a historic district.

Artspace Projects, Inc., based in Minneapolis, Minnesota, has redeveloped several buildings for artists in St. Paul Minneapolis and Duluth using this strategy and has provided consultation services, with planned projects, for equivalent redevelopments in Buffalo, New York; Jackson, Michigan; Salt Lake City, Utah; Detroit, Michigan; and Philadelphia, Pennsylvania, among others.

ECONOMIC DEVELOPMENT STRATEGY

In the 2001 plan for the Pittsburgh neighborhood, the plan stated:

“Upon its adoption by resolution of the City Council and approval by the Mayor of Atlanta, this plan will serve as confirmation that the Pittsburgh area is appropriate for urban redevelopment initiatives because of blight, distress and impaired development. Further, this plan, as required by law, establishes that the “rehabilitation, conservation, or redevelopment, or a combination thereof, of such area or areas is necessary in the interest of public health, safety, morals, or welfare of the residents of the municipality or county.”

The Pittsburgh neighborhood is designated both as a Renewal Community and as an Atlanta Empowerment Zone and should qualify for the use of a variety of local state and federal funding opportunities and mechanisms.

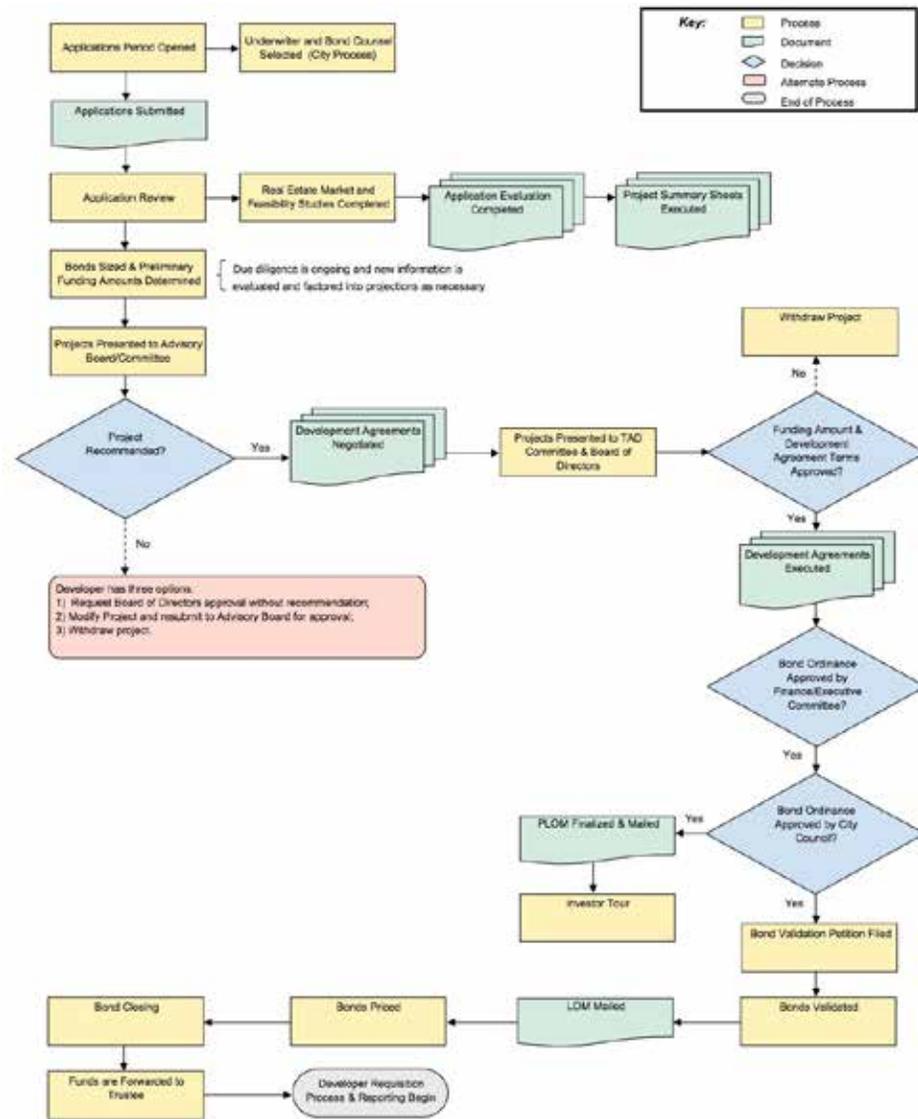
Tax Increment Financing via Tax Allocation Districts

Georgia law enables tax increment financing through the use of tax allocation districts. Within these districts, projects can receive funding by application to the Bureau of Housing. The current application process is listed on the following page. Bonds are used to finance the project based upon the expected change between current tax revenue and future tax revenue. Recent court cases have determined that school district funding remains outside of these districts revenue sources.

This graphic outlines the process for achieving project financing using tax allocation district bonding. This form of financing enables improvements in a district without raising local tax rates for property owners.

New Market Tax Credits

The Pittsburgh neighborhood is eligible for the use of New Market Tax Credits. These are placed through Community Development Entities (CDEs) that have received certification through the Community Development Financial Institutions Fund of the US Department of the Treasury. The Department of the Treasury describes the funding as follows:



TAD Project Selection and Bond Issuance Process: how projects are selected for funding within a TAD.

The New Markets Tax Credit Program (NMTC Program) was established by Congress in 2000 to spur new or increased investments into operating businesses and real estate projects located in low-income communities. The NMTC Program attracts investment capital to low-income communities by permitting individual and corporate investors to receive a tax credit against their Federal income tax return in exchange for making equity investments in specialized financial institutions called Community Development Entities (CDEs). The credit totals 39 percent of the original investment amount and is claimed over a period of seven years (five percent for each of the first three years, and six percent for each of the remaining four years). The investment in the CDE cannot be redeemed before the end of the seven-year period.

Since the NMTC Program's inception, the Community Development Financial Institution (CDFI) Fund has made 664 awards allocating a total of \$33 billion in tax credit authority to CDEs through a competitive application process. This \$33 billion includes \$3 billion in Recovery Act Awards and \$1 billion of special allocation authority to be used for the recovery and redevelopment of the Gulf Opportunity Zone. Fund has made 664 awards allocating a total of \$33 billion in tax credit authority to CDEs through a competitive application process. This \$33 billion includes \$3 billion in Recovery Act Awards and \$1 billion of special allocation authority to be used for the recovery and redevelopment of the Gulf Opportunity Zone.

Eligibility

An organization wishing to receive awards under the

NMTC Program must be certified as a CDE by the Fund. There are 24 CDFIs in Georgia, among them many local to Atlanta:

1st Choice Credit Union, Atlanta. www.1stchoicecu.org

Atlanta Micro Fund, Atlanta. www.ahand.org

B.O.N.D. Community FCU, Atlanta. www.bondcu.com

Capitol City Bank & Trust Company, Atlanta.

www.capitolcitybank-atl.com

Citizens Bancshares Corporation, Atlanta.

www.ctbconnect.com

Citizens Trust Bank, Atlanta. www.ctbatl.com

Community Redevelopment Loan Investment Fund, Atlanta.

www.andpi.org/crlif/

Credit Union of Atlanta, Atlanta. www.cuatlanta.org

Enterprise Funding Corporation, Atlanta.

www.efundinginlandempire.com

Georgia Affordable Housing Corporation, Atlanta. www.georgiaaffordablehousing.com

www.georgiaaffordablehousing.com

Georgia Cities Foundation, Atlanta. www.georgiacities-foundation.org

www.georgiacities-foundation.org

The ICAPP Program for Business Assistance

The University of Georgia has an innovative program, the Intellectual Capital Partnership Program (ICAPP) that offers technical and training assistance to businesses:

Access to business and technical advice

ICAPP connects Georgia companies with university programs that offer free business and technical expertise to help their businesses succeed, for example:

Economic Development Institute (EDI) - connects new and expanding industry to Georgia Tech's extensive array of expertise and resources.

Small Business Development Centers (SBDC) - provides consulting, continuing education, and applied research to small businesses.

Advanced Technology Development Center (ATDC) - a nationally recognized technology incubator that helps Georgia entrepreneurs launch and build technology-based companies.

Of these programs, the resources available from Small Business Development centers could assist local business owners as well as those wishing to start a business. In addition ICAPP offers training resources for employers:

ICAPP Advantage is a partnership between an employer and a college or university to expedite the education of knowledge workers in high demand and low supply. The employer and the institution design the curriculum together, so that the students develop skills and knowledge that the employer needs. Employers select applicants with the attitude and aptitude they want. After verifying that the applicants meet admission requirements, the college or university provides intensive instruction in an efficient, accelerated format.

Atlanta Renewal Community Commercial Revitalization Deduction

This program offers accelerated depreciation for commercial property:

An accelerated depreciation deduction period for commercial real estate property, either new construction or substantial (more than adjusted basis) rehabili-

tation. The taxpayer/property owner can choose one of two methods to use this incentive: depreciate 50% of qualified capital expenditures in the year the building is placed in service then depreciate the remaining balance over 39 years or depreciate 100% of the qualified capital expenditures over a 120-month period. This incentive is limited to \$10 million per project. The property owner must receive the allocation of the deduction from the state-designated Commercial Revitalization Authority.

This incentive is targeted to property owners who renovate an existing building or build a new structure within a Redevelopment Community. With the ability to depreciate capital expenditures, 50 percent in a year, or 100 percent over a ten-year period, it offers a significant advantage for property owners in the Pittsburgh neighborhood.

Local Improvement Districts and Business Improvement Districts

These are both programs in which property owners agree to an extra property tax assessment to pay for improvements and maintenance within a defined district. At present, these are not as attractive as other means of financing because adding to the costs of business in the area is unlikely to meet with the approval necessary to establish such districts. In the future as the neighborhood improves, however, these may be a means to assure operating costs of maintenance as the area develops.

Capital Improvements Program and Façade Improvement Program

In its 2012-2016 Capital Improvements Program, the City of Atlanta has designated \$550,000 for streetscape improvements to McDaniel Street. The same budget established the need for a \$1 million façade improvement program for Mitchell Street and Broad Street. The Pittsburgh neighborhood also has historic resources, and is in need of façade restoration. While such a program is not in place, since the city deems such efforts worthwhile, the establishment of such a program in the Pittsburgh community, in combination with a renovated streetscape, could act as a strong incentive for owners to invest in their properties.

HUD Economic Development Loans (Section 108 Funding)

Section 108 is the loan guarantee provision of the Community Development Block Grant (CDBG) program. Section 108 provides communities with a source of financing for economic development, housing rehabilitation, public facilities, and large-scale physical development projects. This makes it one of the most potent and important public investment tools that HUD offers to local governments. It allows them to transform a small portion of their CDBG funds into federally guaranteed loans large enough to pursue physical and economic revitalization projects that can renew entire neighborhoods.

Activities eligible for Section 108 financing include:

- economic development activities eligible under CDBG;
- acquisition of real property;
- rehabilitation of publicly owned real property;
- housing rehabilitation eligible under CDBG;
- construction, reconstruction, or installation of

public facilities (including street, sidewalk, and other site improvements);

- related relocation, clearance, and site improvements;
- payment of interest on the guaranteed loan and issuance costs of public offerings;
- debt service reserves
-

The City of Atlanta has ceased Section 108 loans in the past, due to poor experiences with repayment and implementation. It is worth reinvestigating the feasibility of this program again in the near future. With proper safeguards, such as a thorough review and examination of the applicant’s business plan and credentials, the City can make every attempt to protect itself. Section 108 loans are relatively low risk, and one of the few sources of funding available for small businesses to occupy space in neighborhoods like Pittsburgh.

Federal Rehabilitation Tax Credit

It is often assumed that only buildings designated as historic are eligible for the Rehabilitation Tax Credit, but IRS rules state these credits also apply to any building erected before 1936. For eligible buildings along the McDaniel corridor, the means that if renovated for commercial use, the costs of renovation could be offset with a 10 percent tax credit. As with other tax credits, these credits can be securitized to be sold if the owner is not able to make use of the credits.

Small Business Investment Company

Small Business Investment Companies (SBIC’s) are venture funds for business creation and development that are regulated by the Small Business Administration. The federal government will match local funding at a two

to one ratio. What this means is that if local investors, banks and others form a SBIC with \$5 million in start-up funding (the minimum investment), the Small Business Administration matches this on a two-to-one basis, forming a total fund of \$15 million for the purpose of funding new business. SBIC's are allowed to use funds for investment in small business and to act as an advisory resource. This means that the SBIC could fund, advise and train local business owners on issues such as business planning, effective use of information technology, effective retailing practices, financial management, employee management, efficient use of resources, etc. The local neighborhood organizations could partner with the Atlanta Redevelopment Authority and local stakeholders, including the faith community, to assess the feasibility of creating an SBIC and work with local investors and local and state financial institutions to fund it initially.

Funding for Urban Agriculture

Urban Agriculture emerged as an opportunity for underused land in the neighborhood. There are some funding resources for this activity, listed below.

Community Food Project Grants (CDFA 10.225)

These are grants to provide funding for the provision of local food production and programs for producing self-sustaining community food resources. The program is funded for the 2012-2013 fiscal year for \$5 million. There is not yet an application for the future fiscal year grants. The grants are administered by the US Department of Agriculture and are available to entities in both urban and rural areas. The range of awards is up to \$500,000 per award.

The People's Garden Initiative

This is a small project funded by the US Department of Agriculture to produce community and urban agriculture. Funding for the program last year was approximately \$725,000. For more information contact Livia Marqués Director (Livia.Marques@osec.usda.gov), or Annie Ceccarini, Outreach and Education Specialist (Annie.Ceccarini@da.usda.gov).

State of Georgia Historic Preservation Assistance

The State of Georgia Historic Preservation Division administers programs to assist in preservation for registered properties. Clearly this means that properties that are historic must go through the process of registration, but there are worthwhile properties in the Pittsburgh neighborhood. The programs available are described by the Historic Preservation Division:

The Historic Preservation Division offers financial assistance through tax incentives and grants. Two federal tax incentive programs currently apply to preservation activities: the Rehabilitation Investment Tax Credit (RITC) program, and the charitable contribution deduction. Historic residential and commercial properties are eligible to participate in both programs. The property must be a "certified structure," which means it must be listed in the National/Georgia Register(s) of Historic Places. The Historic Preservation Division must certify the rehabilitation.

There are also two state tax incentive programs. The Georgia Preferential Property Tax Assessment Program for Rehabilitated Historic Property allows eligible participants to apply for an 8-year property tax assessment freeze. The Georgia State Income Tax Credit Program for Rehabilitated Historic Property allows eli-

gible participants to apply for a state income tax credit equaling 25% of qualifying rehabilitation expenses capped at \$100,000 for personal, residential properties, and \$300,000 for income-producing properties. The Georgia Heritage Grant Program offers matching funds on a statewide competitive basis to local governments and nonprofit organizations (except for churches and other religious organizations) for the preservation of Georgia Register and National Register-eligible historic properties. The program provides matching grants for development and pre-development projects. Program funding is provided by historic preservation license plate fees.

The federal Historic Preservation Fund grant provides pass-through grant funding to Certified Local Governments. Eligible survey and planning activities include surveys, National Register nominations, design guidelines, brochures, web site development, heritage education materials, workshops/conferences, etc. Eligible pre-development projects include activities such as historic structure reports, preservation plans, or architectural drawings and specifications.

U.S. Economic Development Administration

The Atlanta regional office of the Economic Development Administration (EDA), covering a region of eight states, is able to assist on a competitive basis with costs for projects such as incubators or re-use of industrial facilities in order to create or retain employment. The contact information is found at www.eda.gov/contact.htm and the local phone number is 404-730-3023. A representative noted that there may be funding in the range of \$2 million that could be contributed for rehabilitation, but noted that as the office covers eight states all such fund-

ing will be evaluated in light of regional rather than local needs. It is suggested that such funding could help with revitalization or a demonstration project in the northern industrial area of the Pittsburgh neighborhood.

To pursue the opportunity, the EDA notes that one of the points of interest in making grants or loans is private sector participation. It is suggested that SNDSI work with local owners to find an opportunity for which this funding might be sought and used to create neighborhood jobs.

Technical Business and Retail Assistance

Small startup retail businesses typically need expert assistance in areas such as store layout, lighting design, inventory controls and information systems for understanding consumer preferences.

Business assistance is a task to be undertaken through a Small Business Investment Corporation, BID, or the Chamber of Commerce. It is suggested that the City, SNDSI, and local business collaborate in formation of an Small Business Investment Company (SBIC) to handle this function. Because of its ability to leverage federal funding, an SBIC could potentially have a greater effect for the same amount of local funding.

Business Recruitment: Applying Green Business Techniques

Green Business Techniques in Pittsburgh should be used to recruit new retail outlets, attract frustrated suburban companies, and renovate existing neighborhood businesses. Green business is taking on new forms daily – Business Week Journal recently described a new “product” in Chicago called “Green Exchange Project,” opening for business in 2008. This center forms the country’s

first shopping center for environmentally conscious and socially responsible businesses.

The neighborhood of Pittsburgh, especially the University Avenue site, would benefit from the introduction of green businesses. Some possibilities include an environmentally friendly clothing company, a sustainable furniture store, or a green building supply company. The market for organic and socially responsible products is booming, and entering into this strong market makes good sense. The sales of organic foods are expected to expand by 20 percent annually over the next few years.

The following thoughts are offered for subsequent work and detailing as to structure and legislative initiatives. In order to encourage green retail on the University Avenue site, the following actions can be taken:

- Devise a density bonus system (use and height/floors) for all office and mixed-use/ multi-use projects if the first floor is reserved strictly for retail.
- Offer incentives for increasing the amount of pervious surfaces.
- Promote the idea that all existing or to-be-constructed above-ground parking garages should be capped with “green roofs” or equivalent ecologically innovative strategies.
- Encourage some form of bonus or forgiveness for developers seeking Leadership in Energy and Environmental Design (LEED) certification in construction.

Establish a Community Service Corps

The neighborhood of Pittsburgh should form a Community Service Corps. The Community Service

Corps should be established as a grass-roots entity to handle infrastructure and maintenance. Corps member participants, derived from the neighborhood study area, will learn new skills, earn a wage, serve their community, earn a high school equivalency diploma, and prepare themselves for post-corps college or trade apprenticeships.

In the field, corps members would stabilize vacant homes, plant community gardens, landscape vacant lots, remove graffiti, intern in youth service agencies, perform lead outreach, distribute food for food pantries, engage in recycling projects, and construct new playgrounds. Terms of service could range from three-month summer positions to year-long full-time slots. Corps members also would have the opportunity to earn a post-secondary education award that ranges up to \$5,000 for example, depending on length of service.

The Community Service Corps could be melded within a City department or it could be a separate private, not-for-profit organization serving neighborhood needs while participants advance themselves and improve their neighborhoods. The neighborhood of Pittsburgh Corps should attempt to handle up to 7,000 man-hours, annually, if feasible.

SUSTAINABILITY

Reconnect Pittsburgh to Adjoining Neighborhoods

Reestablish through signage, sidewalk improvement or other means to identify and improve intra-neighborhood walking and biking paths and opportunities to link Pittsburgh to residential and commercial developments outside of the neighborhood.

Incorporate Sustainable Design

In order to incorporate sustainable design, specific implementation measures should be considered, such as reviewing zoning regulations or creating a Director of Sustainability position, and resource requirements should be evaluated on a regular basis in order to meet the defined goals in these agreements.

Urban Agriculture Overlay Plan

An Urban Agriculture Overlay Plan should be established to provide appropriately located and sized land for urban agriculture use, to facilitate local food production and improve community health, to provide local opportunities for agriculture-based entrepreneurship and employment, and to ensure that land best suited for non-agricultural use remains available for such use. The Urban Agriculture Overlay Plan would allow larger-scale farming in areas that are specifically designated, through separate legislation, for urban farming.

Youth Gardening Activities

Youth Gardening activities should be promoted within Pittsburgh. Gardens can be a dynamic place to observe, discover, experiment, nurture, and learn. As the interest in youth garden programs rises, so does the need for useful and fun curriculum guides and activities. Activities can range from growing a pizza garden, to creating plantable paper.

[CASE STUDY]

INCREDIBLE EDIBLE, TODMORDEN, GREAT BRITAIN

When the small British mill town of Todmorden, tucked in between Yorkshire and Lancashire, first began installing fruit and vegetable gardens all around the area as part of the Incredible Edible program, it likely had no idea that the novel, yet simple, concept would make the town a foremost inspirational and self-sustaining model of the future.

Fresh herbs, succulent greens, and tasty fruits can be found growing near civic buildings, college campuses, supermarket parking lots, and various other places. Small garden plots, raised planting beds, and even small soil strips in these areas can be found brimming with fresh produce, all of which are free to anyone who want it, and at any time.

It is all part of a program called Incredible Edible, which was founded by Mary Clear and Pam Warhurst. The duo had a shared goal of making Todmorden the first town in the UK to become completely self-sufficient in food -- and their endeavors have been successful, at least as far as keeping up with demand for produce from locals who want it.

The program so far utilizes 70 large planting beds located all around the town to plant raspberries, apricots, apples, blackcurrants, redcurrants, strawberries, beans, peas, cherries, mint, rosemary, thyme, fennel, potatoes, kale, carrots, lettuce, onions, vegetables, and herbs. Not only did locals quickly catch on and begin taking the produce, but they also generally respect the system and do not take advantage of it.

“If you take a grass verge that was used as a litter bin and a dog toilet and turn it into a place full of herbs and fruit trees, people won’t vandalize it. I think we are hard-wired not to damage food,” said Warhurst, concerning the



notion that offering free fruit and vegetables might lead to abuse or other crimes. She noted, in fact, that quite the opposite has occurred -- the Incredible Edible program has improved community relations, and reduced crime by an incrementally higher amount every single year since it first started.

The program has been so successful, in fact, that many other communities both in the UK and abroad are now interested in starting their own public garden programs as well. Besides improving the sense of community and reducing crime, Incredible Edible has renewed a new sense of appreciation for food and how it is grown, as well as renewed interest in actually growing it among the next generation, which is the envy of many progressive communities around the world.

Article source: http://www.naturalnews.com/034412_home_gardening_vegetables_civic_buildings.html#ixzz1qMQoOSRm

Image source: http://www.incredible-edible-todmorden.co.uk/pictures?smd_glyr_7e7f=72

TRANSPORTATION

Improve Pedestrian and Cyclist Facilities

As bicycling continues to increase in popularity, not only for recreation, but as a means of commuting, facilities to accommodate riders should keep up with demand.

Adopt a Broad “Complete Streets” Policy

DOT proposes requiring that all “open access roads” be built as “complete streets” with accommodation for bicycle and pedestrian travel.

Consolidate Programs and Set New Goals

Redundant highway and transit programs would be consolidated, and substantial new line items would be geared toward livability. The Federal Highway Administration (FHWA) budget includes \$27.4 billion for “livable communities” over a half-dozen years. The Federal Transit Administration (FTA) includes \$21 billion for its “transit expansion and livable communities” program for Pittsburgh and neighboring Metro-Atlanta communities.

Adopt Transportation Leadership Awards

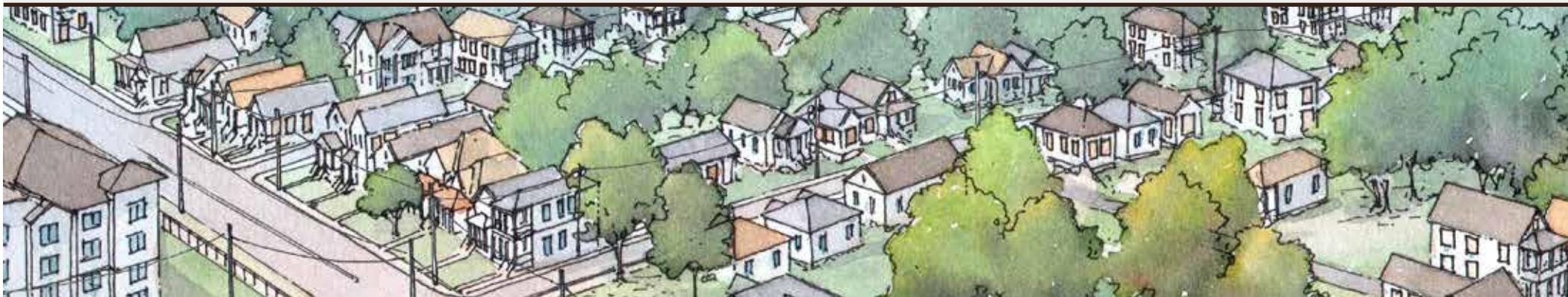
The multi-modal \$20 billion “Leadership Awards” program is modeled after the Department of Education’s Race to the Top program, and would allow the Department of Transportation to provide substantial, flexible grants to states and communities that “go above and beyond” the minimum.

Combine Intercity Rail with Transit-Oriented Development

Substantial funding is provided for inter-city rail, buttressed by a policy that would promote transit-oriented development and community revitalization around station areas.

11 conclusion

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



CONCLUSION

The Preservation of Pittsburgh Plan outlines specific recommendations towards the preservation of the most important assets of the Pittsburgh neighborhood. The Plan is designed to enhance specific corridors like University Avenue and McDaniel Street, while at the same time it speaks to specific segments of a neighborhood that are crucial to its redevelopment. Specific sections of the plan include the rehabilitation of the existing housing, inclusion of new affordable housing, and urban design elements that would allow for the development of a community that is walkable and sustainable.

- The Implementation Matrix highlights the 5 priorities for the community:
- Housing Stability: focus on safety through three strategies - sustained code enforcement, target problem landlord, and crime prevention.
- Economic Development: in the short term identify or create programs and policies to support local businesses, and increase youth participation in the neighborhood revitalization and job creation.
- Sustainability, Infrastructure, and Transportation: residents and stakeholders thought that the following actions are the top priority and should be started as soon as possible – coordination of neighborhood cleanups, support the introduction of community gardens and urban agriculture, and begin to address the schools and education.
- Urban Design: the revitalization of McDaniel Street and the creation of a block demonstration project were seen as first priority in terms of urban design and revitalization.

the public and private sectors to achieve the desired community vision. Diligence and persistence will be required in implementing this plan. When the implementation of key recommendations is completed, the Pittsburgh neighborhood will be able to share an inspiring neighborhood story, based on a higher quality of life for existing residents, and renewed economic prosperity.

The implementation sections also describes how all of the community stakeholder are currently involved in the community and how they can continue to work in the revitalization of Pittsburgh. Ultimately, it will take a coordinated effort between

A housing tables

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



	Pittsburgh Neighborhood	Eastern Fulton County	City of Atlanta	Metro Atlanta
Population				
1990	3,567	93,705	391,646	3,069,425
2000	3,261	94,732	416,474	4,247,981
2010	3,468	81,998	420,003	5,268,860
1990-2010 Change	-2.8%	-12.5%	7.2%	71.7%
1990-2000 Change	-8.6%	1.1%	6.3%	38.4%
2000-2010 Change	6.3%	-13.4%	0.8%	24.0%
Median Age				
2010	32.0	32.7	33.1	34.9

Source: ESRI, 2010; U.S. Census, 2010; Partners for Economic Solutions, 2011.

	Pittsburgh Neighborhood	Eastern Fulton County	City of Atlanta	Metro Atlanta
Percent of Households by Type, 2009				
Family Households	40.0%	52.9%	43.8%	67.7%
Married-Couple Families	9.8%	22.9%	16.7%	49.2%
With Related Children	0.3%	10.0%	10.6%	25.2%
Other Family (No Spouse)	30.3%	30.0%	18.2%	18.5%
With Related Children	25.9%	20.2%	12.0%	12.5%
Non-Family Households	60.0%	47.1%	56.2%	32.3%
Percent of Households by Household Size, 2009				
One Person	54.8%	39.3%	46.1%	26.5%
Two People	15.1%	27.4%	28.9%	31.4%
Three to Four People	20.4%	24.5%	19.4%	32.1%
Five or More People	9.8%	8.8%	5.6%	10.1%
Average Household Size, 2010				
Average Household Size	2.55	2.50	2.11	2.68
Household Tenure, 2010				
Percent Owner	24.7%	42.1%	44.9%	66.1%
Percent Renter	75.3%	57.9%	55.1%	33.9%
Vehicle Ownership, 2009				
Vehicles Owned per Household	0.8	1.2	1.3	1.8

Source: U.S. Census, 2010; American Community Survey, 2009; Partners for Economic Solutions, 2012.

	Unit Size			
	Studio	1 Bedroom	2 Bedrooms	3 Bedrooms
Average Monthly Rent	\$580	\$753	\$849	\$1,015
Average Size in Sq. Ft.	540	772	1,001	1,171
Average Rent per Sq. Ft.	\$1.07	\$0.98	\$0.85	\$0.87

Source: REIS, 2011; Partners for Economic Solutions, 2011.

Table 4. Pittsburgh Neighborhood Households by Income and Tenure, 2010

	Owner Households		Renter Households	
	Number	Percent	Number	Percent
Household Incomes				
Less than \$5,000	-	0.0%	197	27.1%
\$5,000 to \$9,999	25	7.1%	91	12.5%
\$10,000 to \$14,999	87	24.6%	104	14.3%
\$15,000 to \$24,999	42	11.9%	48	6.6%
\$25,000 to \$34,999	-	0.0%	136	18.7%
\$35,000 to \$49,999	82	23.2%	61	8.4%
\$50,000 to \$74,999	28	7.9%	35	4.8%
\$75,000 to \$99,999	90	25.4%	44	6.1%
\$100,000 to \$149,999	-	0.0%	10	1.4%
\$150,000 or more	-	0.0%	-	0.0%
Total Households	354	100.0%	726	100.0%
Median Household Income		\$27,800		\$13,600
Mean Household Income		\$31,880		\$18,340

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County.
Source: American Community Survey, 2010; Partners for Economic Solutions, 2012.

Table 5. Maximum Affordable Rents by Unit Size and Income Bracket, 2011

Unit Size / % of AMI	Gross Monthly Rents			Net Monthly Rents ¹			
	30%	50%	80%	30%	50%	60%	80%
Efficiency	\$360	\$600	\$960	\$275	\$515	\$0	\$875
1-Bedroom	\$410	\$690	\$1,090	\$278	\$558	\$0	\$958
2-Bedroom	\$490	\$810	\$1,300	\$314	\$634	\$0	\$1,124
3-Bedroom	\$510	\$860	\$1,370	\$291	\$641	\$0	\$1,151

Note: Gross rents reflect HUD's affordability standard of 30 percent of income and include utilities.
Source: HUD, 2011; Partners for Economic Solutions, 2011.

Table 6. Affordable Unit Sales Prices

Unit Type/Market Served	Number of Persons	Income Served	Sales Price
80% AMI	4	\$54,640	\$175,000
100% AMI	4	\$68,300	\$245,000
120% AMI	4	\$81,960	\$316,000

Note: Assumes a 4.0-percent mortgage, a 5.0-percent down-payment and 35 percent of income for mortgage principal and interest, taxes and insurance.
Source: Partners for Economic Solutions, 2011.

Table A-1. Population and Age Distribution, and Households by Type, 2010								
	Pittsburgh Neighborhood		Eastern Fulton County		City of Atlanta		Metro Atlanta	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Population Trends								
1990	3,567		93,705		391,646		3,069,425	
2000	3,261		94,732		416,474		4,247,981	
2010	3,468		81,998		420,003		5,268,860	
1990-2010 Change	(99)	-2.8%	(11,707)	-12.5%	28,357	7.2%	2,199,435	71.7%
1990-2000 Change	(306)	-8.6%	1,027	1.1%	24,828	6.3%	1,178,556	38.4%
2000-2010 Change	207	6.3%	(12,734)	-13.4%	3,529	0.8%	1,020,879	24.0%
Household Trends								
1990	1,450		32,786		154,916		1,140,843	
2000	1,152		32,245		168,147		1,554,154	
2010	1,359		31,411		185,142		1,937,225	
1990-2010 Change	(91)	-6.3%	(1,375)	-4.2%	30,226	19.5%	796,382	69.8%
1990-2000 Change	(298)	-20.6%	(541)	-1.7%	13,231	8.5%	413,311	36.2%
2000-2010 Change	207	18.0%	(834)	-2.6%	16,995	10.1%	383,071	24.6%
Population by Age (2010)								
Under 20 Years	1,096	31.6%	23,615	28.8%	97,664	23.3%	1,539,538	29.2%
20 to 24 Years	269	7.8%	6,141	7.5%	43,946	10.5%	340,848	6.5%
25 to 34 Years	517	14.9%	14,450	17.6%	83,155	19.8%	761,385	14.5%
35 to 44 Years	377	10.9%	12,173	14.8%	62,098	14.8%	830,827	15.8%
45 to 54 Years	491	14.2%	10,805	13.2%	51,585	12.3%	773,169	14.7%
55 to 64 Years	314	9.1%	8,075	9.8%	40,216	9.6%	551,340	10.5%
65 to 74 Years	245	7.1%	4,040	4.9%	22,985	5.5%	283,155	5.4%
75 to 84 Years	123	3.5%	1,940	2.4%	12,642	3.0%	137,403	2.6%
85 Years and Over	36	1.0%	758	0.9%	5,712	1.4%	51,195	1.0%
Total Population	3,468	100.0%	81,997	100.0%	420,003	100.0%	5,268,860	100.0%
Median Age	32.0		32.7		33.1		34.9	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area. Source: U.S. Census, 2000, 2010; Partners for Economic Solutions, 2011.

Table A-2. Household Tenure, Type, Size and Vehicle Ownership, 2009-2010								
	Pittsburgh Neighborhood		Eastern Fulton County		City of Atlanta		Metro Atlanta	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Tenure, 2010								
Owner	336	24.7%	13,239	42.1%	83,154	44.9%	1,279,941	66.1%
Renter	1,023	75.3%	18,172	57.9%	101,988	55.1%	657,284	33.9%
Total	1,359		31,411		185,142		1,937,225	
Households by Type, 2009								
Family Households	364	40.0%	18,076	52.9%	87,659	43.8%	1,250,506	67.7%
Married-Couple Families	89	9.8%	7,823	22.9%	33,484	16.7%	909,249	49.2%
With Related Children	3	0.3%	3,426	10.0%	21,139	10.6%	465,289	25.2%
Other Family (No Spouse)	275	30.3%	10,253	30.0%	36,477	18.2%	341,257	18.5%
With Related Children	235	25.9%	6,899	20.2%	24,132	12.0%	230,794	12.5%
Non-Family Households	545	60.0%	16,075	47.1%	112,643	56.2%	597,090	32.3%
Households by Size, 2009								
1 Person Household	498	54.8%	13,431	39.3%	92,260	46.1%	488,998	26.5%
2 Person Household	137	15.1%	9,349	27.4%	57,859	28.9%	579,275	31.4%
3-4 Person Household	185	20.4%	8,372	24.5%	38,953	19.4%	592,337	32.1%
5+ Person Household	89	9.8%	2,999	8.8%	11,230	5.6%	186,986	10.1%
Households, 2010								
Average Household Size	2.55		2.50		2.11		2.68	
Vehicle Ownership, 2009								
None	384	42.2%	7,952	23.3%	33,048	16.5%	110,725	6.0%
Owns 1 vehicle	304	33.4%	14,497	42.4%	89,941	44.9%	609,505	33.0%
Owns 2 or more vehicles	221	24.3%	11,702	34.3%	77,313	38.6%	1,127,366	61.0%
Average Vehicles	0.83		1.22		1.34		1.83	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area. Source: American Community Survey, 2009; ESRI, 2010; Partners for Economic Solutions, 2012.

Table A-3. Tenure by Age of Householder, 2010

	Pittsburgh Neighborhood				Eastern Fulton County ¹		City of Atlanta		Metro Atlanta	
	Owner		Renter		Owner	Renter	Owner	Renter	Owner	Renter
	Number	Percent	Number	Percent	Percent	Percent	Percent	Percent	Percent	Percent
Age of Householder										
15 to 24 years	7	2.1%	90	8.8%	0.6%	7.5%	1.6%	13.9%	1.1%	10.3%
25 to 34 years	49	14.6%	221	21.6%	15.6%	25.7%	17.3%	32.0%	11.9%	29.8%
35 to 44 years	47	14.0%	157	15.3%	26.1%	22.0%	22.6%	18.0%	23.1%	23.5%
45 to 54 years	75	22.3%	179	17.5%	22.9%	18.8%	19.1%	13.7%	25.5%	17.0%
55 to 64 years	46	13.7%	144	14.1%	16.9%	14.8%	17.6%	10.7%	20.2%	10.0%
65 to 74 years	53	15.8%	152	14.9%	9.4%	7.9%	11.8%	6.4%	11.2%	4.8%
75 to 84 years	46	13.7%	61	6.0%	5.8%	2.5%	7.1%	3.6%	5.4%	2.9%
85 years and over	13	3.9%	19	1.9%	2.7%	0.8%	2.8%	1.8%	1.6%	1.8%
Total	336	100.0%	1,023	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

¹ American Community Survey data, 2005-2009.

Source: 2010 U.S. Census: Partners for Economic Solutions, 2012.

Table A-4. Households by Income, 2010

	Pittsburgh Neighborhood		Eastern Fulton County		City of Atlanta		Metro Atlanta	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Household Incomes								
Less than \$10,000	313	29.0%	6,481	17.6%	23,678	13.3%	117,326	6.3%
\$10,000 to \$14,999	191	17.7%	3,296	8.9%	12,421	7.0%	80,615	4.3%
\$15,000 to \$24,999	226	20.9%	4,755	12.9%	18,772	10.5%	167,320	8.9%
\$25,000 to \$34,999	143	13.2%	4,352	11.8%	18,419	10.3%	184,173	9.8%
\$35,000 to \$49,999	63	5.8%	5,644	15.3%	21,725	12.2%	263,944	14.1%
\$50,000 to \$74,999	134	12.4%	5,261	14.3%	26,366	14.8%	360,082	19.2%
\$75,000 to \$99,999	10	0.9%	4,019	10.9%	16,067	9.0%	246,691	13.2%
\$100,000 to \$149,999	-	0.0%	2,373	6.4%	18,490	10.4%	260,334	13.9%
\$150,000 to \$199,999	-	0.0%	340	0.9%	8,005	4.5%	98,207	5.2%
\$200,000 or More	-	0.0%	392	1.1%	14,504	8.1%	95,310	5.1%
Total Households	1,080	100.0%	36,913	100.0%	178,447	100.0%	1,874,002	100.0%
Median Household Income		\$20,781		\$33,960		\$45,171		\$57,550
Mean Household Income		\$27,859		\$45,835		\$79,299		\$76,977

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Source: American Community Survey, 2010; ESRI, 2010; Partners for Economic Solutions, 2011.

Industry/ Occupation	Pittsburgh Neighborhood		Eastern Fulton County		City of Atlanta		Metro Atlanta	
	Number	Percent	Number	Percent	Number	Percent	Number	Percent
Employed Residents by Industry								
Agriculture, Mining	1,200	1.2%	200	0.6%	758	0.4%	9,403	0.4%
Construction	12,300	12.8%	2,994	9.0%	8,523	4.5%	176,309	7.5%
Manufacturing	3,700	3.9%	1,830	5.5%	8,523	4.5%	164,555	7.0%
Wholesale Trade	2,200	2.3%	865	2.6%	5,303	2.8%	89,330	3.8%
Retail Trade	5,500	5.7%	3,427	10.3%	16,289	8.6%	270,341	11.5%
Transportation, Utilities	4,900	5.1%	2,662	8.0%	10,417	5.5%	155,152	6.6%
Information	1,700	1.8%	965	2.9%	7,766	4.1%	84,628	3.6%
Finance, Insurance, Real Estate	5,800	6.0%	2,096	6.3%	16,100	8.5%	190,414	8.1%
Services	51,400	53.5%	16,535	49.7%	106,636	56.3%	1,107,221	47.1%
Public Administration	7,400	7.7%	1,697	5.1%	9,281	4.9%	103,435	4.4%
Total	961	100.0%	33,269	100.0%	189,407	100.0%	2,350,787	100.0%
Employed Residents by Occupation								
White Collar	27,782	32.6%	16,036	48.2%	127,092	67.1%	1,582,080	67.3%
Management, Business, Financial	5,504	6.5%	3,360	10.1%	34,472	18.2%	434,896	18.5%
Professional	9,497	11.1%	4,957	14.9%	47,920	25.3%	524,226	22.3%
Sales	5,415	6.3%	3,161	9.5%	22,161	11.7%	293,848	12.5%
Administrative Support	7,367	8.6%	4,525	13.6%	22,539	11.9%	329,110	14.0%
Services	33,108	38.8%	8,583	25.8%	35,987	19.0%	340,864	14.5%
Blue Collar	24,409	28.6%	8,683	26.1%	26,328	13.9%	427,843	18.2%
Farming, Forestry, Fishing	1,598	1.9%	100	0.3%	379	0.2%	4,702	0.2%
Construction, Extraction	9,409	11.0%	2,761	8.3%	7,008	3.7%	136,346	5.8%
Installation, Maintenance, Repair	2,574	3.0%	932	2.8%	2,841	1.5%	77,576	3.3%
Production	4,172	4.9%	1,763	5.3%	5,114	2.7%	84,628	3.6%
Transportation, Material Moving	6,657	7.8%	3,127	9.4%	10,986	5.8%	126,942	5.4%
Total	853	100%	33,269	100%	189,407	100%	2,350,787	100%

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Source: ESRI, 2010; Partners for Economic Solutions, 2011.

Workers 16 and Over	Pittsburgh Neighborhood		Fulton County	City of Atlanta	Metro Atlanta
	Employed Residents	Percent	Percent	Percent	Percent
Means of Transportation					
Car, Truck, or Van	290	40.2%	76.0%	75.7%	88.3%
Drove alone	199	27.6%	59.9%	67.5%	77.5%
Carpooled	91	12.6%	16.1%	8.3%	10.9%
Public Transportation	322	44.7%	16.4%	12.3%	3.6%
Motorcycle, Bicycle, Walked, Other Means or Worked at Home	109	15.1%	7.6%	12.0%	8.0%
Total	721	100.0%	100.0%	100.0%	100.0%

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Sources: American Community Survey, 2009; Partners for Economic Solutions, 2012.

Table A-7. Journey to Work, 2009					
Workers 16 and Over	Pittsburgh Neighborhood		Eastern Fulton County	City of Atlanta	Metro Atlanta
	Employed Residents	Percent	Percent	Percent	Percent
Commute Time					
Less than 5 minutes	15	2.1%	1.6%	2.1%	2.0%
5 to 9 minutes	26	3.6%	5.8%	7.7%	6.5%
10 to 14 minutes	48	6.7%	10.2%	14.4%	10.5%
15 to 19 minutes	92	12.8%	13.6%	17.1%	12.8%
20 to 24 minutes	68	9.4%	15.5%	17.8%	13.9%
25 to 29 minutes	0	0.0%	4.6%	6.2%	6.1%
30 to 34 minutes	256	35.5%	20.8%	15.6%	16.1%
35 to 39 minutes	0	0.0%	2.8%	2.1%	3.6%
40 to 44 minutes	13	1.8%	3.4%	3.0%	4.8%
45 to 59 minutes	76	10.5%	8.2%	6.2%	11.5%
60 to 89 minutes	110	15.3%	8.9%	5.1%	8.9%
90 or more minutes	17	2.4%	4.6%	2.7%	3.4%
Work from home	0	0.0%	0.0%	0.0%	0.0%
Total	721	100.0%	100.0%	100.0%	100.0%
Commuting 30 Minutes or More		65.5%	48.8%	34.7%	48.3%

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Sources: American Community Survey, 2009; Partners for Economic Solutions, 2012.

Table A-8. Housing Units by Number of Units in Structure, 2000						
	Pittsburgh Neighborhood		Eastern Fulton County		City of Atlanta	Metro Atlanta
	Number	Percent	Number	Percent	Percent	Percent
Units in Structure						
1, Detached	908	60.7%	19,185	53.9%	42.7%	65.4%
1, Attached	57	3.8%	1,140	3.2%	3.9%	3.5%
2	213	14.2%	2,397	6.7%	4.2%	2.0%
3 to 4	98	6.6%	3,746	10.5%	7.7%	4.3%
5 to 9	84	5.6%	3,771	10.6%	10.4%	7.0%
10 to 19	108	7.2%	2,132	6.0%	9.4%	6.3%
20 to 49	8	0.5%	896	2.5%	5.2%	2.5%
50 or More	19	1.3%	1,914	5.4%	15.9%	4.4%
Mobile Home	-	0.0%	388	1.1%	0.4%	4.5%
Other	-	0.0%	15	0.0%	0.1%	0.0%
Total	1,495		35,584			

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Eastern Fulton County is bounded by I-20 on the north, the County line on the east and south and US 29 on the west; and Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Source: U.S. Census, 2000, 2010; Partners for Economic Solutions, 2011.

Table A-9. Pittsburgh Neighborhood Single-Family Housing Units by Year Built, 2010				
Year Built	Total Units		Vacant Units	
	Number	Percent	Number	Percent
2000 to 2007	359	27.4%	111	23.4%
1980 to 1999	46	3.5%	7	1.5%
1960 to 1989	50	3.8%	8	1.7%
1940 to 1959	231	17.6%	85	17.9%
1939 or earlier	615	46.9%	259	54.5%
No data	9	0.7%	5	1.1%
Total Units	1,310	100.0%	475	100.0%
Median Year Built	1940		1930	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00, 58.00 and 63.00 in Fulton County.

Sources: Fulton County Assessor, 2010; Pittsburgh Community Improvement Association, 2010; Partners for Economic Solutions, 2011.

Table A-10. Pittsburgh Neighborhood Single-Family Housing Units by Number of Bedrooms, 2010

	Total Units		Vacant Units	
	Number	Percent	Number	Percent
Number of Bedrooms				
0	1	0.1%	2	0.4%
1	67	5.1%	30	6.3%
2	466	35.6%	197	41.5%
3	581	44.4%	177	37.3%
4	158	12.1%	55	11.6%
5+	31	2.4%	9	1.9%
No Data	6	0.5%	5	1.1%
Total Units	1,310	100.0%	475	100.0%
Median	3		3	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00, 58.00 and 63.00 in Fulton County.

Sources: Fulton County Assessor, 2010; Pittsburgh Community Improvement Association, 2010; Partners for Economic Solutions, 2011.

Table A-11. Pittsburgh Neighborhood Single-Family Housing Units by Lot Size, 2010

	Total Units		Vacant Units	
	Number	Percent	Number	Percent
Lot Size in Square Feet				
1,250 to 2,499	31	2.4%	83	17.5%
2,500 to 4,999	648	49.5%	190	40.0%
5,000 to 7,499	510	38.9%	168	35.4%
7,500 to 9,999	71	5.4%	23	4.8%
10,000 to 27,000	30	2.3%	4	0.8%
No data	20	1.5%	7	1.5%
Total Units	1,310	100.0%	475	100.0%
Median Lot Size	4,755		4,329	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00, 58.00 and 63.00 in Fulton County.

Sources: Fulton County Assessor, 2010; Pittsburgh Community Improvement Association, 2010; Partners for Economic Solutions, 2011.

Table A-12. Owner-Occupied Housing Units by Value, 2010

	Pittsburgh Neighborhood		City of Atlanta		Metro Atlanta	
	Number	Percent	Number	Percent	Number	Percent
Housing Units by Value						
Under \$50,000	65	18.4%	2,213	2.6%	39,825	3.1%
\$50,000 to \$99,999	113	31.9%	8,327	9.7%	97,958	7.7%
\$100,000 to \$149,999	51	14.4%	11,913	13.9%	264,576	20.8%
\$150,000 to \$199,999	60	16.9%	14,230	16.7%	289,243	22.7%
\$200,000 to \$299,999	39	11.0%	15,983	18.7%	276,472	21.7%
\$300,000 to \$399,999	26	7.3%	9,472	11.1%	135,010	10.6%
\$400,000 to \$499,999	-	0.0%	5,577	6.5%	66,859	5.3%
\$500,000 and Over	-	0.0%	17,720	20.7%	101,944	8.0%
Total	354	100.0%	85,435	100.0%	1,271,887	100.0%
Median Value	\$99,560		\$231,800		\$188,300	

Note: The Pittsburgh Neighborhood area comprises Census Tract 57.00 and 63.00 in Fulton County; Metro Atlanta is the Atlanta-Sandy Springs-Marietta, GA Metropolitan Statistical Area.

Source: American Community Survey, 2010; ESRI, 2010; Partners for Economic Solutions, 2011.

Table A-13: Single-Family Residential Sales in Pittsburgh by Bedrooms, November 2010 - November 2011

Sale Price	2 Bedrooms or Less		3 Bedrooms		4 or More Bedrooms		Total	
	Units Sold	Percent	Units Sold	Percent	Units Sold	Percent	Units Sold	Percent
Under \$10,000	4	50.0%	11	29.7%	3	25.0%	18	31.6%
\$10,000-\$19,999	-	0.0%	13	35.1%	3	25.0%	16	28.1%
\$20,000-\$29,999	-	0.0%	6	16.2%	3	25.0%	9	15.8%
\$30,000-\$39,999	2	25.0%	2	5.4%	1	8.3%	5	8.8%
\$40,000-\$49,999	-	0.0%	-	0.0%	1	8.3%	1	1.8%
\$50,000-\$99,999	1	12.5%	4	10.8%	1	8.3%	6	10.5%
Over \$100,000	1	12.5%	1	2.7%	-	0.0%	2	3.5%
Total	8	100.0%	37	100.0%	12	100.0%	57	100.0%
Median Price	\$19,720		\$16,300		\$18,750		\$16,300	

Source: Redfin.com; Partners for Economic Solutions, 2011.

Table A-14: Competitive Multi-Family Rental Properties									
Map Key	Project/Address	No. of Units	Class	Floor Plans	Rental Rates	Square Feet	Rent per Sq. Ft.	Opening Date	Occupancy Rate
1	Oglethorpe Place 835 Oglethorpe Avenue Atlanta, GA 30310	144	A	1 BR	\$710	670	\$1.06	1996	94.4%
				2 BR	\$750	993	\$0.76		
2	Ashley Terrace 717 Lee Street, SW Atlanta, GA 30310	44	A	1 BR	\$707	689	\$1.03	2001	97.7%
				2 BR	\$823	931	\$0.88		
3	Heritage Station 765 McDaniel Street, SW Atlanta, GA 30310	91	BC	1 BR	\$685	1,017	\$0.67	2007	95.6%
				2 BR	\$810	1,058	\$0.77		
				3 BR	\$901	1,232	\$0.73		
4	Mechanicsville Crossing 565 Wells Street, SW Atlanta, GA 30312	164	BC	1 BR	\$799	750	\$1.07	2009	94.5%
				2 BR	\$898	1,004	\$0.89		
				3 BR	\$1,114	1,204	\$0.93		
5	Mechanicsville 520 Fulton Street, SW Atlanta, GA 30312	66	BC	1 BR	\$799	750	\$1.07	2008	93.9%
				2 BR	\$921	1,009	\$0.91		
				3 BR	\$1,114	1,270	\$0.88		
6	Crogman School Apts. 1093 West Avenue, SW Atlanta, GA 30315	105	BC	Studio	\$580	540	\$1.07	2003	86.7%
				1 BR	\$732	793	\$0.92		
				2 BR	\$767	952	\$0.81		
7	Columbia Mechanicsville 500 McDaniel Street, SW Atlanta, GA 30312	172	BC	1 BR	\$775	750	\$1.03	2007	98.8%
				2 BR	\$856	1,008	\$0.85		
				3 BR	\$1,114	1,200	\$0.93		

Sources: REIS; Leasing agents; Partners for Economic Solutions, 2010.

Table A-15. Income as Percent of Area Median Income, Atlanta Metro, 2011								
Income (AMI)	Household Size (Number of Persons)							
	1	2	3	4	5	6	7	8
30 percent	\$14,400	\$16,400	\$18,500	\$20,500	\$22,600	\$24,600	\$26,700	\$28,700
50 percent	\$23,900	\$27,400	\$30,800	\$34,200	\$37,600	\$41,000	\$44,500	\$47,900
80 percent	\$38,200	\$43,700	\$49,100	\$54,600	\$60,100	\$65,500	\$71,000	\$76,400
100% (Median)	\$47,800	\$54,600	\$61,500	\$68,300	\$75,100	\$82,000	\$88,800	\$95,600
120 percent	\$57,360	\$65,520	\$73,800	\$81,960	\$90,120	\$98,400	\$106,560	\$114,720

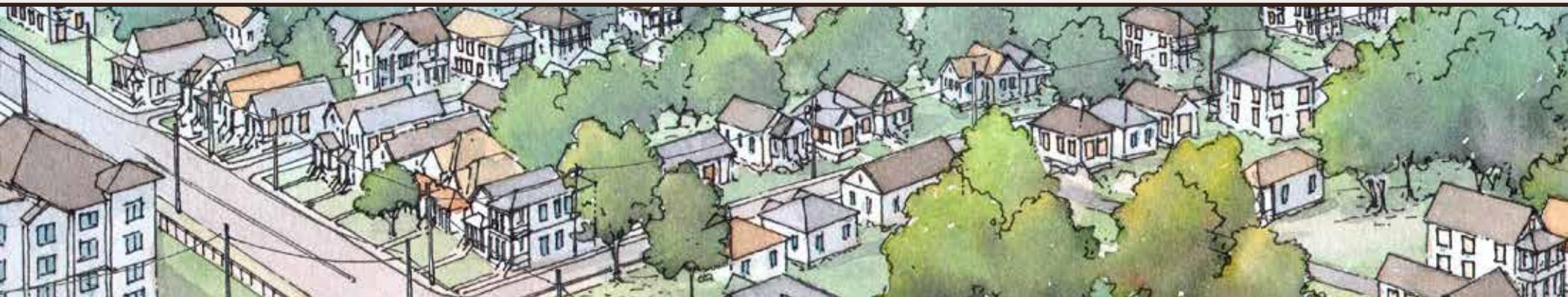
Source: HUD, 2011; Partners for Economic Solutions, 2011.



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B 2016 community engagement

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



APPENDIX B: COMMUNITY ENGAGEMENT 2016

Appendix B contains documents that describe the outreach and engagement with stakeholders and community residents to:

The next pages contain the summaries for meetings described above.

- Share the recommendations of the plans to ensure that community residents were still in agreement with the outcomes of the Preservation of Pittsburgh Plan. Community meetings allowed residents to gain an understanding of the recommendations of the plan while adding any items that residents and stakeholder felt were not addressed in the plan recommendations. These items were added to the final Implementation Action tables in Appendix.
- Develop an Implementation Strategy with detailed implementation Projects. Community agencies and stakeholders attended several meetings where responsible parties were identified for specific implementation recommendations as well as implementation timelines.
- At the end of 2016 the city of Atlanta in partnership with Georgia Tech and community residents completed a design competition that brought forward ideas for the redevelopment of two buildings within the community: 836 Metropolitan Parkway and 1029 McDaniel Street. For 836 Metropolitan Parkway the ideas ranged from a multi-purpose senior and adolescent center, a business incubator, and a Montessori School. The ideas for 1029 McDaniel included a mini police precinct, a retail and technology incubator, and a coffee shop and bookstore. Each idea included design concepts and preliminary budget estimates. Additional details on the design concepts can be found in this appendix.



Pittsburgh Stakeholder Meeting Summary - Krogman Lofts-1093 West Avenue 12/16/15 – 4:30 PM

Meeting Attendees

Councilmember Joyce Sheperd, Clifford Ice, Joselyn Bivens, Rodney Milton, Commissioner Time Keane, Terri Lee, Major Shaw, Alan Ferguson, Christopher Norman, Larry King, Arundel Hope, Jeff Glazier, Clayton Davis, Che Watkins, Marcus Hall, Pierre Gathers, Lance Irvin, Eshe Collins, Deputy Chief S. Jones, Carlos Collins, Rodney Bryant, Jesse Clark, and Mr. King (Sign In Sheet Attachment A)

Consulting Team: Jesse Wiles, Steven Gonzales, and Glenda Matute

Meeting Purpose

Councilmember Sheperd opened the stakeholder meeting by reviewing the purpose of bringing stakeholders together to create a strategy to turn the Pittsburgh neighborhood around. There are currently a lot of good efforts and stakeholders doing good work in the community, but a lot of it is overshadowed by the negative perception of the neighborhood. Most recently the Mayor met with the community and requested a list of 5 items that he could help the community with. The Councilmember wants to meet with the community to discuss and bring out these 5 items. The purpose of the meeting is to give direction to the discussion with the community and obtain feedback from city departments and stakeholders as to the direction of these discussions. The goal is to transform the residents' ideas and comments into actionable items. Things to consider:

- All things are interrelated ie. Safety affects housing, etc.
- All neighborhoods have momentum – where are Pittsburgh's places to start, where are its' catalyst?

Background

Councilmember Sheperd thought that the “Preservation of Pittsburgh Plan” (Plan) drafted on 2012 may be a good place to start. Both the Planning Department and the consultant (APD-Urban) think it is a good place to start since it involved community engagement and has good broad recommendations. The Plan was originally commissioned by the Pittsburgh Community Improvement Association (PCIA). The draft of the Plan was submitted to the Planning Department for review for its adoption, and the Planning Department submitted comments to PCIA concerning some missing pieces of the report including:

- Executive Summary
- Implementation Matrix
- Implementation Activities
- Time Frame of Activities
- Responsibilities and Budgets
- Specifics as to activities and measures

Since SNDSI dissolved, there was no follow up to the Plan so it did not get adopted by City Council. Councilmember Sheperd would like for the Plan to be completed and adopted by City Council, so the Planning Department will be issuing an RFP for the completion of the plan. The group discussed the important of adopting the plan to guide decisions made at the city level for the community, and give city Departments something to reference to guide design the planning of the neighborhood. Councilmembers Sheperd’s department will take care of budget to complete the plan since the organization that originally commissioned the plan is no longer in place.

In the meantime, Councilmember Sheperd has been meeting with community organizations and city departments to gather information on recent activities within the neighborhood and has had the planning department put together a map (Figure 1). The map divided Pittsburgh into four quadrants and identified:

- Organizations within the Pittsburgh boundaries
- Over 80 homes which have had investment on them
- Homes acquired by various entities
- Code violations
- Crime Data
- MARTA bus stops
- Resources in the community



Figure 1: Pittsburgh Map

Engagement

The consulting Team requested that stakeholders and community agencies participate in outlining concerns and strengths within the community that could aid in driving the conversation with the community. The tables below give a summary of the input received:

Pittsburgh Stakeholder	
Input-	
Community Assets	<ul style="list-style-type: none"> • Turner Field LCI • University Avenue • McDaniel Street • Metropolitan Pkwy • Abernathy Pkwy • Atlanta Beltline • Annie E. Casey Site – The Civic Site • SNDI • Community Organizations • Rehabilitation of houses in partnership with realtors • Scattered property ownership ~90; initial goal was to target areas around schools/nodes, driven by the disbursement of NSP funds and acquisition of only vacant parcels • Vacant lots and housing as opportunity to stabilize the neighborhood • Great location and proximity to downtown amenities • History of the neighborhood which has been documented in books • Recreational facilities
Housing	<ul style="list-style-type: none"> • Want a mixed income community that balances the need to create housing that is attractive that will bring new families into the community while protecting current residents (preserving and providing quality housing) • Use of the City of Atlanta/Fulton County to work through title research

	<ul style="list-style-type: none"> • Need to hold property owners accountable for maintenance of their property • Currently challenged with selling homes built in the neighborhoods because of safety concerns. Phase 1 is a total of 8 homes, 2 have been sold and 3 are under contract. There are 45 more homes to build in subsequent phases. • Desire to increase the overall quality of the homes.
<p>Transportation, Streets, and Sidewalks</p>	<ul style="list-style-type: none"> • Need to support walkability to retail and major thoroughfares where centers of activity are located • Plan for Streetscape in University Avenue with funding (from Metropolitan Parkway to Hank Aaron) • Proximity to proposed BeltLine is an asset • Limited transportation options for residents.
<p>Economic Development</p>	<ul style="list-style-type: none"> • Need for businesses and social incubator • Tie jobs and new businesses to work needed in the neighborhoods i.e. home rehab program • Desire to provide jobs for families living in the neighborhood, understand their skillset • Involve young people in new job creation • Need a Strategic Hub or Think Tank which could act as a catalyst within the neighborhood
<p>Safety</p>	<ul style="list-style-type: none"> • Priority to serve existing residents and attract new families • Discussion of what can be impacted by code enforcement to affect change. • Need for assessment of properties, any issues or constraints to redevelopment • Commitment from city agencies is a positive • Need to put pressure on developers to work on their property. • Need to understand how proactive code enforcement affects current residents with limited incomes, programs will need to be created to aid residents make improvements to their homes. • Need to update crime data • Cleanliness and beautification creates appreciation for the neighborhood
<p>Social Services and Civic Engagement</p>	<ul style="list-style-type: none"> • History of the neighborhoods has been document through 2 books • Community is currently working on a virtual history with the Director of the Auburn Avenue Library • Have worked with the Center for Working Families before to train residents. They have challenges with finding residents to sign up for the program. There are also issues with drug testing of the participants. • Important to communicate the positive things that are happening in the neighborhood, and call attention to the media to stop just focusing on the negative things that are happening. • Need to focus on education and the schools in the area.

Closing Comments

It is important to show synergy and collaboration among stakeholders and city departments to demonstrate a united front to the community.

Two main broader goals were discussed:

- Focus efforts where work has already started i.e. 3-4 blocks within the neighborhood to show change. It is very difficult to make neighborhood wide changes – it is better to affect change in a small area that can create momentum. Group emphasized that quadrant I identified in the map may be a good place to start.
- Focus on stabilizing the neighborhoods.
- Communication between entities working in the neighborhood is key.



Next Steps

- City Departments should come prepared with specific projects and resources that they can bring to the table to discuss at next meeting in January.
- Group agreed that a second meeting is needed before the community meeting to be scheduled in late January.
- Planning Department will work on an update to the plan.



Attachment A

SIGN IN SHEET

<u>NAME</u>	<u>ORG</u>	<u>EMAIL/TELEPHONE</u>
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Pittsburgh Stakeholder Meeting 2 Summary - City Hall-Terminus Conf Room 1/20/16 – 4:00 PM

Meeting Attendees

Clifford Ice, Joselyn Bivens, Rodney Milton, Lance Irvin, Captain Jon Durant, Pierre Garther, Richard Mendoza, Melissa Klein, Chris Norman Natallie Keiser, Allan Ferguson, Clayton Davis, Che Watkins, Kweku Forstall, Barry Shaw, Dede Deyonker, Shawn L. Jones, Esle Collins (Sign In Sheet Addendum A)

Consulting Team: Jesse Wiles, Steven Gonzales, and Glenda Matute

Meeting Purpose

The consulting Team reviewed the initial feedback from the first partner meeting at Krog Center. Jesse reviewed that the goal is to be able to tie the stakeholder engagement and public engagement into finalizing the plan for adoption from city council. The plan would then give direction and guidance to planning department and other agencies. The consulting Team will need to complete some missing pieces of the plan before the plan is adopted including timeline, implementation matrix, executive summary, etc.

The second goal is give some direction to the first proposed public meeting where the 5 items that the Mayor is requesting to focus on can be discussed and narrowed down. The list of items brought forward in the first stakeholder meeting could be a starting point for discussion.

The goal of the follow up meeting is to get an understanding of the work that the partners have been doing within the neighborhoods and have planned moving forward so that resources are aligned with specific neighborhood needs.

Items not discussed in first meeting that should be added to the input list:

- Flooding Issue – not on the priorities
- Crime – gang violence, prostitution, drug violence

Engagement

Each partner agency outlined their recent and proposed projects/investments in the Pittsburgh Neighborhood:

Pittsburgh Partners	
City of Atlanta/Fulton County Land Bank Authority	<ul style="list-style-type: none"> • Holds 26 properties and 1 donation • Most acquired via NSP funds • Several under the control of PCIA • Annie Casey 45 properties • Costs would equal to cost of holding and light demolition of 300 properties. • The agency requested from City Council \$1 million to expand operations • Since the \$1 million is city wide commitment, the Land Bank wants to ensure that their investments are strategic and supportive of ongoing efforts. • The Land Bank will also hire an attorney for title clarification
Code Enforcement Office	<ul style="list-style-type: none"> • Department has worked with agencies in the neighborhood to focus efforts on properties which create problems • Focus on properties around “stakeholder” owned properties • Have gone street by street on Quadrant 1 and 2 to make sure that there is a case moving forward if property is blighted • If properties have unresponsive owner, public works can assist in clearing properties.
Annie Casey	<ul style="list-style-type: none"> • Invested \$750k a year over past couple of year • Property Maintenance • Have invested \$137k last year on 352 University Avenue <ul style="list-style-type: none"> - Maintenance - Environmental assessment - Community events

	<ul style="list-style-type: none"> - Pre-development work • Housing: 5 rental properties • Re-invest income to property • Previous grants to nonprofits equal to \$65k • \$18,300 for community events • Set aside \$60k for down payment assistance for a police officer home, but no one signed up yet • Technical assistance to non-profits \$20k – current set aside • Looking at putting together a Safety strategy for NPU • Business development strategy for NPU-Y <ul style="list-style-type: none"> - Inventory of existing businesses - Make business association - Look at how to support businesses • Organization is committed to the neighborhoods long term • Marketing Campaign (video)
<p style="text-align: center;">Center for Working Families</p>	<ul style="list-style-type: none"> • Direct investment from NPU and Casey foundation • Job Readiness and Job Placement for community • Construction • Retail and Customer Services • Tax Preparation • Screening for Government benefits • Classes for movement from poverty to higher wage • Can do a better job of penetrating community (Outreach) • Average literacy of community 6th to 8th grade
<p style="text-align: center;">Andrew P Stuart Center</p>	<ul style="list-style-type: none"> • Social Services • In 2015, transferred agency’s sole focus on the Pittsburgh area • Board has made a 15 year commitment to the Pittsburgh Community • Own 2 properties in Reynoldstown that they want to sell to be able to build a center in Pittsburgh. • Started a capital campaign for properties in Pittsburgh, with a budget of \$2.2 million. • Work with youth and children. • \$2 Million towards goal to purchase and renovated 2 homes per year for 15 years to support families. And

	<p>their program participants.</p> <ul style="list-style-type: none"> • Rent first then work towards homeownership • \$10k for off-duty patrol – around organization properties • Primary focus on Quadrant 1 • Desire to work with Gibbons Elementary School • Have met with Casey foundation to coordinate home purchases within proximity of each other, the Center for Working Families and the AWDA. • 836 Metropolitan could be a possible location for their new headquarters.
<p>Atlanta Public Schools</p>	<ul style="list-style-type: none"> • Turnaround Strategy will be developed to try to improve the current school in the neighborhood. • Gideons has under-performed historically and is planned to be in the State School takeover • Advocating for keeping the school open, started to work with partners. • Is currently looking at models and viable partnership for communities • Desire to re-purposing of the building of schools that have closed to improve the community like a parent resource center (Adult University) – idea
<p>Habitat for Humanity</p>	<ul style="list-style-type: none"> • Over 55 homeowners • Currently own 16 lots • Brush with Kindness program – homeowner rehabilitation for exterior specifically for Habitat homeowners. Have done 6-7 homes in the area. • Repair for kindness – critical repairs for homeowners, new program for any homeowner • Focusing on where funders want organization to focus • All subs are licensed and insured at the moment • Lining up funding for program targeting Vine City, English Ave, and Pittsburgh
<p>Atlanta Police Department</p>	<ul style="list-style-type: none"> • Putting together a Quality of Life Team • Group of officers that will respond to community complaints • Will try and be more visible in the community • Different approach to Crime Fighting
<p>Public Works</p>	<ul style="list-style-type: none"> • Retaining Wall in University Avenue • University Ave Complete Streets • RDA Bond Project – partnering with GDOT • Increasing sidewalk repair budget to target areas near MARTA and schools

	<ul style="list-style-type: none"> • Adopt a spot program revival • Training and activities – public works picks up trash • Partner with Police and Corrections • Police to spot health hazards corrections to get labor to clean up health hazards
AWDA	<ul style="list-style-type: none"> • Rebranding as a one stop shop • Moved to Ebenezer Church • Can have a satellite shop in the Pittsburgh community

Additional Comments included:

- Discussion of having a central location where all of these services could focus and serve neighborhood residents. Location for a One-Stop Shop
 - Parks Middle School
 - 836 Metropolitan – City Owned in Quadrant 1
 - Sphynx Mattress Factory
 - 17k-18k square feet
- The inputs received in the previous meeting should be narrowed down to create a shorter list of items that could be taken to the public meeting. Needs to be some sort of story being told about the resources and changes
 - Assets should be split into Organizational and Physical Assets
 - Also add human capital

Closing Comments

It is important to show synergy and collaboration among stakeholders and city departments to demonstrate a united front to the community. Although several inputs were identified in the first public meeting, it will be important to identify how the partners at the table are targeting and addressing some of the inputs.

Next Steps

- Consulting Team to collapse the needs identified in the first stakeholder meeting into a shorter list of items that can be then taken to the first public meeting.



Addendum A



PITTSBURGH NEIGHBORHOOD PARTNER MEETING #2 – JANUARY 20TH, 2016

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Meeting Notes

Pittsburgh Neighborhood – Partner Meeting
March 3rd, 2016 4pm

- 1) Overview of Community Meeting:
 - How do we bring people to consensus? Process designed to help narrow down short term projects that are driven towards implementation.
 - Thoughts that it was a good start.
 - Pittsburgh community is very engaged and passionate, but also skeptical. Very vocal residents.
 - Meeting with ministerial alliance – need to have input from them on the 5 items. They are representing that they already know the 5 items that they want the mayor to focus on, “representing the community”. Some community members have expressed that they have not been part of the process that the ministerial alliance has followed with their meetings.
 - Ensure that code enforcement is tied to helping property owners bring properties up to code.
 - Important to lay out the roles for the agencies.
- 2) Discussion Implementation Matrix
 - Missing the strategy of how it is revitalized. Need to be focused. Process is to set the stage with the plan to get to implementation.
 - Group reviewed the Implementation Matrix and made changes based on specific stakeholders, timelines, etc.
- 3) Public Meeting Agenda
 - Provide a forum for Partners to present ongoing efforts.
 - Exercise to narrow down priorities.
- 4) Next Steps
 - LCI Meeting – next Saturday at the Krog Center from 10am to noon, focusing on the corridors of Pittsburgh. University avenue, Ralph David Abernathy, ?, McDaniel Street.
 - 2nd Community Meeting – reviewed process.

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Pittsburgh Neighborhood Community Meeting Summary -2.11.16



MEETING AGENDA

Welcome and Meeting Purpose

Brief Presentation - Overview

Community Members Group Discussions

Next Steps

Questions

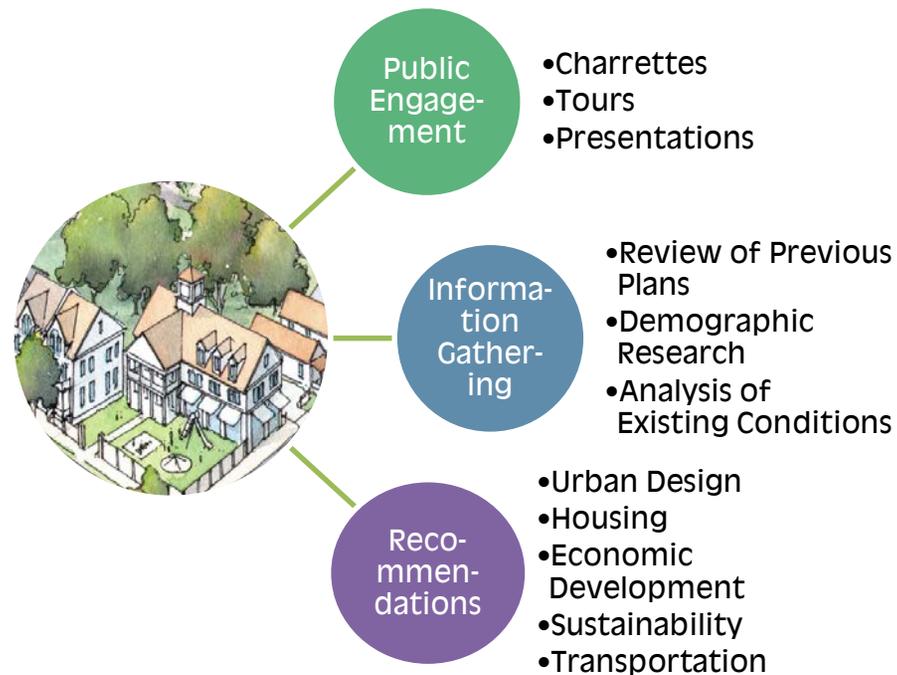
MEETING PURPOSE

Councilmember Sheperd opened the community meeting at the Salvation Army Kroc Corps Community Center on February 11th, 2016 at 6:30 pm by welcoming community residents and specific stakeholders. Approximately fifty-six (56) residents and stakeholders attended the public meeting (Addendum A: Sign In Sheets). In previous years, neighborhood plans have been developed like the *Preservation of Pittsburgh Plan*, which can serve as a guide for future work for the community. Unfortunately, this plan was not adopted by City Council. It is very important for a neighborhood to have a plan of action for its redevelopment. The community meeting is to share with the community the recommendations of the plan, gain final input for any missing concerns, and create a plan of action to be added to the plan for its adoption. Most recently Mayor Kasim Reed met with the community and requested a list of five (5) items that he could help the community with. The goal is to transform t residents' ideas and comments into actionable items. The actionable items that are short term can be then narrowed down to five (5) items in a subsequent community meeting to be shared with the mayor. The goals for the community meeting were to:

- Obtain input on the recommendations from the *Preservation of Pittsburgh Plan* Recommendations for its subsequent adoption by City Council; and
- Identify issues and concerns that could point to short term, mid-term, and long term projects.

OVERVIEW

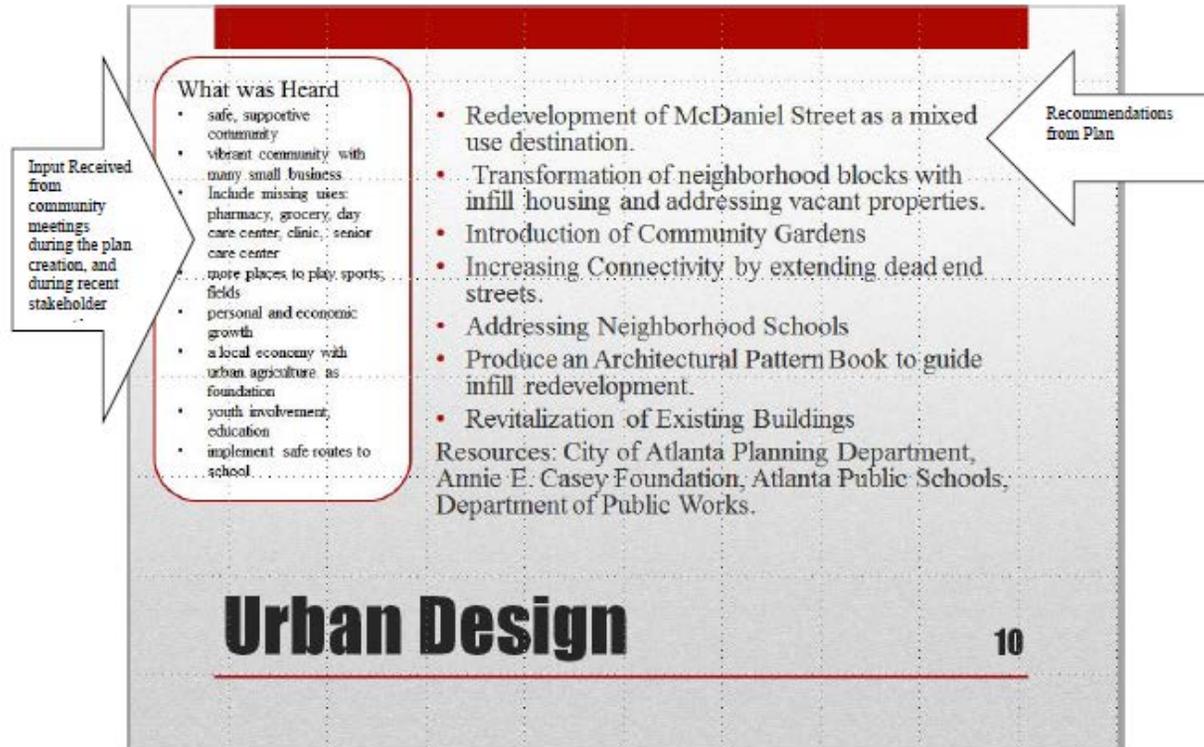
The *Preservation of Pittsburgh Plan* gathered community input through charrettes, tours, and public presentations. Information for the Pittsburgh neighborhood like previous plans, demographic data and existing conditions was gathered and analyzed. Recommendations were made specific to five (5) topics Urban Design, Housing, Economic Development, Sustainability, and Transportation. These recommendations served as the starting point for discussion with community residents at the public meeting.

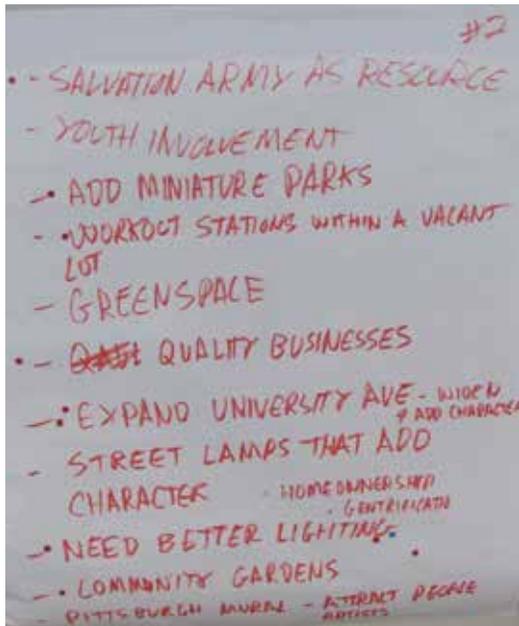
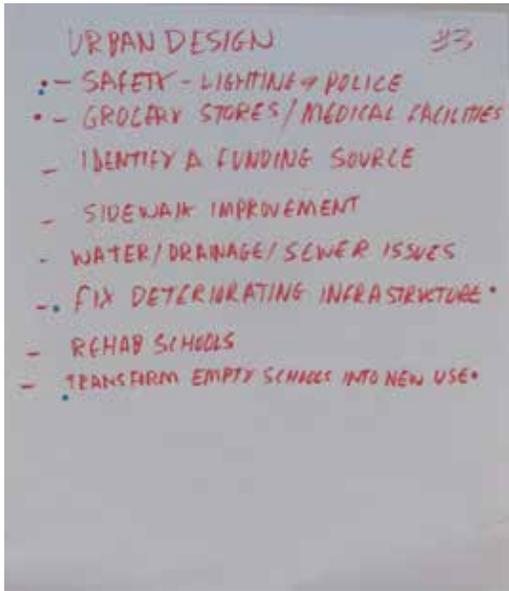


GROUP DISCUSSIONS

Group discussions centered on the five (5) topics discussed previously. As shown in Figure 1, boards were created with some of the public comments received during the planning process, and the recommendations from the plan were shared with community residents. Residents were invited to add additional concerns or issues within the specific topic. At the end of a ten (10) minute discussions residents in each table prioritized their top three (3) concerns for the specific topic. The top concerns per topic are listed below. The raw data gathered from the meeting can be found in addendum B.

FIGURE 1: SAMPLE BOARD





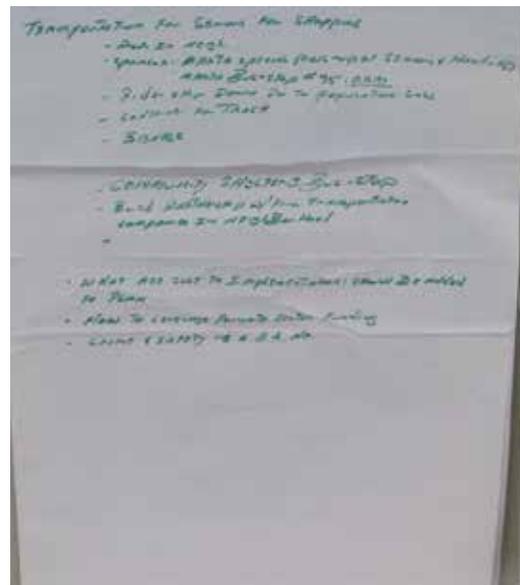
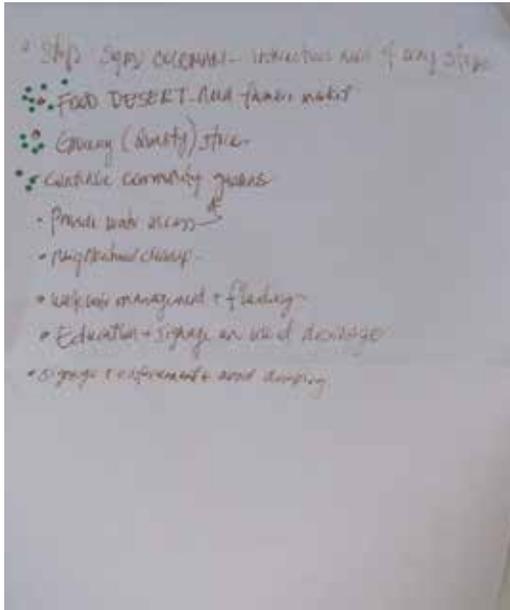
URBAN DESIGN

Residents mentioned the following priorities for Urban Design:

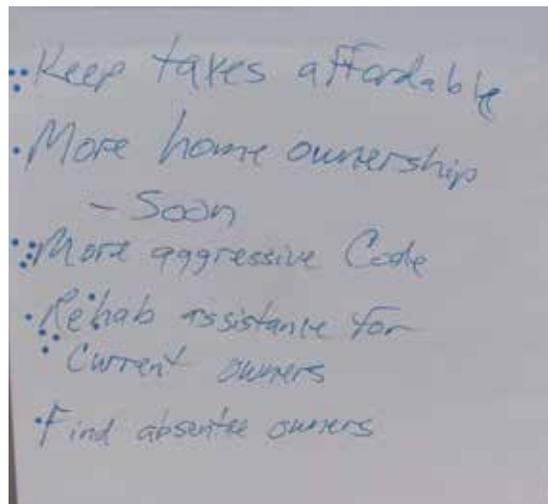
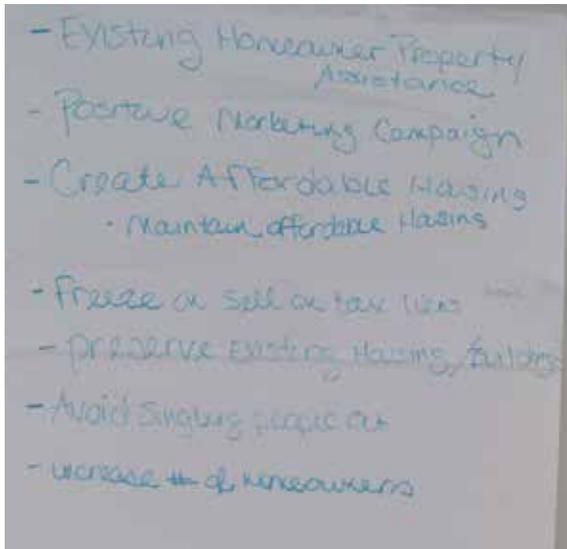
1. **Addressing Neighborhood Schools (10)**
2. **Transform blocks with infill housing and addressing vacant properties (9)**
3. **Redevelopment of McDaniel Street as a mixed use destination (6)**
4. **Revitalization of existing buildings (6)**
5. Add additional lighting (4)
6. Address safety/crime (6)
7. Bring in a grocery store, medical, and other uses (4)
8. Use the Salvation Army as a resource (3)
9. Bring in quality businesses (3)
10. Expand University Avenue (2)
11. Fix deteriorating infrastructure (2)
12. Transform Empty Schools into new use (2)
13. Production of an Architectural Pattern Book (2)
14. Increasing connectivity by extending dead end streets (2)
15. Add miniature parks (1)
16. Add workout stations to parks (1)
17. Complete streets and complete places (2)
18. Safety, building reuse, and temporary land uses (2)

TRANSPORTATION AND SUSTAINABILITY

Residents mentioned the following priorities for Transportation and Sustainability:



1. **Neighborhood Cleanup (14)**
2. **Need to address food desert/quality grocer (11)**
3. **Community gardens (10)**
4. Address BeltLine connection (7).
5. Increase lighting (7)
6. Improve bus routes and upgrades to stops (3)
7. University Avenue Transition Design (2)
8. Norfolk Southern Rail Crossing (2)
9. Maintenance of sidewalks (2)
10. Educate energy efficiency through a demonstration project (2)
11. Slow speeds on neighborhood streets (2)
12. Sanitary sewer tops are missing (1)
13. Water management/collection/conservation (1)
14. McDaniel Street Speed Management (1)
15. Self sustaining community (1)
16. Recycling program (1)
17. There should be enhanced thru streets to address traffic congestion problems (1)
- 18.



HOUSING

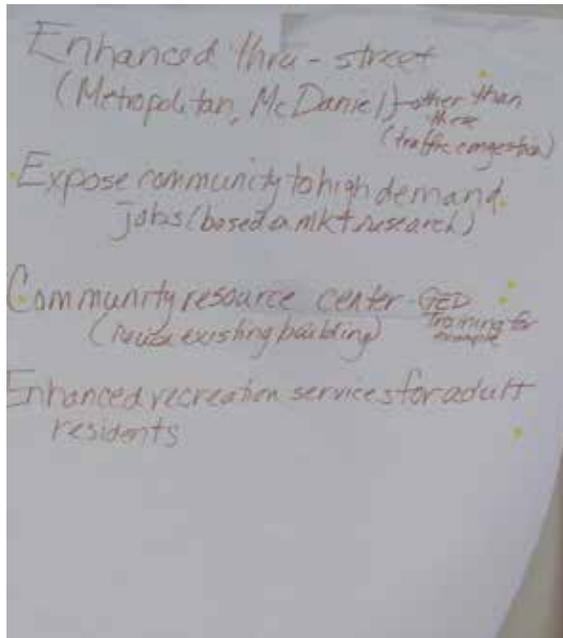
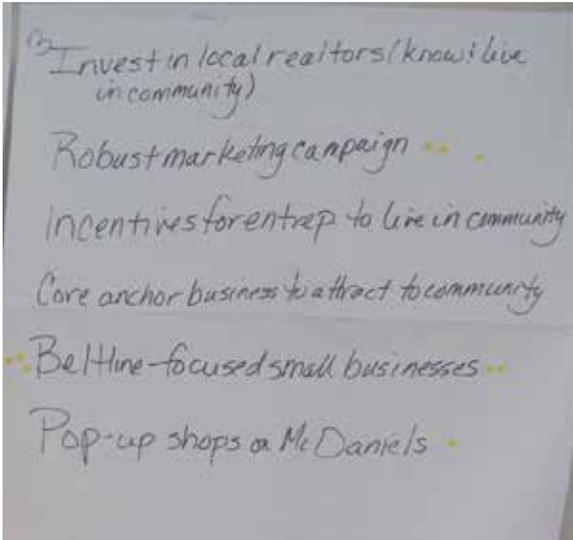
Residents mentioned the following priorities for Housing:

1. **Homeowner property rehab assistance needed (17)**
2. **Positive marketing campaign needed for neighborhood (12)**
3. **Increased accountability regarding maintenance and code compliance (9)**
4. An effort should be made to ensure current residents are not pushed out of the neighborhood due to increased taxes. (7)
5. Affordable housing should be created and maintained for neighborhood (6)
6. Mixed-used (Residential/Commercial) quality development in the neighborhood (5)
 7. Existing vacant housing should be preserved before demolition (5)
 8. Give owners a chance to bring properties into compliance (5)
 9. Recruit new homeowners (2)
 10. Focus Acquisition and Rehab (1)
 11. Development should coincide with architectural character of the neighborhood (1)

ECONOMIC DEVELOPMENT

Residents mentioned the following priorities for Economic Development:

1. **The youth should be involved in the changes occurring in the neighborhood (12)**
2. **Increased need for more creative small businesses (11)**
3. **Revitalize McDaniel Street with new services (10)**
4. There is a need for business incubator (7)
5. Promote and include Beltline-focused small businesses (5)
6. Identify funding sources for businesses (5)
7. Need grocery stores (4)
8. Create industrial/flex space in current underutilized space (4)
9. Support community owned businesses (3)
10. Increase the number of medical offices and pharmacies in the area (3)
11. Jobs should be tied with the revitalization of the community (3)
12. Look into creating a community resource center (3)
13. Redevelopment needs to occur along University Avenue (3)
14. Light industrial 'green' jobs (2)
15. Expose community to high demand jobs based on market research (2)
16. Reuse existing buildings for development projects(1)
17. Create enhanced recreation services for adult residents (1)
18. Provide incentives for entrepreneurs to move to community(1)
19. Anchor core businesses to the community to attract homebuyers(1)
20. Have pop-up shops on McDaniel Street (1)
21. Long standing, local businesses need to be saved (the buildings as well) (1)
22. Need for more sit-down restaurants (1)
23. Invest in local realtors who know and live in the community(1)



FINAL COMMENTS

- Community members expressed concern for senior citizens that are living with limited income and don't have the ability to fix their current homes.
- Need to address crime and drug problems in the neighborhood.
- Need for quality affordable housing.
- Importance of education and making sure that the school in the neighborhood is still active.
- Cost to implementation should be added to the plan
- Define how to leverage public sector investment
- Crime and Safety is a 24 hour issue.
- Community residents need to take part of the revitalization and take care of their own homes, streets, etc.

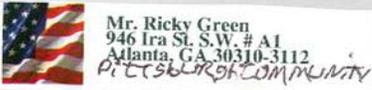
NEXT STEPS

The consulting Team will take inputs received from the community and prioritize them based on short-term/mid-term/ and long-term activities, and identify possible stakeholders and partners to implement the recommendations heard from the community and in the plan. These recommendations will be shared with stakeholders in a follow up meeting and final recommendations will be shared with the community in a second community meeting.

Addendum A



PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING –FEBRUARY 11, 2016

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PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING – FEBRUARY 11, 2016

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PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING - FEBRUARY 11, 2016

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PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING –FEBRUARY 11, 2016

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Addendum B

Pittsburgh Community Meeting	
Sustainability	
Table 1	<ul style="list-style-type: none"> • Need to address food desert (7) • Need for quality grocer (4) • Provide water access to community gardens (3) • Need for stop sign at the intersection of Coleman (4 way stop instead of a 2 way stop) • Water management & Flooding • Education and signage to stop illegal dumping in drainage and illegal dumping in vacant lots.
Table 2	<ul style="list-style-type: none"> • Address safety • Increasing trails and placing mile markers for walkers • Repavement of streets • Improve sidewalks and lighting on University Avenue • Maintenance of sidewalks (2) • Sanitary sewer tops are missing (1) • Increase lighting (3) • Neighborhood Cleanup (2) • Slow speeds on neighborhood streets (1) • Community Gardens (1)

<p>Table 3</p>	<ul style="list-style-type: none"> • Energy efficient housing • LED lighting • Sidewalks and Lighting • Positive neighborhood behavior campaign /robust marketing campaign • Water management/collection/conservation (1) • Address BeltLine connection at the Annie E. Casey Foundation site to allow public access (4). • Neighborhood Cleanup (4) • Educate energy efficiency through a demonstration project (1) • McDaniel Street Speed Management (1) • University Avenue Transition Design (2)
<p>Table 4</p>	<ul style="list-style-type: none"> • Provide transportation for seniors for shopping • Provide containers for trash • Signage • Neighborhood Clean up (3) • Increase community gardens (1) • Connection with the BeltLine (1) • Norfolk Southern Rail Crossing (1)
<p>Table 5</p>	<ul style="list-style-type: none"> • Provide community shelter at bus stops • Build partnership with private transportation companies in neighborhood • Neighborhood Cleanup(4) • Educate and Demonstrate Energy Efficiency through a project(5) • Address Water Management (1) • Increase Community Gardens (2) • McDaniel Street Speed Management (1)

	<ul style="list-style-type: none"> • Norfolk Southern Rail Crossing on McDaniel Street (2) • Connections to the BeltLine (3) • Self-sustaining community (1)
<p>Table 6</p>	<ul style="list-style-type: none"> • Neighborhood Clean up (2) • Educate and demonstrate energy efficiency through a project (1) • Connection with the Beltline (1) • Self sustaining community (1) • Recycling program (1) • Slower speed on neighborhood streets (1) • Improve bus routes and upgrades to stops (3)
<p>Urban Design</p>	
<p>Table 1</p>	<p style="text-align: center;">Additional Inputs:</p> <ul style="list-style-type: none"> • Sidewalks need to be evaluated and improved-Broad Sidewalks could be constructed • Lot clean-up (trash and overgrown vegetation) should be prioritized before design changes. • Too much sign clutter. There needs to be better code enforcement to remove illegal and/or unattractive signage. • High quality materials, including brick, stone and fiber board, need to be a requirement with new infill and rehabilitations • Plans need to specifically identify potential future development • Craftsman-style architecture is recommended for new single-family infill • McDaniel Street should be converted into a “Complete Street” • Police presence • City Services could be used to clean up area • Railroad should be seen as a design focus • Addressing Neighborhood Schools (5 dots) • Transformation of Neighborhood blocks with infill housing and addressing vacant properties

	<ul style="list-style-type: none"> (4 dots) • Redevelopment of McDaniel Street as a mixed use destination (3 dots) • Revitalization of existing buildings (4 dots) • Production of an Architectural Pattern Book (2 dots) • Revitalize Existing Buildings (2 dots) • Introduction of Neighborhood Gardens (3 dots) • Increasing connectivity by extending dead end streets (2 dots) • Transformation of Neighborhood blocks with infill housing (1 dot)
<p style="text-align: center;">Table 2</p>	<ul style="list-style-type: none"> • Use the Salvation Army as a neighborhood resource. • Develop Youth involvement • Add miniature parks in vacant lots-possibility of workout stations • Develop a greenspace area • Better trees could be planted • Bring in quality business and limit others (check cashing, liquor, title loans, and pawn) • Widen and add character to University Avenue • Add consistent street lamps to area with a consistent character • Support programs that bring in homeownership • Keep affordability a priority over gentrification • Bring better lighting to the community • Add additional community gardens • Attract artists to area – Goal is to create a Pittsburgh mural • Addressing neighborhood schools (5 dots) • Add additional lighting (4 dots) • Use Salvation Army as a resource (3 dots) • Bring in quality businesses (2 dots) • Expand University Avenue (2 dots) • Community Gardens (1 dot) • Quality Businesses (1 dot) • Add miniature parks (1 dot) • Add workout stations to parks (1 dot)

<p>Table 3</p>	<ul style="list-style-type: none"> • Safety-better lighting and more police • Need for a grocery store and medical facilities • Neighborhood needs to identify funding sources • Sidewalk need improvement • Need to fix existing infrastructure-water, drainage and sewer issues • Rehab schools • Some empty schools could be converted into a new use • Demolition of selected properties • Safety/Crime (4 dots) • Youth involvement, education (3 dots) • Transformation of Neighborhood blocks with infill housing and addressing vacant properties (4 dots) • Redevelopment of McDaniel Street as a mixed use destination (3 dots) • Fix deteriorating infrastructure (2 dots) • Bring in a grocery store, medical, and other uses (4 dots) • Transform Empty Schools into new use (2 dots) • Vibrant Community with many small businesses (2 dots)
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<p style="text-align: center;">Housing</p>	
<p>Table 1</p>	<ul style="list-style-type: none"> • Increased mixed-used (Residential/Commercial) development in the neighborhood (2) • Need for rent-controlled single-family housing • Aversion to new apartment construction • Any new development/infill should coincide with historic architectural integrity of existing structures in the neighborhood (1) • Homeownership Training Program needed • An effort should be made to evaluate the taxes of existing residents, to make sure that

	<p>with revitalization, current residents are not pushed out of the neighborhood due to increased taxes. (1)</p>
<p>Table 2</p>	<ul style="list-style-type: none"> • The sale of properties in order to collect back taxes should be revisited. Residents feel that they are not given a proper chance/ notice to reclaim properties. • Existing housing (vacant/ deteriorated) housing should be looked at with the potential for preservation before demolition (1) • Due diligence should be done to make sure that residents are not singled out during code enforcement and foreclosure for Tax Delinquency (2) • Recruit new homeowners (1) • Provide Financial Support for the rehabilitation of properties (3) • Address Safety (1) • Increase quality of housing (1)
<p>Table 3</p>	<ul style="list-style-type: none"> • Homeowner property assistance needed (2) • Positive marketing campaign needed for neighborhood (4) • Affordable housing should be created and maintained for neighborhood (1) • Vacant structures need to be addressed (3) • Safety and crime need to be addressed (1) • Absentee landlords need to be held accountable. (1) • Focus Acquisition and Rehab (1) • Establish reasonable rental prices (1) • Financial support for rehab of properties (1)

<p>Table 4</p>	<ul style="list-style-type: none"> • Distinguish between vacant and unoccupied vs occupied for code enforcement • Address vacant houses • Increased density throughout neighborhood • Need for more variety of housing stock (2) • More affordable housing (3) • Tax abatement for seniors • Existing homeowner maintenance assistance (5) • Measures in place to make sure that existing residents are not pushed out of community • Give owners a chance to bring properties into compliance (3) • Legislate absentee landlords (1) • Affordable rentals (1) • preserve existing housing (1) • Gentrification (2)
<p>Table 5</p>	<ul style="list-style-type: none"> • Keep taxes affordable for existing residents (3) • Increase/recruit homeowners (1) • Be more aggressive with code enforcement (4) • Provide rehab assistance for current owners (6) • Greater effort needs to be made to locate absentee owners (1)
<p>Table 6</p>	<ul style="list-style-type: none"> • Increased accountability for occupants regarding interior/exterior maintenance and keeping properties up to code (5) • Positive neighborhood marketing strategy (2) • Marketing to attract higher incomes (3) • Avoid bad elements of gentrification (1)

Economic Development	
Group 1	<ul style="list-style-type: none"> • Increased need for more creative small businesses (7) • Need grocery stores (1) • Revitalize McDaniel Street with new services (3) • Increase the number of medical offices and pharmacies in the area (3) • There is a need for business incubator (2) • The jobs that are needed should be tied with the revitalization of the community (1) • The youth in the community should be involved in the changes occurring in the neighborhood (4)
Group 2	<ul style="list-style-type: none"> • There should be enhanced thru streets other than Metropolitan and McDaniel to address traffic congestion problems (1) • Expose community to high demand jobs based on background market research (2) • Look into creating a community resource center (3) • Reuse existing buildings for development projects • Create enhanced recreation services for adult residents (1) • Incorporate more creative small businesses into development projects • Involve young people (2) • Tie jobs needed with revitalization of the community (1) • More creative small business (1)

Group 3	<ul style="list-style-type: none"> • Invest in local realtors who know and live in the community • Begin a robust marketing campaign (3) • Provide incentives for entrepreneurs to move to community • Anchor core businesses to the community to attract homebuyers • Promote and include Beltline-focused small businesses (5) • Have pop-up shops on McDaniel Street (1) • Identify funding sources for businesses (4) • Create industrial/flex space in current underutilized space (4) • Complete streets and complete places (2) • Safety, building reuse, and temporary land uses (2) • Need for a business incubator (1) • Light industrial 'green' jobs (1)
Group 4	<ul style="list-style-type: none"> • Need for a business incubator (1) • Need more retail and grocery stores, as well as create incentives for small business owners (2) • Support community owned businesses (3) • Revitalize McDaniel street with new services
Group 5	<ul style="list-style-type: none"> • Need a grocery store in the neighborhood (1) • Long standing, local businesses need to be saved (the buildings as well) • Redevelopment needs to occur along University Avenue (3) • Need for more sit-down restaurants • Redevelopment needs to occur along McDaniel Street (2) • Creation of a mixed-use corridor • Light industrial 'green' jobs • Tie jobs needed with revitalization to community
Group 6	<ul style="list-style-type: none"> • Revitalize McDaniel Street with new services (1) • Creation of a vibrant mixed-use corridor (2) • Need to create a business incubator that ties jobs to the revitalization of the community and involves young people (3) • Create incentives for small business owners



Pittsburgh Neighborhood Community Meeting Summary -4.21.16



MEETING AGENDA

Welcome

Meeting Purpose

Overview of First Community Meeting

Implementation Strategies

Resident Activity

Report Out

Next Steps

MEETING PURPOSE

The second scheduled public meeting for the Pittsburgh Neighborhood Plan was held on April 21st, 2016 at the Pittman Park Recreation Center. Approximately twenty-eight (28) residents and stakeholders attended the public meeting (Addendum A: Sign In Sheets). The consultant has continued to work towards developing an Action Plan to accompany the Preservation of Pittsburgh Plan for its adoption by City Council. It has met on two occasions with City staff and stakeholders to discuss specific Action Plans that have come out of the Preservation of Pittsburgh Plan and where they would want to be part of implementing the recommendations. The community meeting's purpose is to discuss with community members the draft of the Action Plan and to obtain their input on specific items that they think should be prioritized in the short term.

OVERVIEW OF FIRST COMMUNITY MEETING

In the first Pittsburgh Community meeting, residents were able to give their input on specific priorities in the following topics: Housing, Economic Development, Urban Design, and Transportation and Substantiality. The chart below was shared with residents, which outlines the top 3 priorities per topic selected by residents through a dot exercise.

Urban Design	Transportation & Sustainability
<ul style="list-style-type: none"> • Address neighborhood Schools • Transform block with infill housing and address vacant properties • Revitalization of existing buildings 	<ul style="list-style-type: none"> • Neighborhood Cleanup • Address food desert and quality grocer • Community Gardens
Economic Development	Housing
<ul style="list-style-type: none"> • Involve youth in neighborhood change. • Support creative small businesses • Revitalize McDaniel Street as a mixed use destination 	<ul style="list-style-type: none"> • Homeowner rehab program • Positive marketing campaign • Increased accountability for maintenance and code compliance

PARTICIPATION

Next the consulting Team reviewed the Implementation Strategies with stakeholders and residents. The Implementation Strategies are designed with Action items per topic, recommendations on Implementation agencies as well as timelines. The implementation tables are shown in Addendum B. Then, neighborhood residents were invited to highlight, through a dot exercise, their top three priorities. The top action items are listed below in order of priority and votes:

- 1. Crime Prevention**
- 2. Homeowner Rehabilitation Program**
- 3. Revitalization of McDaniel Street**
4. Sustained Code Enforcement
5. Foreclosure of Tax Delinquent Properties
6. Focus on restoration vs. Demolitions
7. Revitalization of University Avenue
8. Attract a grocery store into the area
9. Programs for Local workforce
10. Water conservation and Management
11. Neighborhood Clean Up
12. Improvement of Bus Stops
13. Create Quality market create housing
14. Building Re-use and Temporary Land Uses
15. Attract and support businesses to McDaniel Street
16. Support the introduction of community gardens and urban agriculture
17. Address Public Schools and Education

18. Sidewalk Maintenance

19. University Avenue Infrastructure Improvements

Additional comments were made to include the following items in Implementation Plan:

- Delineate three tiers of housing: affordable, moderate and upper income housing.
- Increase homeownership
- Removing Rooming Housing
- Support senior-assistance for housing.

NEXT STEPS

The consulting Team will take inputs received from the community and finalize the Implementation Plan to include in the *Preservation of Pittsburgh Plan*. In one month the Team will be able to deliver to the City the final Plan for review. Once finalized the Plan will be recommended for its adoption by Councilmember Sheperd.

This screenshot shows the top portion of the Implementation Plan table for Pittsburgh Neighborhood. It includes sections for 'Neighborhood Strategies' and 'Neighborhood Actions'. The table has columns for 'Implementation Lead', 'Phase', 'Priority', and 'Implementation Timing' (Years 1, 2, 3). Various actions are listed with colored dots indicating their status or priority. Below the table is a legend for 'Implementation Lead' and 'Priority'.

This screenshot shows the bottom portion of the Implementation Plan table for Pittsburgh Neighborhood. It continues the list of 'Neighborhood Strategies' and 'Neighborhood Actions'. The table structure is consistent with the top screenshot, including columns for 'Implementation Lead', 'Phase', 'Priority', and 'Implementation Timing'. The legend at the bottom is also visible.

Addendum A



PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING -April 21st, 2016

Name	Phone	Email	Address
Mr. Ricky Green		404 659-6054	
Michaela Graham	404-573-7154	atlanta.underground.hotel@gmail.com	
JESSE LOILES	404 731 6330	JLOILES@ASSISTPROPERT.COM	
Shaizon McMillan	678) 998-5658		949 IRA ST. S.W.
Kevin Burke	4) 477-3637	kburke@atlbelthire.org	225 Kirkwood
RODNEY MILTON	4) 335-1944	RMILTON@ATLANTA.GOV	CITY HALL
Lance Irvin	4) 596-3023	lirvin@atlantaga.gov	AWDA
Alan Ferguson	4) 614-8290	aferguson@investatlanta.com	
Grimsy Thompson	4) 524-0563	973 Colman	973 COLMAN ST
James W. Bridges	404-755-0760		1106 Hobson ST. SW Atlanta, Georgia 30330
C. Bradshaw	7) 873-3226		1045 Hugo ST ATL 30315
JBS Shaw	4-546-3800	JBSshaw@atlantaga.gov	Code Enforcement
Rev Mike Clinkscales	678-478-2124		Rock Church



PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING - April 21st, 2016

Name	Phone	Email	Address
Chris Norman	404-595-9130	cnorman@faenlandbank.org	34 Ptree #NW #7800 Atl 30303
MICHAEL BROWN			ST. JOSEPH MN
TAMAR GANTT	4-330-6613	TRGANTT@ADANTAGA.GOV	CITY HALL STE 1200
JEFF GLAZIER	4-624-0674	jglazier@atlantaga.gov	APD Zone 3
Bradye Smith	702-35-3506	bradye.smith@conestog.com	1157 Boulder Ave. S.W. Atlanta
Natallie Keiser	616-86-0151	nkeiser@aect.org	
Thomas Kelding	404-598-2113		930 Baribaldi St. S.W.
Jim L	413-30-6613	tele@atlantaga.gov	
Cathryn Marchman	4-822-4979	cmarchman@atlantaga.gov	City Hall Ste 4350

7-X



PITTSBURGH NEIGHBORHOOD COMMUNITY MEETING -April 21st, 2016

Name	Phone	Email	Address
Pierre Gauthier	404-527-9351	pgauthier@pcia-atlanta.org	942 McDaniel Street, Atlanta, Ga. 30310
CLAYTON DAVIS	770.815.5568	claytonclavis19@gmail.com	550 BROOKS ST. SE, 30312.
Ming Anderson	404-5284543		1165 Booker Ave, S.W., Atl, Ga 30310
Devoid Holloway	678-707-1780		1014 McDaniel St SW
Marcus Hall	404 849 8359	mhall@tcwfi.org	477 WINDSOR ST SW ATL GA 30312
Douglas C. Deen	404-914-7562	Douglas Deen 403 6th St. N.W. Ga	
Reverend Bobbie			



IMAGINE. ENGAGE. IGNITE.
TURNING COMMUNITY IDEAS INTO ACTION



Office of Mayor Kasim Reed

Councilmember Joyce Sheperd
District 12

Charletta Wilson Jacks, Director
Office of Zoning & Development

Valerie Bernardo, Director
Office of Housing & Community
Development

Georgia Institute of Technology:
Serve-Learn-Sustain Program



Site Plan

1029 McDaniel Street
Mini Police Precinct: Devon Holloway



Floor Plan

1029 McDaniel Street
Mini Police Precinct: Devon Holloway

POLICE PRECINCT & EMS

MINI POLICE PRECINCT

1	CHIEF'S OFFICE	176 SF
1	CONFERENCE ROOM	138 SF
1	BREAK ROOM	90 SF
1	LOBBY	370 SF
1	MEN TOILET	61 SF
1	WOMEN TOILET	61 SF
1	IT ROOM	110 SF
1	STORAGE	58 SF
1	CORRIDOR	205 SF
		<hr/>
		1269 SF

EMERGENCY MADICAL SERVICE CENTER

1	OFFICE EMS	147 SF
2	MEDICAL ATTENTION / BLOOD PRESSURE	104 SF
1	EMERGENCY OPERATIONS CENTER	515 SF
		<hr/>
		766 SF

TOTAL: 2035 SF

Program Areas



Preliminary Budget Estimate

1029 McDaniel Street - Mini Police Precinct & Coffee Shop
 Preliminary Project Budget/Estimate
 December 16, 2016

SOFT COSTS		
	Qty	Budget
Consultants		
Architectural & Engineering Fees		\$ 190,000.00
A/E Contingency (Allowance)		\$ 20,000.00
Project Management		\$ 30,000.00
Site Survey (Allowance)		\$ 5,000.00
LEED (Including submittal fees)		\$ 5,000.00
Materials testing (Allowance)		\$ 5,000.00
Exterior Signage (Allowance)		\$ 1,000.00
Consultant Reimbursables		\$ 2,500.00
Utility Location		\$ 10,000.00
Owner's Contingency (Allowance)		\$ 100,000.00
Food Service (Allowance)		\$ 10,000.00
Subtotal Soft Costs		\$ 378,500.00
HARD COSTS		
	Qty	Budget
Demolition & Clean-up (Allowance)		\$ 50,000.00
Building Construction Base Contract		\$ 850,000.00
Construction Base Contingency - 5%		\$ 42,500.00
Temporary Facilities	TBD	\$ 10,000.00
Temporary Security	TBD	\$ 10,000.00
General Contractor (Fees & General Conditions)		\$ 127,500.00
Subtotal Hard Costs		\$ 1,090,000.00
FURNITURE, FIXTURES & EQUIPMENT		
	Qty	Budget
Fixtures (Office/Conference/Breakroom furniture, etc.)	TBD	\$ 30,000.00
Emergency Medical Services Furniture & Equipment	TBD	\$ 50,000.00
Coffee Shop (~1,500 sf) Furniture and Equipment	TBD	\$ 40,000.00
Security System and Controls (Allowance)		\$ 30,000.00
Computer Systems/IT (Allowance)		\$ 50,000.00
Subtotal FF&E		200,000.00
GOVERNMENT PERMITS & FEES		
	Qty	Budget
Inspection Fees	TBD	5,000.00
Building Permit - City of Atlanta	TBD	2,500.00
Zoning & CO	TBD	2,500.00
Subtotal Government Permits & Fees		10,000.00
SUBTOTAL ALL COSTS		\$ 1,578,500.00
TOTAL PROJECT BUDGET		1,678,500.00

or
 3,500 sf --> Approximately \$230 - \$250 sf

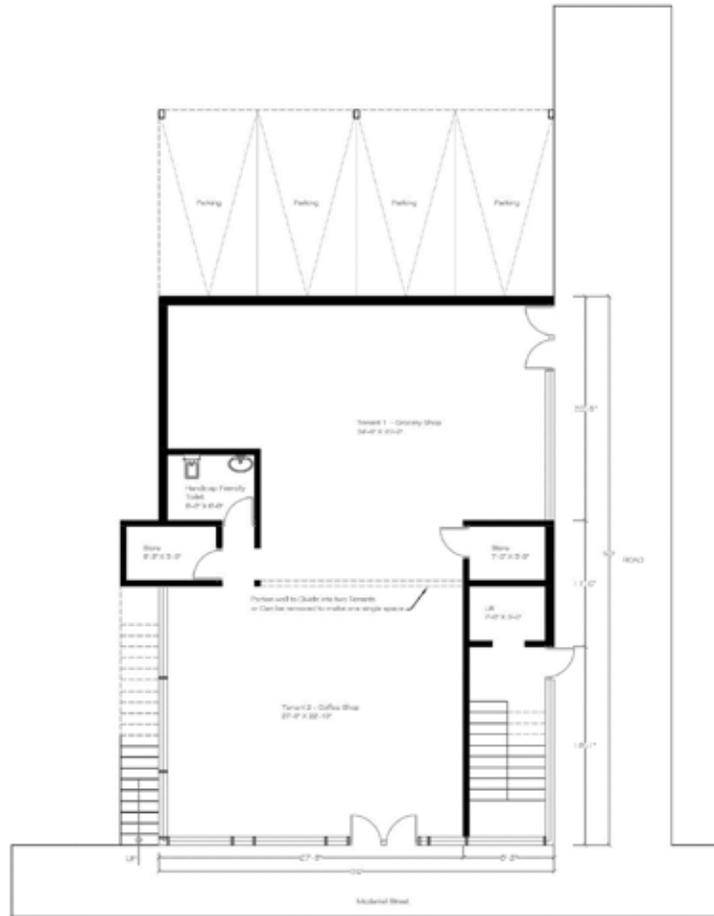




Preliminary Schedule (estimate)

1029 McDaniel Street

Mini Police Precinct: Devon Holloway



First Floor Plan



Second Floor Plan

1029 McDaniel Street
Retail + Tech Incubator Hub: Paul Grigsby

Concept and Program Areas:

The big idea behind this project is the development of the **Pittsburgh Commons**, a mixed-use facility that serves to improve the economic and social vitality of the Pittsburgh Community.

First Floor: Retail Space – could be either 1 tenant occupying the entire First Floor, or it could be subdivided into 2 smaller tenants.

Second Floor: Space for a Community Education and Business Development
Additional functionality can include a Tech Lab and Maker's Space.



1029 McDaniel Street
Retail + Tech Incubator Hub: Paul Grigsby

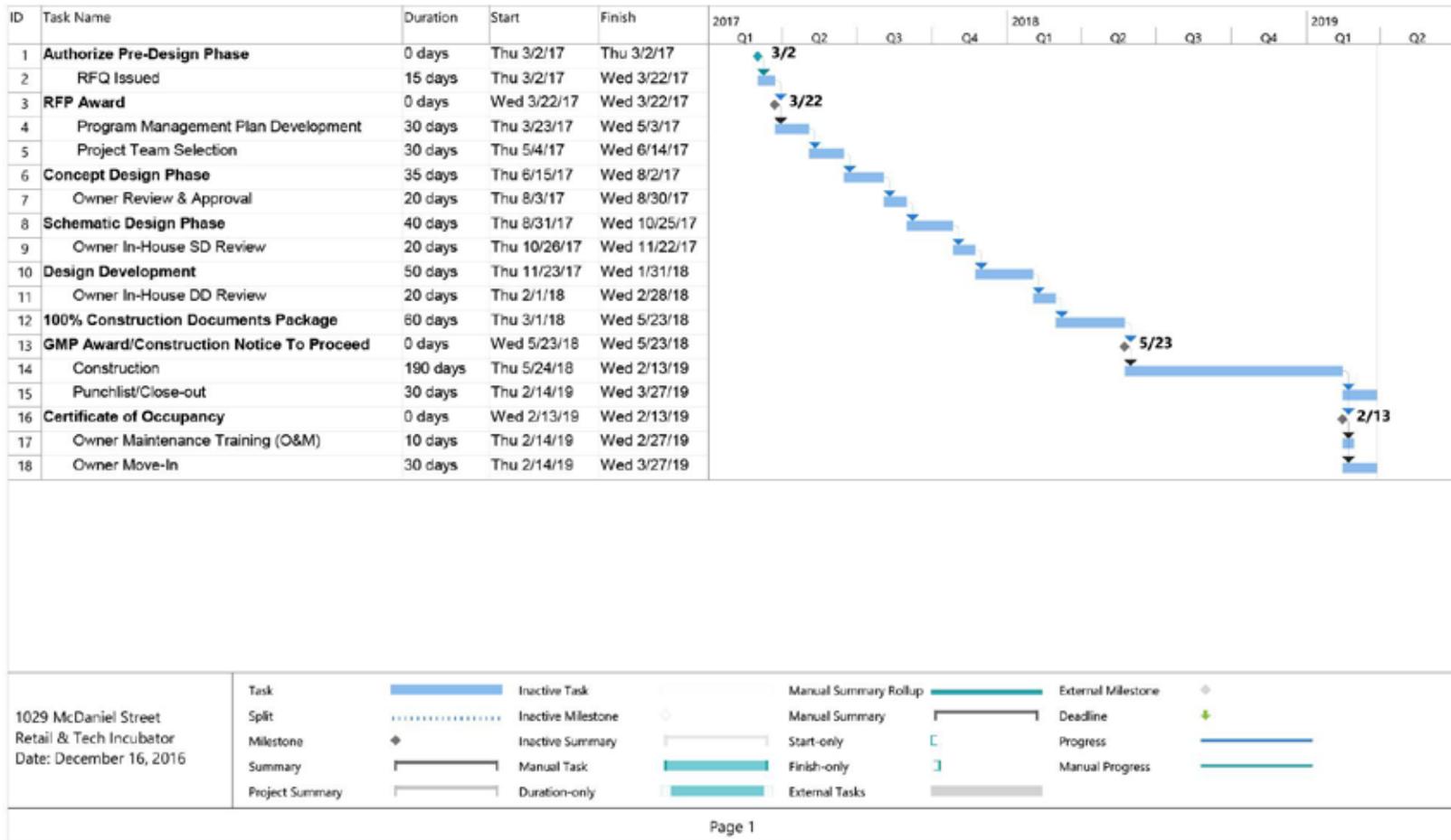
Preliminary Budget Estimate

1029 McDaniel Street - Retail & Tech Incubator
 Preliminary Project Budget/Estimate
 December 16, 2016

SOFT COSTS		
	Qty	Budget
Consultants		
Architectural & Engineering Fees		\$ 185,000.00
A/E Contingency (Allowance)		\$ 20,000.00
Project Management		\$ 30,000.00
Site Survey (Allowance)		\$ 5,000.00
LEED (Including submittal fees)		\$ 5,000.00
Materials testing (Allowance)		\$ 5,000.00
Exterior Signage (Allowance)		\$ 1,000.00
Consultant Reimbursables		\$ 2,500.00
Utility Location		\$ 10,000.00
Owner's Contingency (Allowance)		\$ 85,000.00
Subtotal Soft Costs		\$ 348,500.00
HARD COSTS		
	Qty	Budget
Demolition & Clean-up (Allowance)		\$ 50,000.00
Building Construction Base Contract		\$ 900,000.00
Construction Base Contingency - 5%		\$ 45,000.00
Temporary Facilities	TBD	\$ 10,000.00
Temporary Security	TBD	\$ 10,000.00
General Contractor (Fees & General Conditions)		\$ 135,000.00
Subtotal Hard Costs		\$ 1,150,000.00
FURNITURE, FIXTURES & EQUIPMENT		
	Qty	Budget
Fixtures (Office/Flex/Meeting Room furniture, etc.)	TBD	\$ 50,000.00
Flex Retail Space Furniture (Partitions, millwork, etc.)	TBD	\$ 10,000.00
Classroom Furniture (Desks, Tables, Audio/Visual, etc.)	TBD	\$ 25,000.00
Security System and Controls (Allowance)		\$ 15,000.00
Subtotal FF&E		100,000.00
GOVERNMENT PERMITS & FEES		
	Qty	Budget
Inspection Fees	TBD	5,000.00
Building Permit - City of Atlanta	TBD	2,500.00
Zoning & CO	TBD	2,500.00
Subtotal Government Permits & Fees		10,000.00
SUBTOTAL ALL COSTS		\$ 1,608,500.00
TOTAL PROJECT BUDGET		1,608,500.00

or
 4,500 sf --> Approximately \$190 - \$210/sf

1029 McDaniel Street
Retail + Tech Incubator Hub: Paul Grigsby



Preliminary Schedule (estimate)

1029 McDaniel Street

Retail + Tech Incubator Hub: Paul Grigsby



First Floor Plan



Second Floor Plan

1029 McDaniel Street
Coffee Shop / Bookstore: LaKeta Whittaker

Concept and Program Areas

McDaniel St. Mocha

McDaniel St. Mocha is an open concept plan featuring a two story glass curtain wall and open mezzanine level to below for a new fresh look on the Pink House while still incorporating previous aesthetics. The interior features a central coffee bar where customers can stand and work at the high table, or pick-up a new book to read at the book-swap and sit in the lounge area. The first floor also features booth seating near windows for natural light and spectating. A key feature to the space is the computer area where up to four users can have access to a computer, free wifi, and a printer/scanner. The upper mezzanine level has a large meeting space and a private meeting room for conferences or locals to bring business prospects for an atmosphere of professionalism.



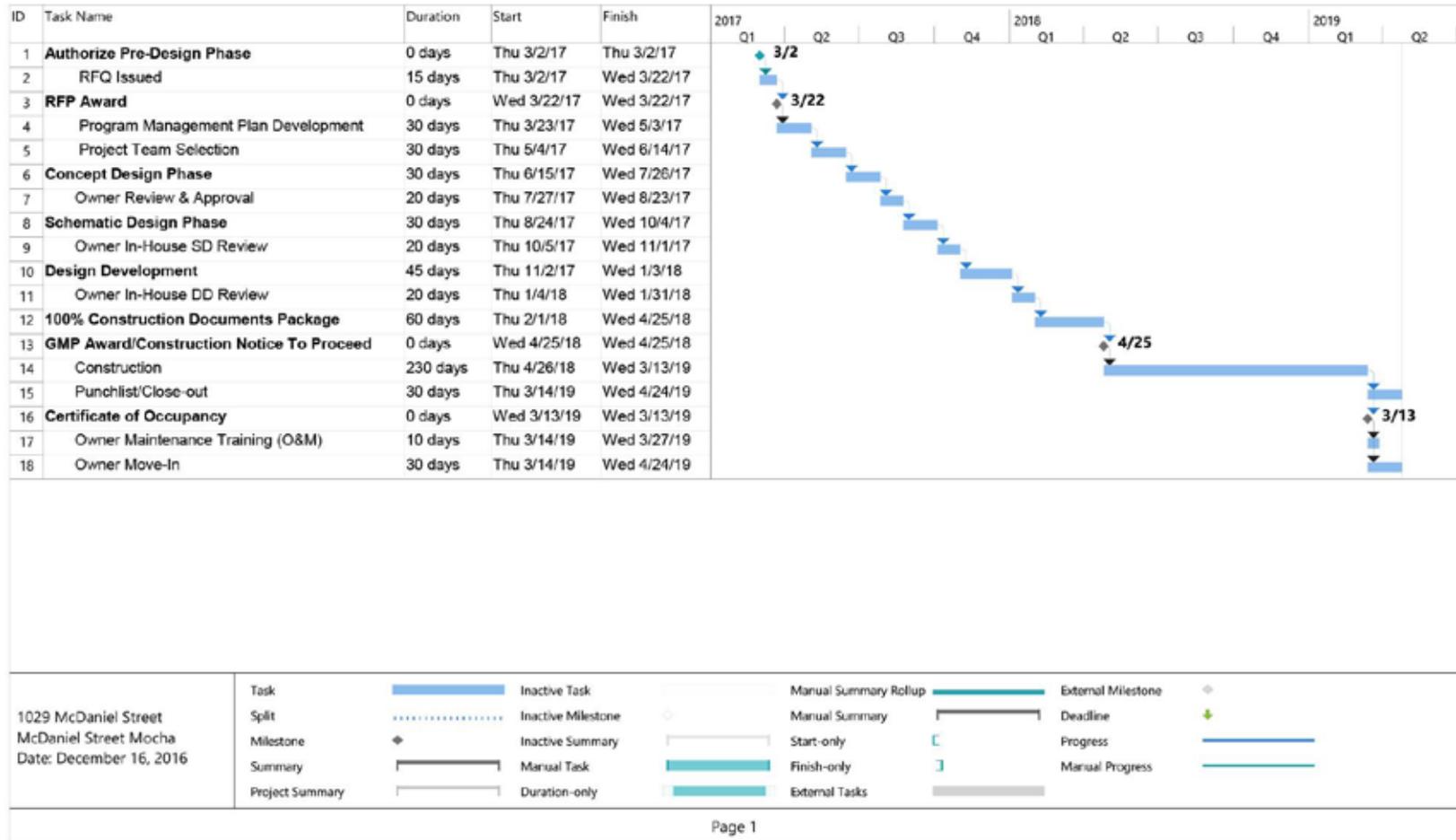
1029 McDaniel Street
Coffee Shop / Bookstore: LaKeta Whittaker

Preliminary Budget Estimate

1029 McDaniel Street - McDaniel St. Mocha
 Preliminary Project Budget/Estimate
 December 16, 2016

SOFT COSTS		
	Qty	Budget
Consultants		
Architectural & Engineering Fees		\$ 175,000.00
A/E Contingency (Allowance)		\$ 15,000.00
Project Management		\$ 35,000.00
Site Survey (Allowance)		\$ 5,000.00
LEED (Including submittal fees)		\$ 5,000.00
Materials testing (Allowance)		\$ 5,000.00
Exterior Signage (Allowance)		\$ 1,000.00
Consultant Reimbursables		\$ 2,500.00
Utility Location		\$ 10,000.00
Owner's Contingency (Allowance)		\$ 90,000.00
Food Service (Allowance)		\$ 10,000.00
Subtotal Soft Costs		\$ 353,500.00
HARD COSTS		
	Qty	Budget
Demolition & Clean-up (Allowance)		\$ 20,000.00
Building Construction Base Contract		\$ 750,000.00
Construction Base Contingency - 5%		\$ 37,500.00
Temporary Facilities	TBD	\$ 10,000.00
Temporary Security	TBD	\$ 10,000.00
General Contractor (Fees & General Conditions)		\$ 112,500.00
Subtotal Hard Costs		\$ 940,000.00
FURNITURE, FIXTURES & EQUIPMENT		
	Qty	Budget
Fixtures (Bookcases, booth/high table seating, etc)	TBD	\$ 25,000.00
Glass Conference Room Furniture (Tables, chairs, Audio/Visual)	TBD	\$ 15,000.00
Media Area (Computers, Desks, etc.)	TBD	\$ 10,000.00
Coffee Shop Bar (Lg Wood Counter/Butcher's Block, furniture, equipment)	TBD	\$ 40,000.00
Security System and Controls (Allowance)		\$ 10,000.00
Subtotal FF&E		100,000.00
GOVERNMENT PERMITS & FEES		
	Qty	Budget
Inspection Fees	TBD	5,000.00
Building Permit - City of Atlanta	TBD	2,500.00
Zoning & CO	TBD	2,500.00
Subtotal Government Permits & Fees		10,000.00
SUBTOTAL ALL COSTS		\$ 1,403,500.00
TOTAL PROJECT BUDGET		1,403,500.00
		or
		3,500 sf --> Approximately \$200 - \$220 sf

1029 McDaniel Street
Coffee Shop / Bookstore: LaKeta Whittaker



Preliminary Schedule (estimate)

1029 McDaniel Street

Coffee Shop / Bookstore: LaKeta Whittaker



Floor Plan (also showing Site Info)

836 Metropolitan Parkway
Senior and Adolescent Center: LaKeta Whittaker

Concept and Program Areas:

Taking up only a portion of the overall 836 Metropolitan Pkwy site, the proposal is for a **Multi-purpose Senior and Adolescent facility**.

Accessible from Rockwell Street, a small visitor parking and drop-off area leads into an entry plaza, shaded and adorned by landscape. Visitors are greeted at a reception lobby immediately adjacent to a 3,800 sf **Flex Space** and a 1,300 sf **Media Lab**. The Flex Space is an open floor plan that can be furnished with tables, chairs, and other furniture and equipment needed to serve daytime and nighttime events for seniors and teens. Supporting the Flex Space is a small **Warming Kitchen** and a **Sun Room**. A corridor connects the Flex Space to a **community garden** and **outdoor seating** nestled in landscape. Situated at the north end of the Flex Space is space for a collapsible performance stage, with access from the adjacent Media Lab. The Media Lab is outfitted with computers, desks, and a sound booth studio. Three offices and a small break room are situated off of the reception lobby for the manager and staff of the facility.

A portion of the site, 5,000 gross sq. ft., is not prescribed and could potentially serve another tenant with a similar or appropriate program, such as a boutique, community classrooms, or a dance studio.



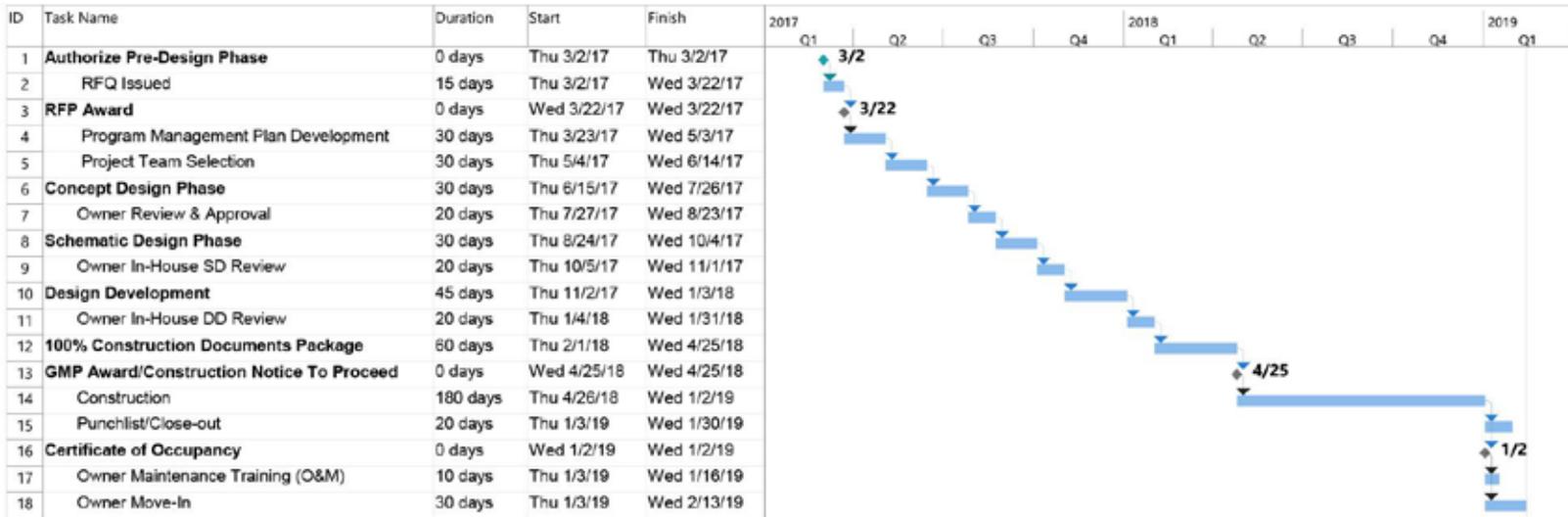
836 Metropolitan Parkway
Senior and Adolescent Center: LaKeta Whittaker

Preliminary Budget Estimate

836 Metropolitan Parkway - Multi-Purpose Senior & Adolescent Facility
 Preliminary Project Budget/Estimate
 December 16, 2016

SOFT COSTS		
	Qty	Budget
Consultants		
Architectural & Engineering Fees	\$	200,000.00
A/E Contingency (Allowance)	\$	10,000.00
Project Management	\$	30,000.00
Site Survey (Allowance)	\$	5,000.00
LEED (including submittal fees)	\$	5,000.00
Materials testing (Allowance)	\$	5,000.00
Exterior Signage (Allowance)	\$	1,000.00
Consultant Reimbursables	\$	2,000.00
Utility Location	\$	10,000.00
Owner's Contingency (Allowance)	\$	100,000.00
Subtotal Soft Costs	\$	368,000.00
HARD COSTS		
	Qty	Budget
Demolition & Clean-up (Allowance)	\$	20,000.00
Building Construction Base Contract	\$	1,000,000.00
Construction Base Contingency - 5%	\$	50,000.00
Temporary Facilities	TBD	5,000.00
Temporary Security	TBD	5,000.00
General Contractor (Fees & General Conditions)	\$	150,000.00
Subtotal Hard Costs	\$	1,230,000.00
FURNITURE, FIXTURES & EQUIPMENT		
	Qty	Budget
Fixtures (Office/Breakroom furniture, etc.)	TBD	\$ 30,000.00
Flex-Space Furniture (Tables, Chairs for Daytime/Nighttime Events, etc.)	TBD	\$ 20,000.00
Collapsible Performance Stage	\$	10,000.00
Media Lab (Computers, Desks, Sound Booth, etc.)	TBD	\$ 20,000.00
Security System and Controls (Allowance)	\$	10,000.00
Warming Kitchen Equipment & Coolers (Allowance)	\$	10,000.00
Subtotal FF&E		100,000.00
GOVERNMENT PERMITS & FEES		
	Qty	Budget
Inspection Fees	TBD	5,000.00
Building Permit - City of Atlanta	TBD	2,500.00
Zoning & CO	TBD	2,500.00
Subtotal Government Permits & Fees		10,000.00
SUBTOTAL ALL COSTS	\$	1,708,000.00
TOTAL PROJECT BUDGET		1,708,000.00
		or
		9,000sf ----> Approximately \$120 - \$140 sf

836 Metropolitan Parkway
Senior and Adolescent Center: LaKeta Whittaker

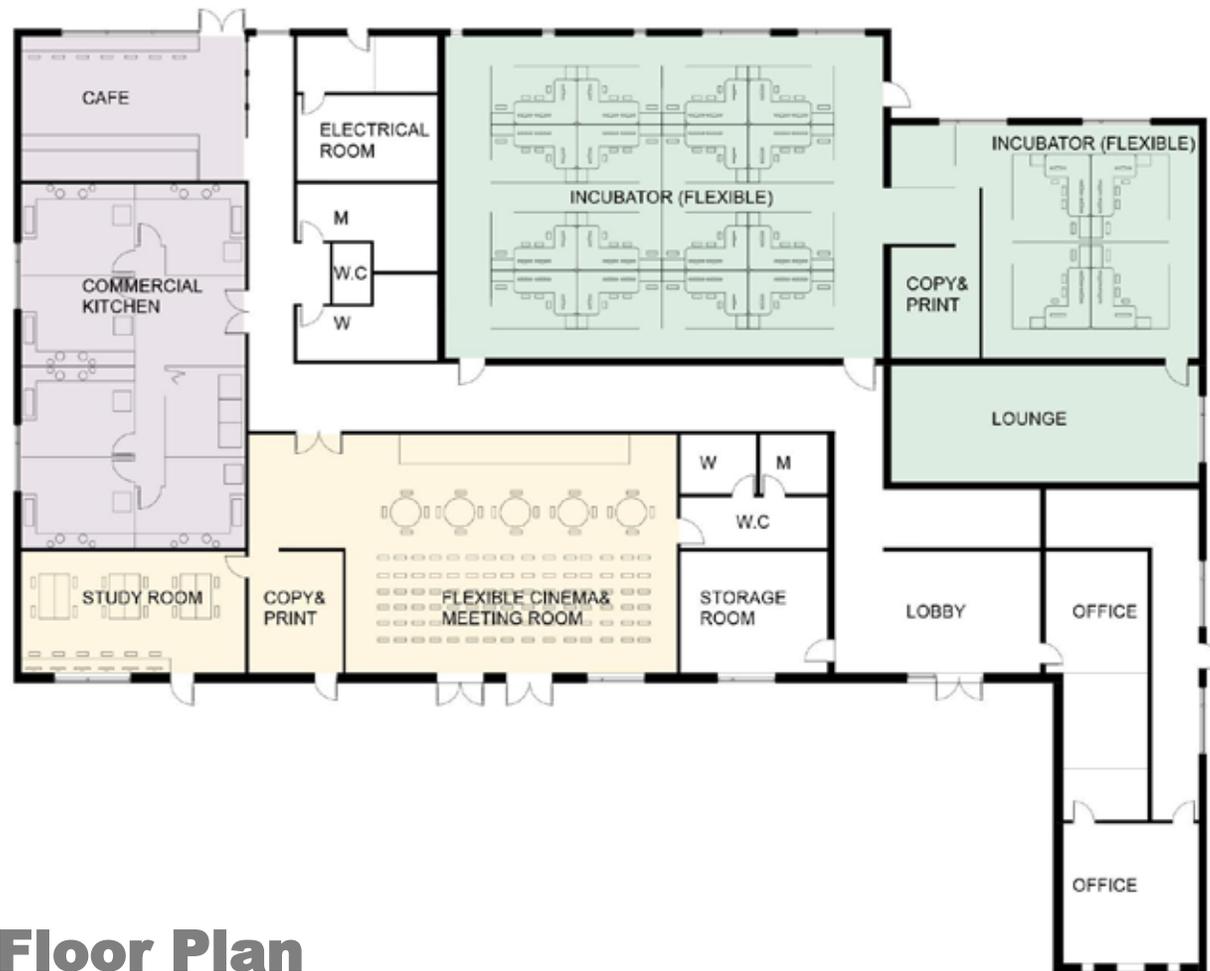


836 Metropolitan Parkway Senior/Adolescent Facility Date: December 16, 2016	Task		Inactive Task		Manual Summary Rollup		External Milestone
	Split		Inactive Milestone		Manual Summary		Deadline
	Milestone		Inactive Summary		Start-only		Progress
	Summary		Manual Task		Finish-only		Manual Progress
	Project Summary		Duration-only		External Tasks		

Preliminary Schedule (estimate)

836 Metropolitan Parkway

Senior and Adolescent Center: LaKeta Whittaker



Floor Plan

836 Metropolitan Parkway
Business Incubator: Pittsburgh Neighborhood Resident Leadership Team

Site Plan



836 Metropolitan Parkway
Business Incubator: Pittsburgh Neighborhood Resident Leadership Team

Concept and Program Areas:

1) FLEXIBLE WORKING SPACE:

Used by the Pittsburgh community residents. During the weekdays, this space can be used as a flexible working space and study room. During the weekends, this space can be used as a cinema or community shows.

2) FLEXIBLE INCUBATOR:

Can be rented by entrepreneurs or start-up companies. During the weekdays, this space can be used as flexible individual working spaces. During the weekends or for special events, the space can be occupied as one big room. And it would be suitable for holding special conferences.

3) FLEXIBLE COMMERCIAL KITCHEN:

Can be rented by Pittsburgh community residents.



836 Metropolitan Parkway
Business Incubator: Pittsburgh Neighborhood Resident Leadership Team

Preliminary Budget Estimate

836 Metropolitan Parkway - Flexible Incubator/Café/Commercial Kitchen
 Preliminary Project Budget/Estimate
 December 16, 2016

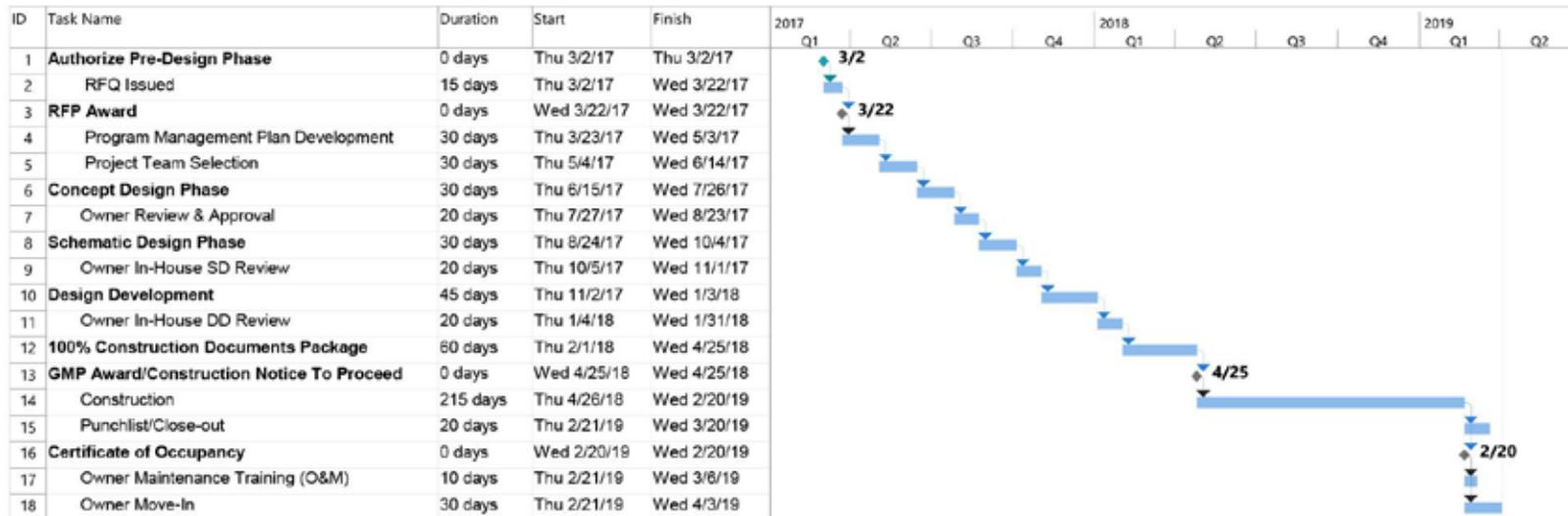
SOFT COSTS		Qty	Budget
Consultants			
Architectural & Engineering Fees		\$	225,000.00
A/E Contingency (Allowance)		\$	20,000.00
Project Management		\$	35,000.00
Site Survey (Allowance)		\$	5,000.00
LEED (Including submittal fees)		\$	5,000.00
Materials testing (Allowance)		\$	5,000.00
Exterior Signage (Allowance)		\$	1,000.00
Consultant Reimbursables		\$	2,500.00
Utility Location		\$	10,000.00
Owner's Contingency (Allowance)		\$	100,000.00
Food Service (Allowance)		\$	20,000.00
Subtotal Soft Costs		\$	428,500.00
HARD COSTS		Qty	Budget
Demolition & Clean-up (Allowance)		\$	20,000.00
Building Construction Base Contract		\$	2,500,000.00
Construction Base Contingency - 5%		\$	125,000.00
Temporary Facilities	TBD	\$	10,000.00
Temporary Security	TBD	\$	10,000.00
General Contractor (Fees & General Conditions)		\$	375,000.00
Subtotal Hard Costs		\$	3,040,000.00
FURNITURE, FIXTURES & EQUIPMENT		Qty	Budget
Fixtures (Office/Lounge furniture, etc.)	TBD	\$	30,000.00
Flex Meeting Space Furniture (Tables, Chairs, Cinema Equipment, etc.)	TBD	\$	25,000.00
Flex Business Incubator Furniture (Tables, Chairs, etc.)	TBD	\$	25,000.00
Commercial Kitchen Equipment	TBD	\$	20,000.00
Café (Furniture, equipment)	TBD	\$	40,000.00
Security System and Controls (Allowance)		\$	15,000.00
Subtotal FF&E			155,000.00
GOVERNMENT PERMITS & FEES		Qty	Budget
Inspection Fees	TBD		5,000.00
Building Permit - City of Atlanta	TBD		2,500.00
Zoning & CO	TBD		2,500.00
Subtotal Government Permits & Fees			10,000.00
SUBTOTAL ALL COSTS		\$	3,633,500.00
TOTAL PROJECT BUDGET			3,633,500.00

or
 14,000 sf → Approximately \$180 - \$200 /sf

836 Metropolitan Parkway

Business Incubator:

Pittsburgh Neighborhood Resident Leadership Team

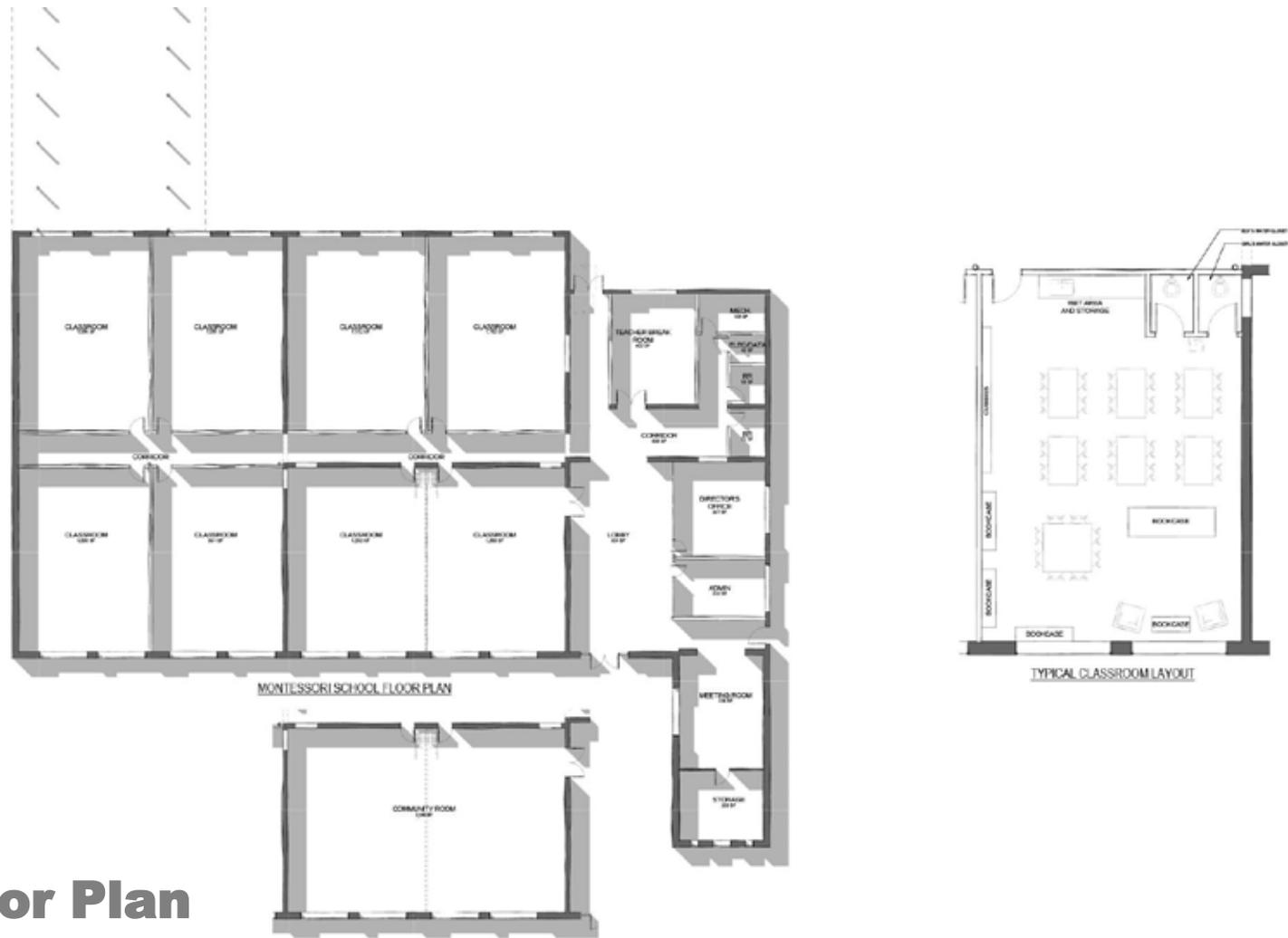


836 Metropolitan Parkway Incubator/Cafe/Comm. Kitchen Date: December 16, 2016	Task		Inactive Task		Manual Summary Rollup		External Milestone	
	Split		Inactive Milestone		Manual Summary		Deadline	
	Milestone		Inactive Summary		Start-only		Progress	
	Summary		Manual Task		Finish-only		Manual Progress	
	Project Summary		Duration-only		External Tasks			

Preliminary Schedule (estimate)

836 Metropolitan Parkway

Business Incubator: Pittsburgh Neighborhood Resident Leadership Team



Floor Plan

836 Metropolitan Parkway Montessori School: Adair Park Today



Site Plan

836 Metropolitan Parkway
Montessori School: Adair Park Today

Program Areas:

Floor Plan

- The building has a number of existing masonry walls, in some cases load-bearing, that are utilized in the layout of the Montessori School. (These walls are depicted in dark grey. The white walls are new.)
- From the entrance off of Rockwell Street there is a large lobby that provides an area for kids to gather during pick up and drop off.
- The director's office and admin area are easily accessible off of the lobby.
- In the front of the space is a meeting room for the school, but could also be used by the community outside of normal school hours. There is also a large storage area.
- Proceeding through the lobby there is a teacher break or planning room, as well as an entrance to the 'back yard' of the building.
- The main corridor leads to the eight classrooms. Each classroom is approximately 1100 square feet and can accommodate about 25 children per classroom. With eight classrooms the school can serve about 200 neighborhood children.

Typical Classroom Layout

- Each classroom includes a wet area with a kitchen sink, as well as high and low cabinetry for teacher storage.
- There are two children's water closets in each classroom with a shared hand sink outside.
- There are an abundance of bookshelves that help to subdivide the space.

Flex Space

- Going back to the main entrance of the building, the first two classrooms have an operable partition separating these spaces that can be pulled back to make one larger, 2,185 SF, space that could be available to the community outside of school hours. To accommodate this there is also a set of double doors directly off of the lobby.
- The large lobby provides an area for people to gather and socialize prior to their event or meeting.



836 Metropolitan Parkway
Montessori School: Adair Park Today

Preliminary Budget Estimate

836 Metropolitan Parkway - Montessori School
 Preliminary Project Budget/Estimate
 December 16, 2016

SOFT COSTS		
	Qty	Budget
Consultants		
Architectural & Engineering Fees		\$ 250,000.00
A/E Contingency (Allowance)		\$ 50,000.00
Project Management		\$ 35,000.00
Site Survey (Allowance)		\$ 5,000.00
LEED (Including submittal fees)		\$ 5,000.00
Materials testing (Allowance)		\$ 5,000.00
Exterior Signage (Allowance)		\$ 1,000.00
Consultant Reimbursables		\$ 2,500.00
Utility Location		\$ 10,000.00
Owner's Contingency (Allowance)		\$ 100,000.00
Food Service (Allowance)		\$ 10,000.00
Subtotal Soft Costs		\$ 473,500.00
HARD COSTS		
	Qty	Budget
Demolition & Clean-up (Allowance)		\$ 20,000.00
Building Construction Base Contract		\$ 4,000,000.00
Construction Base Contingency - 5%		\$ 200,000.00
Temporary Facilities	TBD	\$ 10,000.00
Temporary Security	TBD	\$ 10,000.00
General Contractor (Fees & General Conditions)		\$ 600,000.00
Subtotal Hard Costs		\$ 4,840,000.00
FURNITURE, FIXTURES & EQUIPMENT		
	Qty	Budget
Fixtures (Director/Admin Office/Lobby furniture, etc.)	TBD	\$ 50,000.00
Classroom Furniture (Tables, Chairs, Boards, etc.)	TBD	\$ 150,000.00
Flex-Space Furniture (Tables, Chairs, Partitions, etc.)	TBD	\$ 25,000.00
Computer Equipment	TBD	\$ 50,000.00
Commercial Kitchen Equipment	TBD	\$ 20,000.00
Security System and Controls (Allowance)		\$ 15,000.00
Subtotal FF&E		310,000.00
GOVERNMENT PERMITS & FEES		
	Qty	Budget
Inspection Fees	TBD	\$ 5,000.00
Building Permit - City of Atlanta	TBD	\$ 2,500.00
Zoning & CO	TBD	\$ 2,500.00
Subtotal Government Permits & Fees		10,000.00
SUBTOTAL ALL COSTS		\$ 5,633,500.00
TOTAL PROJECT BUDGET		5,633,500.00

or
 14,000 sf → Approximately \$270 - \$290/sf





Preliminary Schedule (estimate)

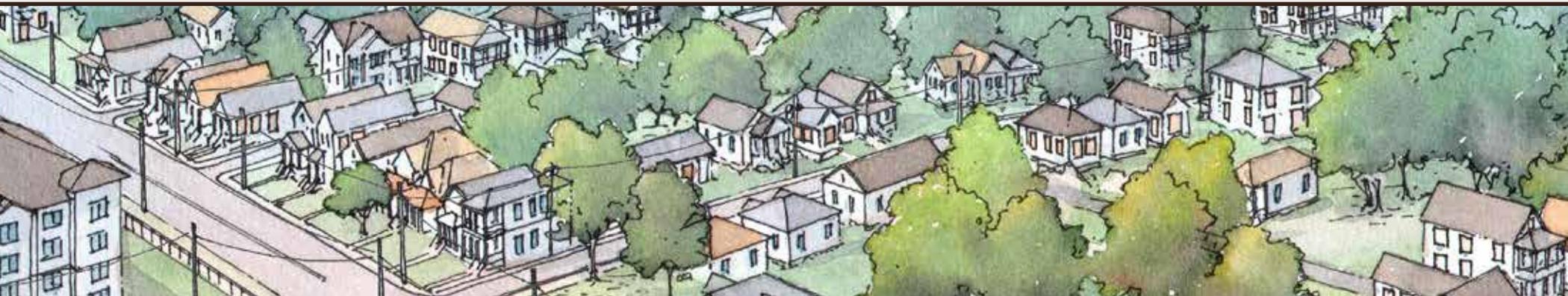
836 Metropolitan Parkway

Montessori School: Adair Park Today

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C implementation matrix

PRESERVATION OF PITTSBURGH NEIGHBORHOOD MASTER PLAN REPORT



APPENDIX C: IMPLEMENTATION MATRIX

The Implementation Matrix contains specific Implementation Action steps from the Preservation of Pittsburgh Plan and community meeting comments. The Action Items were taken directly from specific sections of the Plan, while some additions were made based on community engagement and stakeholder meetings. It is the intent of the Implementation Matrix to allow the community and stakeholders to prioritize initiatives and identify potential resources that can be used for the revitalization of Pittsburgh. Through a community engagement process short term priorities were identified as follows:

- **Housing Stability:** focus on safety through three strategies - sustained code enforcement, target problem landlord, and crime prevention. Infill projects should focus on creating quality market rate and affordable housing.
- **Economic Development:** in the short term identify or create programs and policies to support local businesses, and increase youth participation in the neighborhood revitalization and job creation.
- **Sustainability, Infrastructure, and Transportation:** residents and stakeholders thought that the following actions are the top priority and should be started as soon as possible – coordination of neighborhood cleanups, support the introduction of community gardens and urban agriculture, and begin to address the schools and education.
- **Urban Design:** the revitalization of McDaniel Street and the creation of a block demonstration project were seen as first priority in terms of urban design and revitalization.

The tables that follow highlight how each of the recommendations can be moved forward by the specific entities that were identified. The Preservation of Pittsburgh Plan will serve as a guiding document to move these elements forward.

Examples of how the community can move forward using the table on the following page is highlighted below:

- The Housing Table outlines Action 2: Sustained Code Enforcement as a 6 month – short term priority. Several partner agencies are identified as implementation leads for this action including the Department of Code Enforcement, Pittsburgh Community Improvement Association, and Pittsburgh Leadership Team. A suggested next step would be for these agencies to begin to meet to create a strategy that would allow the implementation of a more focused code enforcement using the Plan as a guide. The housing section contains case studies and strategies for code enforcement.
- The Economic Development Table - Job Creation Section outlines Action 2 - 4: Community Space Resource Center, Affordable Modern Daycare facilities to enable employment, and Develop a Business Incubator as 6 month - short term priorities. A recent city sponsored design competition provided development ideas for a vacant building at 836 Metropolitan Avenue, all of which satisfy the short term implementation goals for these actions. The three ideas presented in the competition are a business incubator, a senior and adolescent care facility, and a Montessori School. A suggested next step would be to explore the feasibility of this site and continue community engagement in the next 6 months to finalize the desired uses for the building. It will be important to continue to move the project forward to build on the momentum generated by the design competition.
- The Urban Design Table Action 1: Revitalization of McDaniel Street as a 6 month –short term priority. This implementation strategy also borrows from the city sponsored design competition. The proposal entry envisions a mini-police precinct, a coffee shop, and an innovation hub. A suggested

next step, similar to 836 Metropolitan Parkway, would be to explore the feasibility of this site and continue to explore these ideas over the next 6 months. The redevelopment of this site would help kick start the redevelopment of the entire street, as recommended in the implementation section of this report.

Pittsburgh Neighborhood Short Term Implementation Strategies	Implementation Lead		Implementation Steps
	Public/NP	Private	
Housing			
Stability			
Action: Sustained Code Enforcement	CE, PCIA, PRLT	PO, R	Continue cooperation between PCIA and City Code Enforcement in identifying properties and tracking repairs, inclusive of additional partners. pg. 6.8
Action: Target Problem Landlords	LB,CE, AVLF, ASO	R	Utilize the following programs to target problem property landlords: In-Rem process, foreclosures for tax delinquency, receivership of vacant buildings, etc. pg.6.11
Action: Crime Prevention	CE, APD, PCIA, APF,PMA, APSC		Safety strategies include a cop on the block program, and creating public spaces that are safe pg.7.8.
Revitalization			
Action: Create quality affordable housing.	AEC, APSC, HH, LB, PCIA	PD	Attracting more residents is a multipronged approach that requires the implementation of market rate and "attainable housing", pg. 4.17.
Action: Create quality market rate housing.	IA	PD	The Preservation of Pittsburgh Plan calls for the recruitment of homeowners and renters and highlights the importance of creating quality housing products to do so pg.6.14.
Action: Targeted acquisition of vacant properties.	LB, PCIA, APSC		Focused acquisition and rehabilitation is an effective tool to evidence change within the neighborhoods pg.6.13
Action: Protect architectural/historic character of the neighborhood.	AEC, APSC, HH, LB, PRLT	PD	In order to prepare for revitalization the Preservation of Pittsburgh Plan suggests the creation of a Pattern Book pg. 5.26.

Pittsburgh Neighborhood Short Term Implementation Strategies	Implementation Lead		Implementation Steps
	Public/NP	Private	
Economic Development			
Commercial Corridors			
Action: Support local businesses	IA, ACE		The Plan identifies funding sources for businesses pg. 7.11.
Action: Programs for Local Workforce	WSA, CWF, SA		The formation of a local partnership with the technical college is suggested as a starting point pg. 7.9.

Pittsburgh Neighborhood Short Term Implementation Strategies	Implementation Lead		Implementation Steps
	Public/NP	Private	
Sustainability, Infrastructure, and Transportation			
Neighborhood Sustainability			
Action: Neighborhood Cleanup	COA,PCIA, PW, DOC, KAB	PO	Organizations can initiate a neighborhood wide clean up that prioritizes streets that will have recent improvement from the city pg. 8.8.
Action: Support the introduction of community gardens and urban agriculture.	AEC, APSC, OOS		The Preservation of Pittsburgh Plan suggests the creation of an Urban Agricultural Overlay Plan with 5 recommendations on moving forward as well as outlines possible locations for these type of uses pg. 5.16; 8.21.
Action: Address Public School and Education	APS		Education is an important piece in any neighborhood revitalization. It is highly encouraged that all neighborhood organizations are in constant conversation with Atlanta Public Schools about the future of their buildings and current schools in the neighborhood pg.5.22; 6.16.

Pittsburgh Neighborhood Short Term Implementation Strategies	Implementation Lead		Implementation Steps
	Public/NP	Private	
Urban Design			
Action: Revitalization of McDaniel Street	COA	PD	The Revitalization of McDaniel streets includes creating a Complete Street as well as infill buildings and a retail district pgs.5.7; 7.8.
Action: Block Demonstration Project	AEC, PCIA	PD	The Block Transformation identifies key sites that can be used as prototypes for completing blocks and showing significant change within then neighborhoods pg.5.4.

Implementation Leaders

Public:
 COA - City of Atlanta
 LB - City of Atlanta/Fulton County Land Bank
 CE - Code Enforcement
 APS - Atlanta Public Schools
 APD - Atlanta Police Department
 PW - Public Works
 DWM - Department of Watershed Management
 MARTA - Metro Atlanta Rapid Transit Authority
 APF - Atlanta Police Foundation
 FCTA - Fulton County Tax Assessor
 ASO - Atlanta Solicitor's Office
 OOS - Office of Sustainability
 DOC - Department of Corrections
 GDOT - Georgia Department of Transportation

Partners:
 PRLT - Pittsburgh Resident Leadership Team
 AEC - Annie E. Casey Foundation
 CWF - Center for Working Families
 APSC - Andrew P. Stewart Center
 HH - Habitat for Humanity
 WSA - Worksource Atlanta (Formerly Atlanta Workforce Development)
 SA - Salvation Army
 PCIA -Pittsburgh Community Improvement Association
 ABI - Atlanta BeltLine Inc.
 PMA -Pittsburgh Ministerial Alliance
 AVLF - Atlanta Volunteer Lawyer's Foundation
 ACE - Access to Capital for Entrepreneurs
 H - HouseProud

KAB - Keep Atlanta Beautiful
 SH - Sheltering Arms
 NS - Norfolk Southern

Private:
 DP - Development Partners
 PO - Property Owners
 PD - Private Developer
 R - Renters

Pittsburgh Neighborhood Implementation Strategies	Implementation Lead		Implementation Timing (Years)			
	Public/NP	Private	6 MONTHS	1	2	3
Housing						
Stability - Safety						
Action 1: Homeowner Rehabilitation Program	AEC, APSC, HH					
Action 2: Sustained Code Enforcement	CE, PCIA	PO				
Action 3: Target Problem Landlords	LB, CE					
Action 4: Foreclosure for Tax Delinquency	LB					
Action 5: Avoid tax increases to existing homeowners	COA					
Action 6: Crime Prevention	CE, APD, PCIA					
Action 7: Application for Housing Grants	COA, AEC, APSC, HH					
Revitalization						
Action 1: Create quality affordable housing and market rate housing.	AEC, APSC, HH	PD				
Action 2: Targetted acquisition of vacant properties.	LB					
Action 3: Focus on restoration vs. demolition	AEC, APSC, HH					
Action 4: Protect architectural/historic character of the neighborhood.	AEC, APSC, HH	PD				

Pittsburgh Neighborhood Implementation Strategies	Implementation Lead		Implementation Timing (Years)			
	Public/NP	Private	6 MONTHS	1	2	3
Economic Development						
Commercial Corridors						
Action 1: Building Re-Use and Temporary Land Uses - Flex Space for Entrepreneurs		PO				
Action 2: Attract and support businesses to McDaniel Street	COA					
Action 3: Revitalization of University Avenue	COA, PW	PO, PD				
Action 4: Attract new businesses and restaurants	COA					
Action 5: Renovate buildings at Important Corners	COA	PO				
Action 6: Support local businesses	COA					
Action 7: Attract a grocery store into the area.	COA					
Job Creation						
Action 1: Programs for Local Workforce	AWDA, CWF					
Action 2: Community Space/Resource Center	APSC, AWDA, SA					
Action 3: Affordable Modern Daycare facilities to Enable Employment	APSC, SA					
Action 4: Develop a business incubator		PD				
Action 5: Increase youth participation in revitalization and job training	AWDA, CWF					
Positive Marketing Campaign						
Action 1: Publicize Pittsburgh's Success and Celebrating Its History	AEC, APSC, PCIA					
Action 2: Recruit New Homeowners and Renters	AEC, APSC, PCIA, HH	PD				
Action 3: Marketing Program for Empty Storefronts	COA	PD, PO				

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 PW - Public Works
 DWM - Department of Watershed Management

Partners:

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 CWF - Center for Working Families
 APSC - Andrew P. Stewart Center
 HH - Habitat for Humanity
 AWDA - Atlanta Work Force Development
 SA - Salvation Army
 PCIA - Pittsburgh Community Improvement

Private:

DP - Development Partners
 PO - Property Owners
 PD - Private Developer

Pittsburgh Neighborhood Implementation Strategies	Implementation Lead		Implementation Timing (Years)			
	Public/NP	Private	6 MONTHS	1	2	3
Sustainability, Infrastructure, and Transportation						
Neighborhood Sustainability						
Action 1: Neighborhood Cleanup	PCIA, PW	PO				
Action 2: Recycling Campaign	COA					
Action 3: Sustainability Assessment	COA					
Action 4: Sustainability Educational Program and Demonstration Project	COA	PD				
Action 6: Water Conservation and Management	COA, PW					
Action 7: Encourage the construction of energy efficient homes.	AEC, APSC					
Action 8: Support the introduction of community gardens and urban agriculture.	AEC, APSC					
Action 9: Address Public School and Education	APS					
Infrastructure Maintenance						
Action 1: Address Flooding issues	COA, PW, DWM					
Action 2: Increase Lighting	COA, PW					
Action 3: Sidewalk Maintenance	COA, PW					
Action 4: Maintain/clean up sanitary/sewer access points and manholes.	COA, PW					
Infrastructure Projects						
Action 1: University Avenue Infrastructure Improvements	COA, PW					
Action 2: McDaniel Street Speed Management	COA, PW					
Action 3: Rail crossing at McDaniel Street	COA					
Action 4: Connections to the BeltLine	PW, COA, ABI					
Action 5: Pittman Park	COA					
Transportation						
Action 1: Increase Connectivity	COA, PW					
Action 2: Improve Bus Stops	COA, MARTA					

Pittsburgh Neighborhood Implementation Strategies	Implementation Lead		Implementation Timing (Years)			
	Public/NP	Private	6 MONTHS	1	2	3
Urban Design						
Action 1: Revitalization of McDaniel Street						
Action 2: Revitalization of University Avenue		PD				
Action 3: Block Demonstration Project	AEC					
Action 4: Pattern Book to guide infill development.	COA					
Action 6: Add parks and greenspace.	COA/ABI					

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