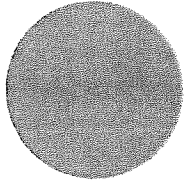
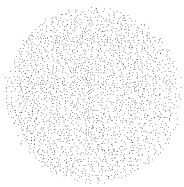


HERRON AVENUE

Revitalization Planning Strategy

April 2011

Prepared for: The Herron Avenue Corridor Coalition



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The information represented in this report is based on data collected from October 2010 – March 2011, which represented a specific snapshot of market conditions impacting decisions around the Herron Avenue Corridor. The information is provided to help inform decision-making by the Herron Avenue Corridor Coalition and partners about the future use of Herron Avenue. The information compiled in this report should be discussed in context with the final redevelopment decision-making process.

INTRODUCTION

The Hill District and Herron Avenue, in particular, are poised for a meaningful revival over the next decade and beyond. The vision and dedication of its residents and community leaders have helped build a foundation for repositioning the neighborhood advantageously for future growth.

The following information is provided to the leaders and citizens of the Herron Avenue Corridor to facilitate informed decision making and to help in identifying additional assistance as their revitalization vision continues to be finalized and implemented. These are recommendations for consideration in order to help stakeholders continue to achieve their revitalization vision for Herron Avenue. The information is presented to help identify decisions or tasks that will need to take place during revitalization efforts. Community leaders can take individual steps to complete these tasks in order to continue to position the Herron Avenue properties for redevelopment. Resources and partners are also identified in order to explore avenues that could be taken to facilitate revitalization.

Herron Avenue has unique characteristics which make it attractive in the near and mid-term for residential, retail, and commercial development. The most recent example of area development interest is the announcement that Hill House will lead a development team to construct the *Herron Senior Living Community* adjacent to the John Wesley AME Zion Church. This development project should be leveraged to help attract additional developers and investment to the Herron Avenue corridor.

One near-term use alternative or phase-in for future development activity for the subject lots is to use the site as a park. This proposed park would offer a greenspace and a place for walking, resting, and gathering for the residents of the proposed *Herron Senior Living Community* project across the street, and for the users of the Martin Luther King, Jr. (MLK) Reading and Cultural Center, and for the residents in the neighborhood near Herron Avenue.

In the short term, community leaders should continue discussions with Hill House staff to ensure that the *Herron Senior Living Community* project aligns with the community's redevelopment vision and to help identify potential compatible uses within the Herron Avenue corridor. These discussions should recognize the community's interest in pursuing locally owned, small business opportunities for residents and not focusing exclusively on development by national retail chains. Additionally, community leaders should engage the City of Pittsburgh Department of Planning to provide comments on the proposed zoning updates within the city and how these potential zoning changes may help the Herron Avenue community meet its redevelopment vision. Other next steps are identified in the Conclusion of the *Market Assessment – Viable Redevelopment Alternatives* report.

HERRON AVENUE – REDEVELOPMENT OPPORTUNITIES

Because the revitalization of the Herron Avenue Corridor is a community-led process, all revitalization discussions should include the residents living along and adjacent to Herron Avenue. Additionally, all efforts should be coordinated with the City of Pittsburgh and their Greater Hill District Master Plan effort, as well as other partner (e.g., Hill House) activities in order to leverage resources and opportunities and coordinate schedules. While the properties' end use needs to serve the immediate community, there is a great opportunity to capture some of the capital offered by the commuting population. The revitalization vision should consider the needs and desires of the community and the surrounding workforce population, as well as how to capitalize on the commuters traveling through the corridor. Targeting a broader population would benefit the surrounding community by creating a larger economic base for future businesses.

The following steps should be considered while moving forward on the revitalization vision for the Herron Avenue corridor.

- Define and Adopt a Vision for the Herron Avenue Corridor.** The Herron Avenue Corridor Coalition should continue to define their revitalization vision for the Herron Avenue Corridor. This vision should be developed in conjunction with the Greater Hill District Master Plan (<http://greaterhilldistrictmasterplan.org/>) efforts (scheduled for completion in Summer 2011), as well as other efforts by project partners, including Hill House and the Hill District Consensus Group. Working directly with partners will help improve the revitalization vision, as well as leverage available resources. This is especially important regarding the Greater Hill District Master Plan because the plan will most likely outline additional resources and partners that could greatly help the Herron Avenue Corridor Coalition attain its revitalization vision. Significant research went into the planning for the Master Plan, and the Coalition can use much of the data presented in the November 2010 Community Presentation to help reinforce their vision for Herron Avenue. There is an amazing opportunity for the Coalition to shape the “reimagined” Herron Avenue by leveraging all resources and planning efforts, and by engaging in all conversations relating to the redevelopment of the Herron Avenue corridor. The adoption of a clear revitalization vision will help leaders define the process needed for the community endorsed revitalization of the Herron Avenue Corridor.
- Complete an Environmental Assessment.** A Phase I environmental assessment is a necessary step for any brownfields redevelopment project. Future developers, investors and lenders will want an assessment completed to fully characterize environmental conditions at the property. All but one of the parcels in the study area is publically owned, which may make it easier to get permission to conduct an environmental assessment. The Herron Avenue Corridor Coalition should work with the Urban Redevelopment Authority of Pittsburgh (URA) to determine if an environmental assessment has already been completed, or if the URA would help fund an assessment of the study area. Completing an environmental assessment will help to identify whether any additional environmental actions are needed and help the community appropriately market the property.
- Pursue an Environmental Engineering Study.** Since it is not clear whether the study area was included in any former mining activities or could be impacted by mining in the area, an environmental engineering study should be completed. This study will help determine the buildable surface area and maximum building build-out potential of the property. Further characterizing the site opportunities and constraints will help the Coalition have a more informed conversation with future developers, investors and lenders. The URA, Hill House or City of Pittsburgh Planning Department may be able to provide assistance or guidance for this effort. Findings from an environmental engineering study will help leaders make informed decisions about future land use and additional tasks.

- **Update the Herron Avenue Traffic Study.** The 2007 Herron Avenue traffic study showed that 9,200 vehicles travel along Herron Avenue on a daily basis. During the four years since the traffic study was completed, significant development has occurred in the neighborhoods surrounding the Herron Avenue corridor that could impact the number of vehicles traveling along Herron Avenue on a daily basis. This number will also be impacted once the future Herron Avenue Senior Living Community is completed. The Coalition should inquire about conducting an updated traffic study once certain development projects in the area are completed. This should be pursued in conjunction with the development plans outlined in the Master Plan and projects led by the Hill House in order to maximize resources and revitalization opportunities.

- **Seek General Infrastructure & Aesthetic Improvements.** While potential development projects of interest might not yet be ripe to pursue, there are certain steps that can be taken immediately that will improve the physical appearance of the Herron Avenue Corridor. Efforts include leveraging work from the Master Plan to improve transportation corridors and mobility (i.e., sidewalk improvements, pedestrian crossings, and bike lanes), improving aesthetics along Herron Avenue through volunteer gardening or city improvement programs, and fostering highway cleanup efforts to remove litter and other eye sores.

- **Pursue Redevelopment Options.** As opportunities arise, the Herron Avenue Corridor Coalition should continue to identify and examine redevelopment options. The interim recommendation is to pursue a farmers market or small pocket park which would create a destination along Herron Avenue and provide a temporary reuse for the study area while other development projects are identified and examined. This will provide a resource for residents in the interim and also allow the vision for Herron Avenue to be further refined. Additional redevelopment opportunities should then be pursued based on the vision, the Master Plan, the desires of the community, and market based projects. Opportunities for the study area include, but are not limited to:
 - Farmers Market
 - Urban Agriculture/Community Garden
 - Small Business/Community-led Development
 - National Retail/Commercial Investment
 - Housing

- **Grow and Strengthen Partnerships.** The Herron Avenue Corridor Coalition already has several partnerships assisting the group as the revitalization strategy is developed and implemented. These partnerships should be maintained and strengthened as this project grows. Additionally, the Coalition should seek additional partnerships to leverage volunteer labor, technical support, and financial resources. New partnerships could help the Herron Avenue vision grow and prosper with new ideas being brought to the discussions. Partnerships provide opportunities to share information, resources, successes, lessons learned, tools, and volunteers. Partners to build upon or pursue include:
 - Hill House
 - Wesley AME Charities
 - City of Pittsburgh
 - Urban Redevelopment Authority
 - Allegheny County
 - Political Leaders
 - Universities (University of Pittsburgh, Duquesne University, Carnegie Mellon University)
 - Hill District Consensus Group
 - Pennsylvania Department of Environmental Protection
 - U.S. Environmental Protection Agency Region 3

JOHN WESLEY AME ZION CHURCH – REVITALIZATION OPPORTUNITIES

There is great stakeholder interest in ensuring that the historic John Wesley AME Zion Church building is maintained and restored as a usable building. It is premature to provide recommendations about the future of the building and property until several steps are completed. However, the following steps should be considered to secure opportunities for revitalizing and reusing the structure.

- **Secure Ownership.** It is understood that the property and building is currently owned by the AME Zion Church organization. The church leadership should be approached to ascertain the future of the property and building. The conversation should focus on opportunities for Wesley AME Charities to acquire the property – either through a donation or a discounted sale. The church’s current state of disrepair may make it attractive for the leadership to dispose of the property and avoid long-term liability.

The hierarchy of the church is represented by a 12-member Board of Bishops. Each Bishop oversees a geographical district. The Board of Bishops reports to the General Conference. The General Conference will make the final determination as to the fate of the John Wesley AME Zion Church. Research revealed that oftentimes the General Conference retains its church properties in order to enhance their asset base on their balance sheet to show lenders and others who would have a fiduciary interest in the church. The future of the property remains uncertain, and open discussions between Wesley AME Charities and the church should take place soon.

- **Identify Future Use.** Wesley AME Charities should explore revitalization options for the building and property. The selection of a future use will allow Wesley AME Charities to be more specific about the benefits of the building and the impact and service to the community that the use of the building would provide. This information will help tell a more compelling story when applying for grants or loans, seeking volunteers to support the cause, or talking to the community to generate support for the project. Creating a mission statement and a description of the vision for future use would help Wesley AME Charities target financial support, as well as develop stronger and more appropriate partnerships.

The opportunities for the future use of the building are still uncertain and should be discussed and selected with the support of the Herron Avenue community. Initial options identified include:

- An Environmental Job Training Center focused on promoting the unique mine water geothermal technology operating on the site, as well as the environmental and economic development benefits.
 - Target area youth and the older workforce population and encourage similar projects in other Pennsylvania counties with underground mines and minewater concerns, or
 - Expand training in other alternative energy opportunities and green jobs
- A Cultural and Historic Center focused on the history of the Hill District.
- A community center focused on recreation and educational uses.

In addition, any future use discussions should consider how green redevelopment features would be built into the project to align with the Hill District’s desire to maintain a development theme throughout the neighborhood that is both “green” and sustainable. Decisions should identify if any rehabilitation will incorporate additional green building techniques to complement the geothermal system. Another component could be to tie into the *Green Print Plan*. Additional features could include minimizing impervious surfaces, connecting to local trail networks, conducting additional landscaping, and other ideas identified within the *Green Print Plan*. Green development also attracts funding and technical assistance opportunities that could assist with the revitalization of the church building.

- **Pursue Historic Designation.** The history of the John Wesley AME Zion Church, along with the historic structure, likely makes it eligible for some state and federal historic designation. A federal historic designation could leverage significant funding sources only available to historic sites. The church already received a local historic designation in October 1993 through the Pittsburgh History and Landmarks Foundation (www.phlf.org/). This designation may help leverage additional financial and technical assistance at the state and national level.

Consider direct funding assistance as well as rehabilitation tax credits. Pennsylvania currently does not have a state rehabilitation tax credit, but future opportunities should be pursued, especially if federal historic designation is available.

- **Stabilize Building.** It is imperative that action be taken to stabilize the deteriorating condition of the building. Without ownership of the property, work would need to be overseen by the church. Wesley AME Charities should engage the church leaders in a discussion about the current state of the building and options for stabilizing the structure. A structural engineer would need to be hired to provide an adequate assessment of the building and likely complete a full inspection of the building and infrastructure (e.g., electrical, plumbing, foundation, roof). An initial list of needed renovations and estimated costs should be developed to help manage fundraising and prioritize activities. The City Planning Department may be able to make provisions to conduct this work or help identify an appropriate contractor. A partnership with one of the university engineering departments could be considered to help navigate structural issues.
- **Promote Geothermal System.** The uniqueness of the geothermal system within the church building is a strong asset that should be leveraged. Wesley AME Charities should promote this system to environmental and sustainability stakeholders to create awareness of the system and its associated benefits. Increased attention may lead to other financing, technical assistance, or partnership opportunities that could help achieve the renovation of the building.
 - **Pennsylvania Department of Environmental Protection (DEP).** Determine if DEP is able to create a project fact sheet highlighting the geothermal system and then have DEP promote the system along with Wesley AME Charities. Secure copies of any fact sheets and post on the Wesley AME Charities and Hill District Consensus Group website.
 - **U.S. Environmental Protection Agency (EPA).** Determine if EPA is able to create a project fact sheet highlighting the geothermal system and then have EPA promote the system along with Wesley AME Charities. Secure copies of any fact sheets or request that they are posted on a website.
 - **Department of Energy (DOE).** Determine if DOE is interested in learning more about this successful project. DOE could support and promote the geothermal system and possibly provide technical and financial assistance.
 - **Utilize Grant Writer.** Federal and state funding is, for the most part, available through competitive grant programs. Identifying and using a professional grant writer to prepare the grant applications could secure funding while lessening the burden on community volunteers. Grant writers have significant experience in telling a compelling community story to demonstrate the need for financial and/or technical assistance. The Hill House is a great resource for grant writing support or guidance.

ADDITIONAL RESOURCES

The following is a list of potential resources to consider for the Herron Avenue Revitalization Strategy. This list reflects strong partnership and resource candidates to consider but is not meant to be comprehensive. The Hill House (www.hillhouse.org) would be helpful in identifying resources for Herron Avenue's final vision. Additionally, resources offered by Allegheny County (www.alleghenycounty.us/) and the City of Pittsburgh (www.city.pittsburgh.pa.us/main/) should be considered once redevelopment options are decided.

GREENWAY/TRAIL DEVELOPMENT

➤ U.S. Department of the Interior (DOI)

- *Rivers, Trails, and Conservation Assistance Program* (www.nps.gov/ncrc/programs/rtca/index.htm)
The Rivers, Trails, and Conservation Assistance Program (RTCA) is the community assistance arm of the National Park Service. RTCA supports community-led natural resource conservation and outdoor recreation projects. RTCA staff provides technical assistance to communities to conserve rivers, preserve open space, and develop trails and greenways.

➤ Federal Highway Administration

- *Recreational Trails Program* (www.fhwa.dot.gov/environment/rectrails/index.htm)
The Recreational Trails Program (RTP) provides funds to the states to develop and maintain recreational trails and trail-related facilities for both non-motorized and motorized recreational trail uses. The State of Pennsylvania administers the funds for the state on behalf of the program.
 - *Pennsylvania Department of Conservation and Natural Resources*
(www.dcnr.state.pa.us/brc/grants/rectrails.aspx)
Vanyla Tierney, State Trails Administrator
PO Box 8475
Harrisburg PA 17105-8475
717-783-2654
vtierney@state.pa.us
- *Bicycle and Pedestrian Provisions* (www.fhwa.dot.gov/environment/bikeped/bp-guid.htm#bp4)
Available funding offers assistance in improving bicycle and pedestrian use opportunities.

➤ Pedestrian and Bicycle Information Center (www.walkinginfo.org)

The Pedestrian and Bicycle Information Center (PBIC) is a national clearinghouse for information about health and safety, engineering, advocacy, education, enforcement, access, and mobility for pedestrians (including transit users) and bicyclists. The Center provides information to help plan for improved pedestrian and bicycle use. This information could be helpful to promote use of the road along the Herron Avenue Corridor as a "greenway."

➤ Pittsburgh Parks Conservancy (www.pittsburghparks.org/)

The Parks Conservancy has significant experience in restoring regional parks and raising funds. The Conservancy might be a good resource to reach out to discuss opportunities for developing new city parks and understanding fundraising opportunities.

ENVIRONMENTAL ASSISTANCE

➤ **U.S. Environmental Protection Agency Brownfields Program**

- *Targeted Brownfields Assessment* (http://www.epa.gov/brownfields/grant_info/tba.htm)
The Targeted Brownfields Assessment (TBA) program is designed to help states, tribes and municipalities—especially those without EPA Brownfields Assessment pilots/grants—minimize the uncertainties of contamination often associated with brownfields (which can include past mining activities).
- *Brownfields Assessment Grants* (www.epa.gov/brownfields/assessment_grants.htm)
Assessment grants provide funding for a grant recipient to inventory, characterize, assess, and conduct planning and community involvement related to brownfield sites. An eligible entity may apply for up to \$200,000 to assess a site contaminated by hazardous substances, pollutants or contaminants (including hazardous substances co-mingled with petroleum and past mining activities) and up to \$200,000 to address a site contaminated by petroleum. Eligible entities include: state, local and tribal governments; general purpose units of local government, land clearance authorities, or other quasi-governmental entities; regional council or redevelopment agencies; or states or legislatures. Assessment grants can help address mining sites.

Allegheny County, PA, currently has an Assessment grant, and could be a potential partner to lend assistance to the revitalization efforts of Herron Avenue.

➤ **U.S. Environmental Protection Agency Community Action for a Renewed Environment Program**

- *CARE Grants* (www.epa.gov/care)
This competitive grant program offers an innovative way for a community to organize and take action to reduce toxic pollution in its local environment. A community creates a partnership that implements solutions to reduce releases of toxic pollutants and minimize people's exposure to them. EPA helps CARE communities get on the path to a renewed environment by providing financial and technical assistance.

➤ **U.S. Environmental Protection Agency Office of Environmental Justice**

- *Environmental Justice Small Grants Program* (www.epa.gov/Compliance/environmentaljustice/grants/ej-smgrants.html)
These grants help to support and empower communities working on solutions to local environmental and public health issues. The program assists recipients in building collaborative partnerships to help them understand and address environmental and public health issues in their communities. Funding up to \$25,000 is available to support projects that address a community's local environmental issues through collaborative partnerships.

➤ **Pennsylvania Department of Community and Economic Development (www.newpa.com)**

- *Industrial Sites Reuse Program* (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/industrial-sites-reuse-program)
The Industrial Sites Reuse Program (ISRP) provides grants to communities, nonprofit, and economic development organizations. The program also offers businesses low-interest loans that may cover up to 75 percent of the cost of completing an environmental study and implementing a cleanup plan. The maximum for site assessments is \$200,000 or \$1 million for remediation per year; all require a 25 percent match and loans carry a 2 percent rate for terms up to 5 years (for assessments) or 15 years (for remediation). Grants and loans are available for Phase I-III environmental assessments and

remediation of hazardous substances and non-hazardous waste or debris. Five-year loans at 2 percent interest are available for assessments and fifteen-year loans for remediation.

- *Infrastructure Development Program (IDP)* (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/infrastructure-development-program)

The Infrastructure Development Program (IDP) offers grants and loans in conjunction with private companies and real estate developers to municipalities and non-profit economic development agencies to help finance demolition, building renovations, new construction, and specific infrastructure. The program provides up to \$1.25 million per project at 3 percent interest for 15 years. IDP provides grants and low-cost financing for economic development projects that create jobs, are executed in a timely manner, and are consistent with local and county economic development plans.

- *Tax Increment Financing Guarantee Program* (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/tax-increment-financing-tif-guarantee-program)

This program promotes and stimulates the general economic welfare of various regions and communities in the Commonwealth and assists in the development, redevelopment and revitalization of Brownfield and Greenfield sites in accordance with the TIF Act. Eligible uses include utilization of abandoned or underutilized industrial, commercial, military, previously mined institutional sites or buildings; or undeveloped sites planned and zoned for development in accordance with any existing comprehensive municipal plan.

➤ **PennVest Brownfield Loan Redevelopment Program**

(www.pennvest.state.pa.us/portal/server.pt/community/pennvest_internet/9242)

This program offers low-interest loans for the remediation of sites that have been contaminated by past industrial or commercial activity and pose a threat to local groundwater or surface water sources. Eligible uses include specific assessment in conjunction with remediation activities on contaminated properties across the Commonwealth. These activities must be related to a water quality benefit, which can include the prevention of contamination. The purpose of this brownfield remediation financing initiative is to encourage the cleanup and reuse of contaminated properties while improving and protecting local water resources.

➤ **Local Economic Revitalization Tax Assistance (LERTA)**

(www.docstoc.com/docs/3926760/ALLEGHENY-COUNTY-LOCAL-ECONOMIC-REVITALIZATION-TAX-ASSISTANCE-PROGRAM-GUIDELINES-Allegheny)

Local municipalities, school districts, and counties can offer tax abatements on improvements to property for up to 10 years. Eligible entities are municipalities or school districts.

REDEVELOPMENT/FUTURE USE

➤ **Small Business Administration (SBA)** (www.sba.gov) (412-395-6560)

The SBA has a Pittsburgh District Office that could help identify small business loans, grants, bonds, or other financial assistance based on interest in pursuing small business redevelopment within the Herron Avenue Corridor. If small business opportunities are identified by the community, the SBA should be contacted to learn more about resources available for specific reuse options.

- **Institute of Museum and Library Services (IMLS)** (www.ims.gov)
Provides support to the nation's libraries and museums. Depending on the future use of the John Wesley AME Zion Church, the IMLS could be a resource to consider.
- **Pennsylvania Department of Community and Economic Development** (www.newpa.com)
The New PA website provides a search tool to help find incentives and apply for funding. Selecting "Community" from the dropdown menu will help identify assistance available to eligible communities (including nonprofit organizations). This tool may be helpful to search through once additional decisions are made about the future of Herron Avenue. There are also specific assistance tools offered to support alternative energy.
 - **Community Revitalization Program (CRP)** (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/community-revitalization-program-crp)
Construction or rehabilitation of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase or upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.
- **U.S. EPA Office of Brownfields and Land Revitalization**
(www.epa.gov/brownfields/urbanag/steps.htm)
Provides steps to help create a community garden or expand urban agriculture. Several federal resources and links are provided in addition to the general information at www.epa.gov/brownfields/urbanag/resources.htm.

HISTORIC PRESERVATION

- **National Park Service Historic Preservation Grants** (www.nps.gov/hps/HPG/index.htm)
The National Park Service (NPS) has provided funding for a variety of grant programs aimed at protecting our nation's most significant historic and cultural sites and our diverse cultural heritage. Recently, NPS provided funding to develop historic preservation and sustainability guidelines (e.g., green building rehabilitation).
- **National Trust for Historic Preservation** (www.preservationnation.org)
Consider direct funding assistance as well as rehabilitation tax credits. Pennsylvania does not have a state rehabilitation tax credit, but future opportunities should be pursued, especially if federal historic designation is available.
- **Pennsylvania Historical & Museum Commission**
(www.portal.state.pa.us/portal/server.pt?open=512&mode=2&objID=1426 or www.phmc.state.pa.us/bhp/overview.asp?secid=25)
The Bureau for Historic Preservation is part of the Pennsylvania Historical and Museum Commission and serves as the State Historic Preservation Office. The Commission is available to provide assistance and guidance about potential historic preservation initiatives.

ENERGY AND GREEN BUILDING

- **Database of State Incentives for Renewable & Efficiency (DSIRE)** (www.dsireusa.org/)
This database provides energy efficiency and renewable energy information by state. Information includes rules, regulations and policies; related programs and initiatives; and financial incentives available at the local, state and federal level. This website should be reviewed based on determined interest in renewable energy and energy efficiency designs. Opportunities from the U.S. Department of Energy are also listed here.
- **U.S. Environmental Protection Agency – Smart Growth**
(www.epa.gov/greenbuilding/tools/funding.htm) (www.epa.gov/smartgrowth/)
Provides a list of general federal, state and local resources and funding opportunities to consider based on interest in pursuing green building redevelopment opportunities.

COMMUNITY DEVELOPMENT AND PLANNING

- **National Institute of Health (NIH) and Rand Corporation**
The NIH funded a \$2.7 million grant to the Rand Corporation, with help from the University of Pittsburgh Center for Social and Urban Research, and the Hill House Association to perform a 5-year study centered around the new Shop 'n Save food market slated to open in late 2011. The study will attempt to investigate why people purchase the foods they do and what influences them to make healthy food choices.
- **Heinz Endowments**
Heinz has a history of providing funding for economic development targeted at addressing the needs of low-income areas (i.e., Pittsburgh "Vacant Upper Floor Program" which converted commercial upper floor space in downtown area into residential units). Heinz funding could be pursued to develop a neighborhood transit plan for the Hill District residents once the Herron Avenue corridor experiences additional residential and commercial growth.
- **The McCune Foundation**
The McCune Foundation was established to enable Pittsburgh communities and nonprofit institutions improve the quality and circumstances of life for present and future generations. Its objective is to stimulate long-lasting sustainable progress relating to community vitality and economic growth. It has funded a number of city-wide economic development projects since the foundation was established in 1979.
- **The Urban Laboratory and Remaking Cities Institute - Carnegie Mellon**
This group could be helpful in the area of community development capacity building. Its mission is to be a key player and collaborator in the ongoing multi-sector, multidisciplinary process of urban development and to enrich the process of remaking cities.
- **McAuley Ministries**
This Pittsburgh based nonprofit foundation was established with the proceeds from the sale of Mercy Hospital to the University of Pittsburgh Medical Center (UPMC). Its mission is to serve as a catalyst for change, committing resources and working collaboratively to promote healthy, safe and vibrant communities.

GENERAL ASSISTANCE WEBSITES

- **Appalachian Regional Commission (ARC)** (www.arc.gov)
The Appalachian Regional Commission's programs address the four goals identified in the Commission's strategic plan: 1) Increase job opportunities and per capita income in Appalachia to reach parity with the nation; 2) Strengthen the capacity of the people of Appalachia to compete in the global economy; 3) Develop and improve Appalachia's infrastructure to make the Region economically competitive; and 4) Build the Appalachian Development Highway System to reduce Appalachia's isolation.

- **Catalog of Federal Domestic Assistance** (<https://www.cfda.gov/>)
CFDA contains detailed program descriptions for 2,107 federal assistance programs. This is a great website to search programs across federal agencies. Surfing this website may assist in identifying lesser known opportunities for funding assistance that could include opportunities for transportation related projects.

- **SMARTe** (www.smarte.org)
SMARTe is a great tool to help identify resources and tools for all aspects of the revitalization process including planning, environmental, economic, and social concerns. The website includes a “Sources of Money” section which outlines several loans, grants and technical assistance available to help with real estate revitalization projects (such as the Herron Avenue Corridor work).

REPORT LIST

The following is a list of reports relating to the revitalization of the Herron Avenue Corridor. These reports can be used as a reference and guide to assist in the revitalization decision making process.. These reports should be compiled in one online location by the Herron Avenue Corridor Coalition group for easy reference.

PLANNING DOCUMENTS

- Bedford and Hill District Pattern Book (1999)
- Middle Hill Revitalization Plan (2004)
- Centre Avenue Mixed-Use Feasibility Study (2005)
- The Herron Avenue Studio (2006)
- *Pittsburgh's Hill District: Ticking Time Bomb or Developer's Delight?* – The Heinz School of Public Policy at Carnegie Mellon
- Uptown Community Vision (2009)
- Pittsburgh Arena District Master Development Plan (2010)
- “Pushpin” Plan/Greater Hill District Development Nodes Overview (2010)
- *FOCUS: A Strategy for the Redevelopment of the Herron Avenue Corridor* – The Urban Laboratory: Community and Urban Design Studio, Carnegie Mellon University
- *Greater Hill District Master Plan* (in progress) (2011)

GREENSPACE PLANS

- River Opportunity Report (2005)
- Kirkpatrick Park Project (2005)
- *Herron Avenue Corridor Coalition Design Group – Find the Rivers!*, Community Design Center of Pittsburgh, Klavon Design Associates, Inc. (2007)
- Herron Avenue Corridor Coalition Design Group (2008)
- Arcena Connections Planning Concepts (2008)
- Greenprint I: The Hill—A Village in the Woods – Hood Design Studio (2009)
- Greenprint II: The Hill—A Village in the Woods – Hood Design Studio (2010)

ADDITIONAL RESOURCES AND DATA

- Pittsburgh Central Keystone Innovation Zone (2007)
- Hill District Consensus Group Action Plans (2007, 2002)
- *Development & the Hill District: Research Findings and Analysis* – The Looking Glass Institute (2008)
- Hill District CBA (2008)
- Hill District Assets (2009)
- GHD Development Principles (2010)
- PGH SNAP (2010)
- Uptown: A Pittsburgh Neighborhood for the Future (2010)
- Hill Uptown Oakland Multimodal Connectivity Assessment (2010)
- *Growing Herron* – Urban Lab Studio
- Pennsylvania Energy Harvest Grant Application
- *Various Letters of Support*
- *Herron Avenue Corridor: Market Assessment & Viable Redevelopment Alternatives* (2011)
- *Herron Avenue Corridor: Revitalization Planning Strategy* (2011)