



# h

The Magazine of The Heinz Endowments

## STREETWISE

Social Worker Richard Garland has the lead role in a new anti-violence program that has ex-cons and cops working together to prevent young people from killing one another.

**INSIDE:** Sarah's House | Brownfield Buyout



# inside

Founded more than four decades apart, the Howard Heinz Endowment, established in 1941, and the Vira I. Heinz Endowment, established in 1986, are the products of a deep family commitment to community and the common good that began with H. J. Heinz and continues to this day.

The Heinz Endowments is based in Pittsburgh, where we use our region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of our giving is concentrated within southwestern Pennsylvania, we work wherever necessary, including statewide and nationally, to fulfill our mission. That mission is to help our region thrive as a whole community — economically, ecologically, educationally and culturally — while advancing the state of knowledge and practice in the fields in which we work.

Our fields of emphasis include philanthropy in general and the disciplines represented by our grantmaking programs: Arts & Culture; Children, Youth & Families; Economic Opportunity; Education; and the Environment. These five programs work together on behalf of three shared organizational goals: enabling southwestern Pennsylvania to embrace and realize a vision of itself as a premier place both to live and to work; making the region a center of quality learning and educational opportunity; and making diversity and inclusion defining elements of the region's character.

**h magazine** is a publication of The Heinz Endowments. At the Endowments, we are committed to promoting learning in philanthropy and in the specific fields represented by our grantmaking programs. As an expression of that commitment, this publication is intended to share information about significant lessons and insights we are deriving from our work.

**Editorial Team** Linda Braund, Nancy Grejda, Maxwell King, Maureen Marinelli, Grant Oliphant, Douglas Root. Design: Landesberg Design

**About the cover** Former YouthWorks Executive Director Richard Garland is counting on the respect he's earned from years on Pittsburgh's toughest streets to make a success of a foundations-funded youth anti-violence program, One Vision, One Life, to break a new cycle of senseless shootings.

# h

Volume 4 Number 4 Fall 2004

## 4

### Traditions & Transitions

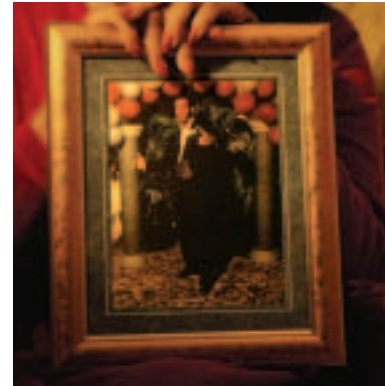
Sarah Heinz House was a model youth-development center for the 20th century when it opened a state-of-the-art building in 1913. Now a new green addition with innovative programming has the center reconnecting with the community and setting the pace for the next century.



## 12

### One Life at a Time

A lot of young lives are on the line in a foundations-funded program that has former street toughs working with social workers and cops to defuse petty grievances before they boil over into violence.



## 20

### Philanthropic Field

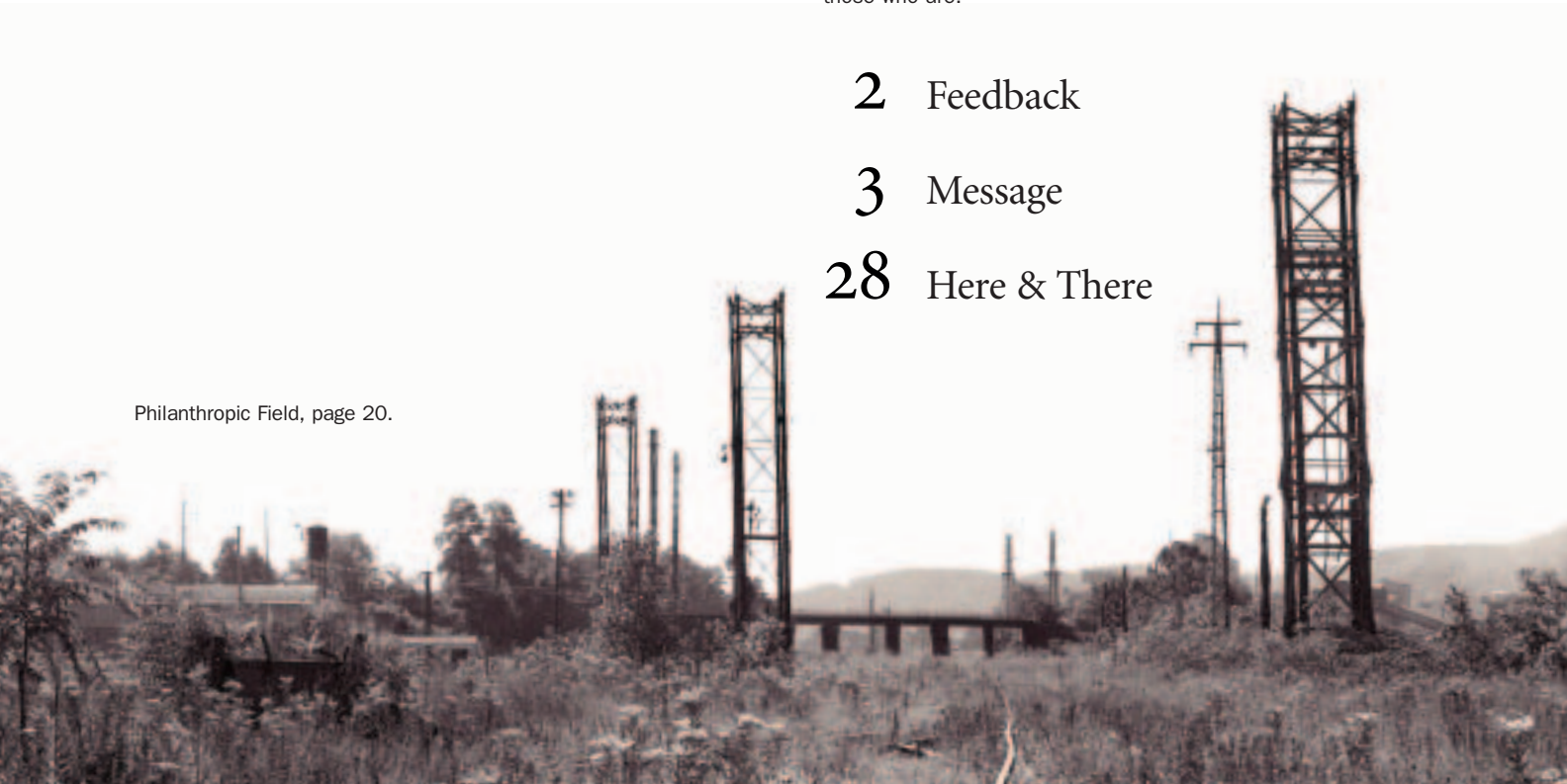
Four Pittsburgh foundations are real estate speculators in a grand vision to turn the city's last significant chunk of riverfront land into a model development for retail, residential and light industrial uses. While they aren't in it for the money, they want to attract those who are.

## 2 Feedback

## 3 Message

## 28 Here & There

Philanthropic Field, page 20.



# feedback

2



## From Annual Report Issue

### Faith Saves

Thomas Buell's article on efforts under way in Pittsburgh churches to enable more Pittsburghers to get control of their finances and qualify for wealth-building benefits such as home ownership, touches on how popular these movements are across the country.

But I would like to point out that the Building United of Southwestern Pennsylvania consortium featured in the story is different from many others that don't stand the test of time. It consists of multi-denominational representation, something quite difficult to accomplish in other sections of the country. This means that no one denomination is in charge of the program. Instead, leaders defer to a common theological base for management — the word of God — that members must work together and all must be welcome. Building United is a working example of ecumenicalism in the faith community.

The impetus behind the creation of Building United was the passion expressed in many congregations for combining economic empowerment programs with faith principles to make members more whole. Most often, the starting point for such an effort is in offering opportunities to purchase a quality home, since home ownership is the most common way most Americans develop wealth assets. Working with Fannie Mae, the largest provider of secondary financing in the world, and with Countrywide Home loans, the largest lender for minority home ownership, Building

United has the institutional credibility to get more minorities into their own homes.

In a society filled with so many similar wealth-building economic opportunity programs, measuring effectiveness is essential. At Building United, our success will be borne out in the numbers: the increased numbers of those who experience home ownership for the first time, and the increased numbers of residents in the region who master the basics in their personal finances and get on track to wealth building. It is impossible to quantify all the benefits of this initiative, but it clearly represents the future in terms of what's needed to make not just a difference but the most important difference in the lives of participants!

Howard B. Slaughter Jr.  
*Director*  
*Pittsburgh Partnership Office*  
*Fannie Mae*



## From Summer 2004

### High Five

Thanks for the beautifully prepared article on Leonardo Balada's Fifth Symphony. I was proud that Carnegie Mellon's School of Music, Mr. Balada's professional home, could be part of this fantastic project.

We talk about inter-disciplinary work in the arts and sciences, and we talk about Pittsburgh's future as a leader at the intersections of art, technology medicine, and policy.

But the kind of real-life experience offered in this local commissioning translates all the talk into valuable learning.

Writer Michelle Pilecki articulates how, from a professional point of view, this project would not have been feasible without the 'laboratory' provided by our Carnegie Mellon Philharmonic. I would just like to add the perspective of our work in preparing students for their professional work: It was invaluable for them to see how experimentation, flexibility, imagination, and dedication can come together.

Our Music Director, Juan Pablo Izquierdo, generously learned the entire score for just a single intense rehearsal, and led it magnificently. More and more integration of technology and personal artistry is, without doubt, in the future, and our students had a chance to see it in action.

Alan Fletcher  
*Head, School of Music*  
*Carnegie Mellon University*

## Park Lot

[In regard to criticism from various quarters of the Schenley Plaza project now underway:] I would like to make clear that the Pittsburgh History and Landmarks Foundation supports the project.

Schenley Park will, at last, have a handsome gateway, and it also will enhance its neighboring institutions, the Carnegie Museums, the University of Pittsburgh and the Hillman Library. It's design as a plaza will make it a hub of activity. The design respects the original plaza while incorporating elements that invite and support contemporary uses. To have the Pittsburgh Parks Conservancy managing it will assure the community of high quality that will set an example for future public projects.

Arthur Ziegler  
*President*  
*Pittsburgh History & Landmarks Foundation*



# message



By Teresa Heinz  
Chairman, Howard Heinz Endowment

My favorite way to think about life — both its problems and opportunities — is that it is all about “connecting the dots.” To me, that’s what all good philanthropy does: It helps make sense of complicated problems by connecting people and ideas in new and productive ways.

In our work at the Endowments, we think synergistically and not in specialized silos. And that discipline, rather recent for us, has proven to be a wise course.

That’s why I was struck by Richard Garland’s use of that phrase in Jim Davidson’s excellent article in this issue on Allegheny County’s One Vision, One Life program. “All I do is connect the dots,” says Garland, who heads the youth violence prevention program. “I’m good at connecting the dots.”

has revolutionized marketing in the for-profit world as advertisers scramble to impress the key players whose opinions can make or break their products. But that idea was still a century away when Howard Heinz first convinced his father, marketing genius H. J. Heinz, to set up an activities program for youth in the neighborhood around his food processing plant.

That program was the genesis for Sarah Heinz House, a recreational facility for young people that is also the subject of an article in this issue. Today Sarah Heinz House’s stained-glass windows promoting moral virtue may seem dated and quaint, especially in an era that requires aggressive outreach programs like Garland’s. But the idea underlying the facility has proved remarkably durable over the years. Its goal was simple: to serve underprivileged youngsters from

## Good philanthropy is all about connecting the dots.

His modesty seems to imply that anybody with a cell phone could do what he does, but you only have to read the article to know that Richard is special. There is nothing trivial about his ability to get everyone from the district attorney to kids from the street to sit down at the same table. And it is no mean feat to know just who to call when trouble is looming, or to maintain credibility with both gang members and police officers.

In *The Tipping Point*, Malcolm Gladwell describes people like Richard as “connectors.” Adept at maintaining meaningful contact with unusually high numbers of friends and acquaintances in diverse spheres of life, connectors are disproportionately powerful in spreading new ideas. They are the master trendsetters whose recommendations can “tip” new behaviors into the mainstream.

Richard and his team from One Vision operate on the same principle. Their stated mission may be to intervene wherever conflict might arise, but their implicit goal is to market, through their own example, a different set of behaviors than many youth might otherwise encounter — and a different understanding of young people and their worth than many adults might otherwise embrace.

What Gladwell calls “the law of the few,” the notion that a handful of influentials can decide the fate of an emerging trend,

the hard-working families of Pittsburgh’s North Side by connecting them with caring adults and activities designed to keep them out of trouble and promote character.

A century later, facilities such as Sarah Heinz House are considered precious jewels by experts in youth development. All across the country, communities have recognized the importance of programs that keep young people productively active in the hours when they are away from school. Sarah Heinz House’s renovation and expansion will help it continue doing that by enriching its programs, deepening its connections with the surrounding neighborhood and allowing young people to learn about the environment in a state-of-the-art green building.

On the surface at least, One Vision and Sarah Heinz House represent radically different ways of addressing the challenges facing youth in our community. One grittily contemporary, the other the product of another century, both nonetheless share a timeless belief in the value of bringing young people together with positive influences and role models. They are both, in other words, all about connecting the dots. *h*

Some “Then and Now” moments at Sarah Heinz House show that, while styles are less formal, the values being taught remain the same. Top right: A boys’ leadership class from 1914 and a similar class this year focus on a group mentor. Below right: A gym class for girls in 1914 and a similar version this year emphasize group cohesion.

AT SARAH HEINZ HOUSE, THE VALUES ARE TIMELESS BUT THE BUILDING IN WHICH

# TRADITIONS &

blue-sky spring morning brings the promise of change from winter cold and gray as a team of architects and landscape designers meets in front of Sarah Heinz House, the venerable, multicolored brick building on Pittsburgh’s North Side that is surrounded by concrete and traffic-clogged highways.

Aside from religious organizations, it is the city’s oldest philanthropic institution for youth, and the architects who know its hallowed history act as if they’re touring an ancient church as they pass through the front room with its massive painted plaster fireplace engraved with the phrase “Good Friends, Good Fire, Good Cheer” and ascend the marble stairs. They grasp the rich oak railing, its finish worn in places from thousands of youngsters’ palms through the decades.



THEY ARE TAUGHT IS NOT. BY TRACY CERTO PHOTOGRAPHY BY JOSHUA FRANZOS

# TRANSITIONS





On each of the three landings, the architects are confronted with a striking stained glass window, each showcasing values to live by. The architects pick out SERVICE — LOYALTY — KNOWLEDGE as being as good for guiding them as they are for guiding the young members who race up and down the stairs each day. Other windows extol the values associated with manhood and womanhood. In fact, much of what is inscribed, etched and displayed at Sarah Heinz House falls into the “timeless values” category, even though many of the young members here might consider some of the ways in which they are conveyed as hopelessly outdated.

That generational tension is just one example of how much things have remained the same inside these walls — even down to the walls themselves. Values may stand the test of time but the methods of teaching them must adapt to the times. And the building that enables the coming together and the teaching of some 800 young Pittsburghers, many of them from low-income neighborhoods, has been long overdue for expansion and revitalization. Until the board of directors, including members of the Heinz family, decided last year to call in the architects and move forward with a significant addition, there had been only minor renovations since its 1913 opening, when Heinz Foods Co. founder H. J. Heinz dedicated the facility to his wife.

“We want to make this a factory for character-building and good citizenship,” the family patriarch told a crowd of Pittsburgh civic leaders at the opening ceremony that year. “It is our desire to surround the boys and girls of this neighborhood with such good influences that they will never want to depart from the right paths.”

Reflecting that personalized, one-to-one definition of the Heinz family philanthropy, Sarah Heinz House’s mission — to help its young members achieve their highest potential — will remain untouchable. But all else — within the confines of construction schedules and a modest \$8.7 million budget — is on the block.

That’s the challenge laid out for the architects as they settle into a second-floor meeting room and cover a conference table with layers of blueprints. William McDonough, one of the pioneer architects in the country’s green-building and sustainable-development movements, leads off the work session with a Winston Churchill quote: “We shape our buildings and then our buildings shape us.”

In architecture, inspiration, even from an old warhorse like Churchill, is everything.

And then the morning’s work begins: a few steps forward

toward the goal of reshaping the physical plant for an organization that stands as a local icon and a national model of youth-development programming.

Six months after that early planning meeting, the design team members — McDonough, who is moonlighting from his post as dean of the University of Virginia School of Architecture, along with his project manager, Allison Ewing; Dan Rothschild and Ken Doyno of Pittsburgh-based Rothschild-Doyno Architects; and Stan Pittman, executive director of Sarah Heinz House — believe they have the reshaping in place. But that confidence comes only after hundreds more hours of design work; after a daylong North Side community charrette devised by Teresa Heinz, a leader of the Endowments; after ideas presented by more than 100 civic leaders, neighborhood stakeholders and Sarah Heinz House members; and after a grueling fund-raising campaign.

The 45,000-square-foot addition will double the size of the facility, allowing room for more members — who range from first-graders to high school seniors — and more programs. The construction schedule, based on a November groundbreaking, calls for the new section to be dedicated next fall. When complete, it will mark Sarah Heinz House as the largest Boys and Girls Club in the country.





At left: An invitation and program materials for Sarah Heinz House's 1913 opening. Above, left: A few values espoused at the center may be out of fashion, but those etched in glass, or depicted in stained glass, are timeless. Below: Sarah Heinz House, surrounded by freeways. The new addition promises to reconnect the center to North Side neighborhoods.



# “THE NEW DESIGN FURTHERS THE MISSION BY OPENING THE DOOR FOR A WHOLE NEW PROGRAMMING AREA REGARDING AWARENESS AND RESPECT OF THE ENVIRONMENT AND OUR NATURAL RESOURCES.”

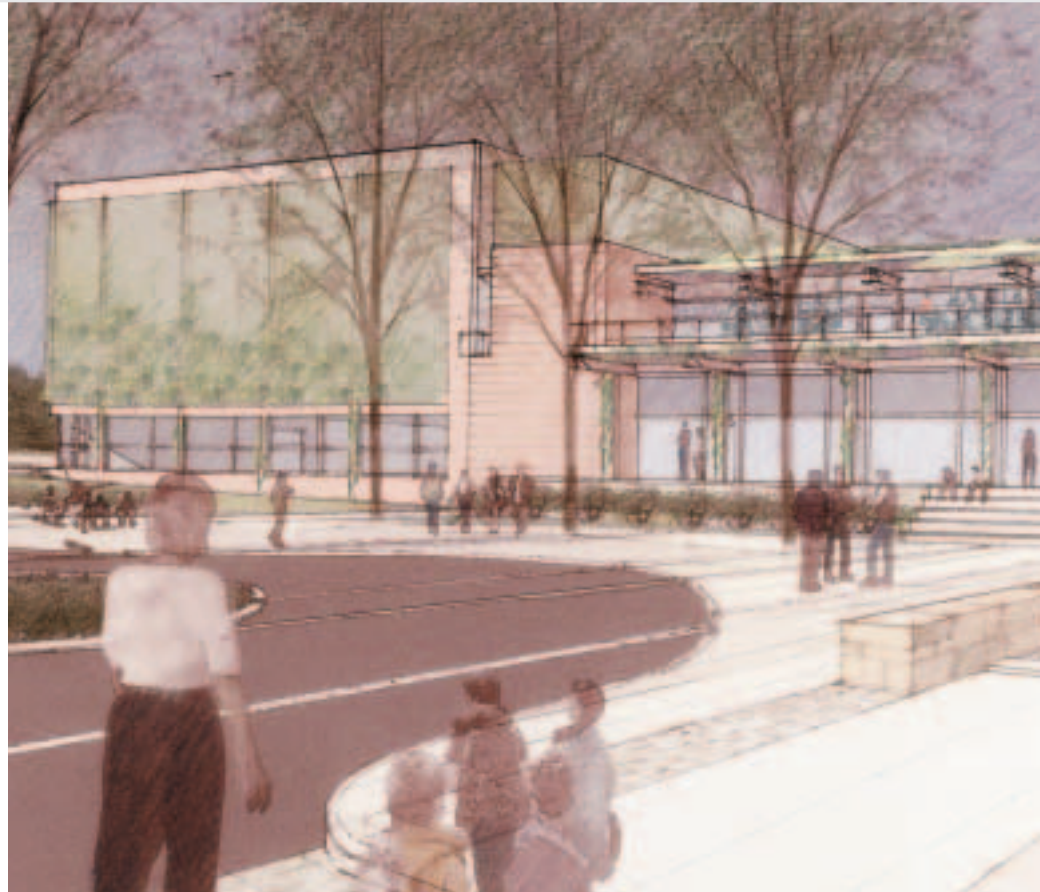
**Stan Pittman** Executive Director, Sarah Heinz House

8

Adhering to the goals of architectural excellence, historic preservation and sustainability, the new design also will make it the greenest. It will incorporate many environmentally centered learning elements and use them as examples to be studied in a special teaching laboratory. In that setting, student members will be able to see the real-world applicability of sustainable development principles. They will be able to monitor, for example, the number of gallons of water used per minute and the amount of electricity expended in the building.

“The new design furthers the mission by opening the door for a whole new programming area regarding awareness and respect of the environment and our natural resources,” says Pittman, who was on the lookout for teaching and learning opportunities as part of the design team. Pittman, whose childhood home in West Deer Township was served by wells that often failed, has a personal understanding of the value of clean water. Most youngsters in the current crop of Sarah Heinz House members, he says, know only that a turn of the tap will get them instant access to fresh water.

In fact, building design features will be at the core of several new programs, all designed to peak students’ curiosity about how buildings affect users and the environment. “What goes on with the bricks and mortar extends to the programming,” says Rothschild, a lead architect on the project. “It extends the character education that is part of the Sarah Heinz House mission by creating



a legacy of environmental stewardship for members.”

The reinvented Sarah Heinz House “will serve as a guide for those in the region who are trying to figure out how to make their facilities more responsive to the people who use them,” says Marge Petruska, director of the Endowments’ Children, Youth & Families Program. As to the youth population that the new Sarah Heinz House addition will serve, Petruska predicts that the project will be closely followed as a national model “for how to integrate youth-development

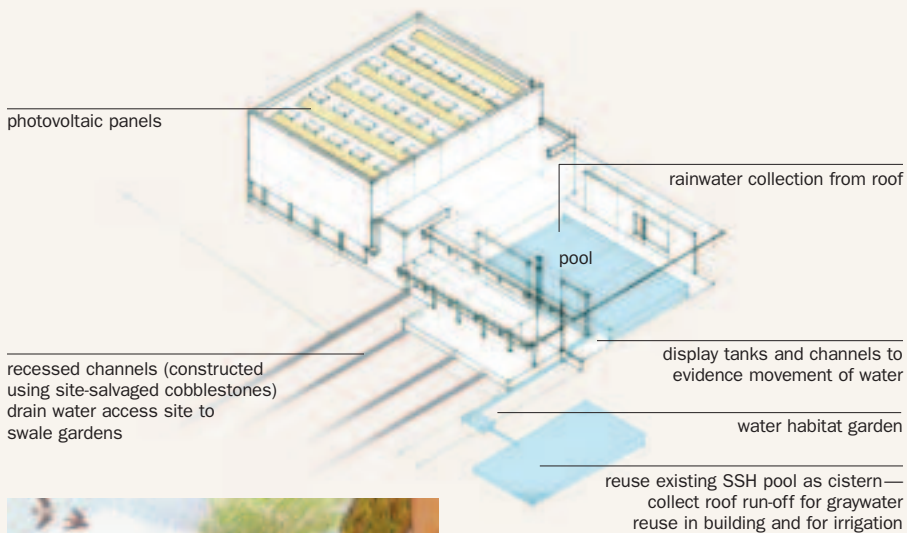
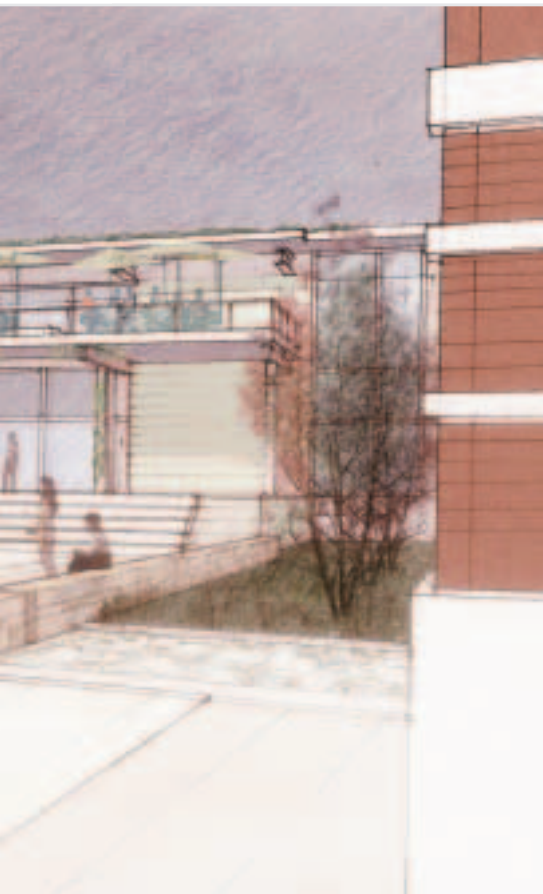
activities with high-quality building design that will pull more benefits out of programming.”

Among the many ideas developed by the design team, some will literally take root, as in a feature known as the Teaching Gardens, where special plants growing along ground-surface channels purify storm water. Other ideas have died on the vine for lack of funds or lack of a track record.

In one design session, something dubbed “the Moss Wall” was rejected on both counts. Offered up as a possible



**At left, a rendering of the plaza in front of Sarah Heinz House, designed to provide the same ambiance as the great “piazzas” of Italy—to serve as an inviting public gathering space as well as a drop-off area. The plaza also will enhance the town hall function of the new addition. Participants in a community charrette that developed the idea hope that neighborhood residents and civic groups in the city will use the plaza and the mezzanine-lounge area as a “community living room.” Below, a schematic showing innovative green features of the new addition, which stand to make it a building model for future youth-development centers across the country. Bottom, young members are shown taking advantage of the park-like amenities of the new plaza.**



Illustrations courtesy of William McDonough + Partners

natural filtration system for the new swimming pool, it prompted hard questions from team members. Because using moss to filter a public pool hasn't been attempted before, there are few ready answers. How long does it take to grow moss? "No one is quite sure," said Ewing, an architect with William McDonough + Partners who also is the project manager. "What happens when a thousand young hands touch the wall? Can we quantify how clean the water becomes? How do you water it, anyway?" There is a pause as team members look at one another

and contemplate unpleasant images of what a dead moss wall might look like. "Is it OK to risk failure?" one of the members asks. There was little worry about risk for North Side residents in 1901, many of them first-generation immigrants who gathered to celebrate the opening of a youth-development center in their neighborhood. In fact, residents could hardly contain themselves over their

good fortune. Covode House, as it was known in its original form after being founded by H.J.'s son, Howard, promised to provide free English language instruction, recreation and civic leadership education for children. The program was so popular, in fact, that H.J. got involved 12 years later and, at his son's urging, replaced the original cramped building with an impressive three-story facility, beautifully ornamented with four crests and a U.S. seal. The community response to that investment was so strong that, in 1934,

Sarah Heinz House had enough members to join the national Boys & Girls Clubs system.

In the ensuing decades, while Sarah Heinz House remained unchanged, the neighborhood around it did not. A patchwork of road and highway projects conspired to effectively isolate the building from its neighbors. This presented a fundamental challenge for the design team, which had the goal of reconnecting the institution to the larger community.

When an early plan drafted by the local architects was presented to Teresa Heinz, she voiced a worry that had been hanging over the project since it was first proposed: No doubt, Sarah Heinz House was on track for a beautiful redesign, but it still was effectively isolated from the community it had been built to serve. After an exhaustive review, Mrs. Heinz halted the process and raised the bar on the design standards. Since it would be impossible to move a highway and other infrastructure barriers, the team would have to find other ways to connect the building to the larger community.

Mrs. Heinz encouraged as many stakeholders as possible to get involved, including herself. Staff people, members, community leaders — all who would come together, roll up their sleeves and find design and program solutions that would make connections in spite of the location.

Mrs. Heinz also brought in McDonough and his staff, who have experience coordinating a community process with sustainable design principles. The architect's design of the environmental center

at Oberlin University, which produces more energy than it consumes, was based on the assumption that students learn as much from buildings as they do from the classes they take in them. Impressed with the dramatic results of a design-idea generation process — a public charrette — in Chattanooga, Tennessee, Mrs. Heinz asked McDonough and Rothschild to lead a similar effort with her at Sarah Heinz House, a one-day brainstorming session with some 100 community stakeholders, the goal being to build community connections solid enough to make the youth center relevant for another 100 years.

Critical to the charrette's success was ensuring that passionate advocates for a variety of needs and agendas would be involved. "Make sure kids are there," McDonough remembers demanding. "We want people on canes! Mothers with babies! And the curmudgeons from bureaucracy! Education," he says, paraphrasing Thomas Jefferson, "requires the fierce clash of ideas."

On a crisp day in October, Heinz Endowments President Maxwell King welcomes 100 community leaders to the Sarah Heinz House charrette. The North Side, he tells them, with its two major ball fields, science center, children's museum and numerous other cultural jewels, has the potential to become a "city sector focused on children and families." Who better to connect the dots than the group assembled here, directors and stakeholders of those museums and art centers and river activity organizations?

As the group begins to collectively map

A daylong community stakeholders' design charrette convened by Howard Heinz Endowment Chairman Teresa Heinz, right, shown reviewing maps of the area with Stan Pittman, the center's executive director, and community leaders, produced scores of ideas that will enhance the project. Below, at the podium, architect Bill McDonough encourages Sarah Heinz House member Justin Saputski to talk to the group about a plan to improve the North Side.

the resources nearby, it's with the idea of identifying the "whos that are related to the whats." McDonough, who designed the first green offices in Pittsburgh — the Heinz Family Philanthropies office downtown — and helped get Pittsburgh started on its climb to become first in the country in the number of green buildings, is clearly in his element. He orients the group to "3E Mapping," a process that integrates the economic, ecological and equity, or social, considerations as they take inventory of resources and maximize opportunities for connections among them.

He primes the discussion with an idea already discussed in planning for the charrette: Young Sarah Heinz House members would be transported to nearby attractions and field trips by senior citizen drivers. It's an economical solution that, at the same time, would provide youth with a caring connection to the area's many, and often underutilized, senior citizens. With the help of cell phones and the Global Positioning System, it's feasible, says McDonough.

Another idea pops up from the group: Heinz Field, home turf of the Pittsburgh Steelers, remains idle for much of the off-season. Why couldn't the Sarah Heinz House members have a chance to get on the grass and toss a football? McDonough offers that there are probably rules in place to keep scores of youth groups from clamoring to get on the field. That brings team owner Dan Rooney, a former Sarah Heinz House member, to his feet: "We will find the loopholes in the rules if you bring the students down," he promises.





Rob Spaggiare



After several hours of intense brainstorming in small groups, the charrette participants present transportation ideas that range from bike trails to horse-drawn carriages. There are impassioned arguments for artists-in-residence programs and urban trails that “flow like tributaries down to Three Rivers Park where the kids can kayak and canoe,” says Three Rivers Rowing Association Director Mike Lambert.

Lynn Kufner, one of several Sarah Heinz House members at the charrette, jumps up to endorse the boating connection to the rivers. “It’s a growing sport and we have it at school and a lot of kids would be interested,” she says. The 17-year-old is one of a dozen students who participated in an early design session for members in spring 2001. “I was really surprised to be asked and to see that they really cared about what the kids wanted.”

While budget and time limits will ultimately determine which of the many outside-the-box ideas developed in the charrette will come to life in the new addition, one goal already has been achieved. “Community stakeholders have a much greater understanding of what Sarah Heinz House does and what it can become,” says Doyno. “And they have a greater opportunity to become part of it. It’s a big investment in the community to make change happen—the opposite of the top-down model.”

A year after the charrette planning day, as construction crews begin foundation work after the groundbreaking, Sarah Heinz House members already are actively involved in studying the green-building innovations, such as how natural daylight is directed deep into the new structure, and how the fresh-air ventilation system makes breathing healthier and reduces

the facility’s energy use by 35 percent.

On the exterior masonry walls, members and residents alike will be drawn to the vine-screen habitat, made of small chain-link material, which will envelop nearly the entire gymnasium. It will be thick with native plants that change color with the seasons while giving off oxygen and attracting birds with its nesting ledges.

From the northern vantage point, Sarah Heinz House will still be “a very beautiful piece of architecture in front of a very busy thoroughfare,” says Doyno. But from Chestnut Street on the south, the extroverted design will reveal more of the energy and life of an institution in touch with the times. Where once there was a sunken, concrete plot for a playground, with one lone lilac bush, soon there will be a raised, landscaped playground where members will see—and be seen as part of—the vibrant urban setting. Also on view will be the new linear park, with landscaping and benches, a gift to the neighborhood from Sarah Heinz House.

The redesign is planned, says Rothschild, to encourage future renovations and additions. Many of the charrette ideas that failed to make the cuts, such as a “First Amendment wall” where members could doodle to their hearts’ content in an indoor garden setting, will have an opportunity to rise again. “These are seeds we hope will take and grow,” Rothschild says. *h*

# One Life at a time

Social services activist Richard Garland brings “juice” to a new program that puts ex-cons on the street to stop brutal violence before lives are lost. By Jim Davidson Photography by Steve Mellon

Adrienne Young offers a cherished image of her son, Javon, gunned down a decade ago in the last epidemic of street violence involving youth in Pittsburgh. Young went on to found Tree of Hope, a faith-based agency that serves families and children devastated by senseless killings.



The story is familiar now. A dispute over turf, money, girls, pride or next to nothing is replayed again and again on the streets of Pittsburgh — streets now marked with the ferocity, the violence, the tragedy that can bring down a neighborhood when young people have guns. ❖ Adrienne Young knows about it all too well. On a night just before Christmas 10 years ago, her 18-year-old son, Javon Thompson, an artist who had just finished his first semester at Carnegie Mellon University, was visiting a friend’s apartment in East Liberty. “He was successful. He had never done anything to anyone. He was an artist and writer — he was a great child,” Young says now. That night, Benjamin Wright, a robber dressed in gang colors, burst into the apartment and icily ordered Thompson to “say his last words.” Gunshots rang out, killing Thompson and wounding two others. Wright, who later confessed that he shot Thompson and robbed him for failing to show proper respect to his Bloods street gang, is serving a life sentence. ❖ But the carnage from the violence extends well beyond the victims and the shooter. More lives have been diminished from that impulsive act than anyone would want to count. One of those is Thompson’s daughter — Young’s granddaughter — who was born a month later. Today, she is among nearly 430 Pittsburgh children on the rolls of Tree of Hope, the faith-based agency Young started five years ago to serve families and children left behind by these killings. The number grows by an average of 60 to 70 each year.





“I purposely kept my connections to the streets because if I lost that I lost everything.”

**Richard Garland** Executive Director, One Vision, One Life



Richard Garland takes a call in his “office,” a street corner on Pittsburgh’s North Side, while Talli Thompson stays tuned to goings-on. The core of the foundations-funded anti-violence program is street intelligence.

Richard Garland knows it doesn’t have to be this way. As executive director of the anti-violence program One Vision, One Life, he not only has a plan to rein in the violence; he also has what he calls “the juice” to bring lawbreakers and law enforcers to the same table with the shared goal of preventing the violence through early intervention. When there’s trouble, Garland says, “the kids on the street say ‘Get the dude with the dreads. He understands where we’re at.’”

The initiative, he says, is about “getting in front of it,” about “empowering people in the community to keep the community safe.” The approach has some swagger in it, not unlike Garland himself. Its cornerstone is a cadre of ex-cons and graduates of street life, each an in-your-face public service announcement with this message: Tough guys can go straight, too. Most are big and fearless, yet their goal is to step into situations before violence breaks out. Where there’s conflict, Garland says, “The question is: Can you go in and squash it?”

Garland is a youthful 51, a dreadlocked ex-con up from the streets. “All my friends are dead except me,” he says, recounting his hoodlum days in Philadelphia in the 1970s. “Gang war, drugs, alcohol, that kind of stuff.” He came out of Western Penitentiary in 1991 as a 38-year-old who had spent more than half his life behind bars. Among the conditions of his parole: stay out of Philadelphia. So he settled in Pittsburgh and parlayed his prison G.E.D. into a bachelor’s degree from the University of Pittsburgh and then, in 1996, a master’s in social work.

In the past 13 years, working through a long line of social service gigs, Garland has become the go-to guy for Pittsburgh’s anti-violence initiative. He’s known as one man who has the ear of people in the schools, the police, the district attorney’s office and — most important of all — the young men barely out of grade school who persist in shooting one another and catching bystanders in the crossfire. If Pittsburgh’s streets are safer five years from now, it will mean Richard Garland and people like him will have made strides in talking sense to the combatants.

To stay in the conversation, Garland has recruited more than 20 outreach workers to serve as the eyes and ears of their neighborhoods. In the parlance of another war, they are intelligence gatherers with meaty forearms.

“I’m just like these guys,” Garland says. They are as young as 19 and as old as 37, and most have served time in prison for offenses involving drugs, guns or both. Garland wants to bring them back into a system that marginalizes them. Living back in their old neighborhoods, they find that their antennas are still tuned to the frequencies of the street. Garland, in reaching out and inviting them aboard, acknowledges their outlaw pasts and offers another way. “Here’s a shot at getting out of all the craziness and being part of the solution,” Garland says. “You have to include these guys.”

Through funds supplied mainly by The Heinz Endowments and several other local foundations, the outreach workers are paid \$1,000 per month as youth counselors and standby interventionists, in case disputes arise. So far, they’re based in four city neighborhoods — North Side, the Hill District, St. Clair Village and Beltzhoover, each with an alarming homicide rate and hard feelings toward its near neighbor. On good days, the outreach workers are the ligament connecting law enforcement with human services and health services. And when gunshots fly, the job of Garland and the outreach workers is to insert themselves into the situation, working with law enforcement, the schools and human services to de-escalate the potential violence and perhaps broker a solution.

Reginald Ward is one of the outreach workers. At 6-foot-3 and 310 pounds, he’s an imposing figure, a former Carrick High defensive end who grew up in St. Clair Village and served five years on a drug conviction. He’s now 37 and has been out of prison for nearly seven years. “A lot of us in our group,” Ward says, “didn’t come up in that gang-banging kind of era,” meaning the peak gang years of the 1990s. “We came up before that, and when it came, we knew how to maneuver through it.” Ward tells his story to kids, a personal story. “I did have cars

and two houses, women, jewels, money and all that stuff, but look at me now. I'm catching the bus just like you."

He also makes sure they understand the conditions of his parole. After coming out of prison in January 1998, he had to pay three visits per week to an officer, undergo urine tests twice a week and attend Narcotics Anonymous meetings regularly. He also had a curfew. He expects his parole to end in December, but, until then, he's still keeping monthly appointments and undergoing drug tests. "There's times when I have to stop off at the parole office and give a urine [sample]. I tell the kids they're not the only ones that have to follow rules. When they see that I've been giving a urine, they see it's not that bad."

"It sounds easy when I tell it now, but it was hard," Ward says. Two weeks out of prison, he landed a job as a dishwasher at Bob's Country Kitchen in Lawrenceville. He worked his way up to cooking and then moved on to two Downtown restaurants, relying on kitchen skills he learned at his mother's elbow. "I had a little clipping when I was incarcerated," Ward explains. "It said 'There's no such thing as menial work.'" The motto served him well as he landed jobs two and three by knocking on the doors of every restaurant along three miles of Penn Avenue between Lawrenceville and Downtown, first on the right side of the street and then on the left. "Whatever came down the pipeline I was gonna take," he says.

For the anti-violence initiative to succeed, Garland and the outreach workers need a quality they describe as "juice." Others may call it "clout," "standing," "pull," "street cred" or other terms not printable here, but Garland prefers "juice." Without juice, he wouldn't have the ability to do what he does and be what he is, a man who keeps in his head the cell phone numbers of hustlers, ex-cons, CEOs, school principals and teenagers courting serious trouble. "I purposely kept my connections to the streets, because if I lost that I lost everything," Garland says. As he well knows, it takes finesse and careful navigation to walk this line. A wrong move, an inadvertent remark, a failed confidence can have dire — even fatal — consequences.

And that, for Garland, is the bottom line: A record-breaking 125 homicides were recorded in Allegheny County last year, according to county coroner's records. Many of these fall under the purview of the One Life program — senseless and avoidable

— as one knucklehead picked up a gun after being dissed, threatened, slighted, insulted, cheated or robbed by another knucklehead much like himself. If youth violence is a disease — and a lethal one at that — Garland is pioneering a treatment that calls for early intervention, careful follow-up and expert after-care. The strong medicine he carries is his belief that, by picking up the gun at 13, 14, 15, 16, young people are getting too comfortable handling weapons. They're kissing futures goodbye without even understanding what that loss means.

Indeed, the numbers show a grim accounting. Last year, a third of Pittsburgh's homicide victims were 20 years old or under, and nearly two-thirds were 30 or under. As pins on a city map, they clustered most heavily in the Hill District and the North Side, with about 45 percent of the homicides either taking place there or involving residents. According to U.S. Census data, Pittsburgh has the seventh highest percentage — 18.3 percent — among the 70 largest U.S. cities of black youth, age 16–25, who are neither in school nor in the labor force, a statistic beyond alarming. But social service workers and police familiar with the most troubled neighborhoods don't need numbers to know that unskilled and uneducated young people have few hopeful prospects.

The foundation community has been down this road before. The last spike in urban violence came in 1993, with 118 deaths involving mostly young men fighting over crack cocaine sales territory, but also petty pride issues. The strategic response from local philanthropists, law enforcement agencies and elected officials was to set up the Youth Crime Prevention Council, which, under the leadership of Fred Thieman, then U.S. Attorney for the Western District of Pennsylvania, became a leading force in developing community-centered family support, early childhood education and neighborhood mobilization. Applied together, the programs helped to sharply reduced violent incidents.

"The response was reactive, as a large community effort tends to be, but it was focused on doing whatever it takes to reduce the numbers of young lives lost," says Marge Petruska, director of the Endowments' Children, Youth & Families Program. "Our experience taught us that collaborating on a crisis problem like youth violence is key to bringing down the

# VIOLENT CRIME IN PITTSBURGH

**Is violence an epidemic in Pittsburgh? The answer is a resounding, "Yes!" if you are a teen-aged or young adult African-American male living in any one of a dozen city neighborhoods. This graphic shows the high-homicide areas of Pittsburgh. The yellow dots mark homicide victims in the neighborhoods covered by the One Vision, One Life Program.**

# 167

If you are a black male between the ages of 15 and 30 living in any one of six high-crime neighborhoods in the city of Pittsburgh, you face a homicide rate that is 167 times the national average of 5.7 per 100,000 population.

# 62

An age analysis of all homicide<sup>®</sup> victims in Allegheny County last year shows that 62 percent of all victims were 30 or younger; a third were 20 or under.

# 21

A breakdown of the number of homicides by Allegheny County neighborhood shows that the North Side had the highest — 21 violent deaths — which includes 9 cases where the victim was 25 or under, the highest for the county in that category as well.

numbers. Even though the situations are different now and the times are different, we have a successful model for strategic programming. One Vision is the updated version of that," says Petruska, which places much more responsibility on the program's leaders.

For six years starting in 1997, Garland was executive director of YouthWorks, a county agency with a \$2 million annual budget and a mission centered on job placement for at-risk and economically disadvantaged youth from 14 to 25 years old. The experience took Garland into dozens of Pittsburgh's schools and many of its boardrooms, and he says it taught him how to use his influence in securing opportunities for teenagers, whether that meant appealing to a potential employer, the police or the district attorney. "It's about who I have at the table," Garland says. "There are guys at the table, if I didn't bring this together, four or five wouldn't be here." Rather than getting the services they need, they would just be back in prison, he says. "All I do is connect the dots. I'm good at connecting the dots."

Thieman, U.S. Attorney from 1993 to 1997, now an attorney in private practice and a director at the Endowments, has known Garland since the mid-1990s when Garland was working as a violence prevention coordinator training school officials and social service workers. From the beginning, Thieman was impressed by Garland's ability to connect with youth, with adults, with governmental officials, with the 16-year-olds on the corner. "Anyone in the community who's been here for a

while, dealing with kids, knows Richard has credibility with them. People in law enforcement know Richard's word is good, and he's got a track record with them, too."

Having credibility on both sides of the line has been especially important in recent years as the homicide rate has jumped. There are many more dots to connect, particularly in the city, particularly among African Americans.

Nate Harper, assistant chief of operations for the Pittsburgh Police, believes the One Vision, One Life approach is working. As evidence, he cites an incident last spring when a dozen outreach workers cooled a situation at a downtown under-18 club, and he cites North Side crime statistics that are down a few points this year, unlike areas not yet reached by the program. "They've been very helpful. It appears to be working," Harper says.

Harper wasn't so sure about the program last spring when he brought in Garland and all 20 outreach workers to meet with about 20 police detectives and supervisors. "His people sat on one side of the room and the police sat on the other side, and I was thinking, 'Is this a good idea?' But you know what? We're after the same goal — get after the violent act, the criminal act. Be proactive and not reactive." He says police have been able to step back and accept the outreach workers' role as an independent force. "A lot of times, police say all we want you to do is give us information. We've been saying that for years and it isn't working," says Harper. But he believes the new

program is. “The young men and adults we weren’t able to reach, they were able to reach,” Harper says. “They have an advantage. It’s the fact they’ve been there, done that, and have seen the light for whatever reason, and they know the street is not what it’s glorified to be.”

Asked to compare the new approach to community policing efforts of the ’90s, Thieman says, “Community policing has always been more of a concept than a reality. Community policing is no different from what I said about Richard — it’s as good as the people doing it.” The problem, he says, is that most police departments nationwide have failed to institutionalize community policing by making it an integral function of police work. “They were a separate division, seen as the social workers of the police department.”

Marc Cherna is director of the county Department of Human Services as well as director of the Allegheny County Violence Prevention Initiative, which in either case makes him Garland’s boss. “We’re off to a pretty good start,” Cherna says. “I think we’ve seen a decline in the violence. Police in the four areas are giving [the program] credit for helping to reduce the number of incidents, but it takes time. We’re not going to eliminate the violence, but we can do something to reduce it.”

Cherna talks about One Vision, One Life in operational terms, as a new county program being given the support and resources it needs if it is to become sustainable. “We’re trying to be clear — we can’t intervene in every incident.” Or in every neighborhood — at least not yet. “To do this right, you have to do it one step at a time. The worst thing is starting something and having to shut it down six months later.”

Garland and the outreach workers aren’t being asked to do it all alone. “We have so many resources,” Cherna says, ticking off a list that includes mental health services, drug treatment, employment training and housing support. “I also want to put a pitch in for the foundations, for having the foresight to take these issues on. There are no guarantees.” He pauses. “But you’ve got to try.”



Photo courtesy of Tree of Hope

Richard Garland, second from left, checks in with outreach workers, from left, Talli Thompson, L.G. Wilson and Lenell Hughes at Columbus Middle School on Pittsburgh’s North Side. Below center, young members of Tree of Hope, which serves families of young people lost to senseless violence, participate in an art therapy class.

As one of those foundation board members who approved a grant to support the One Vision program, Thieman also advises funders to be patient. “It’s a noble experiment, and like any experiment you have to give the test tube and the catalyst time to

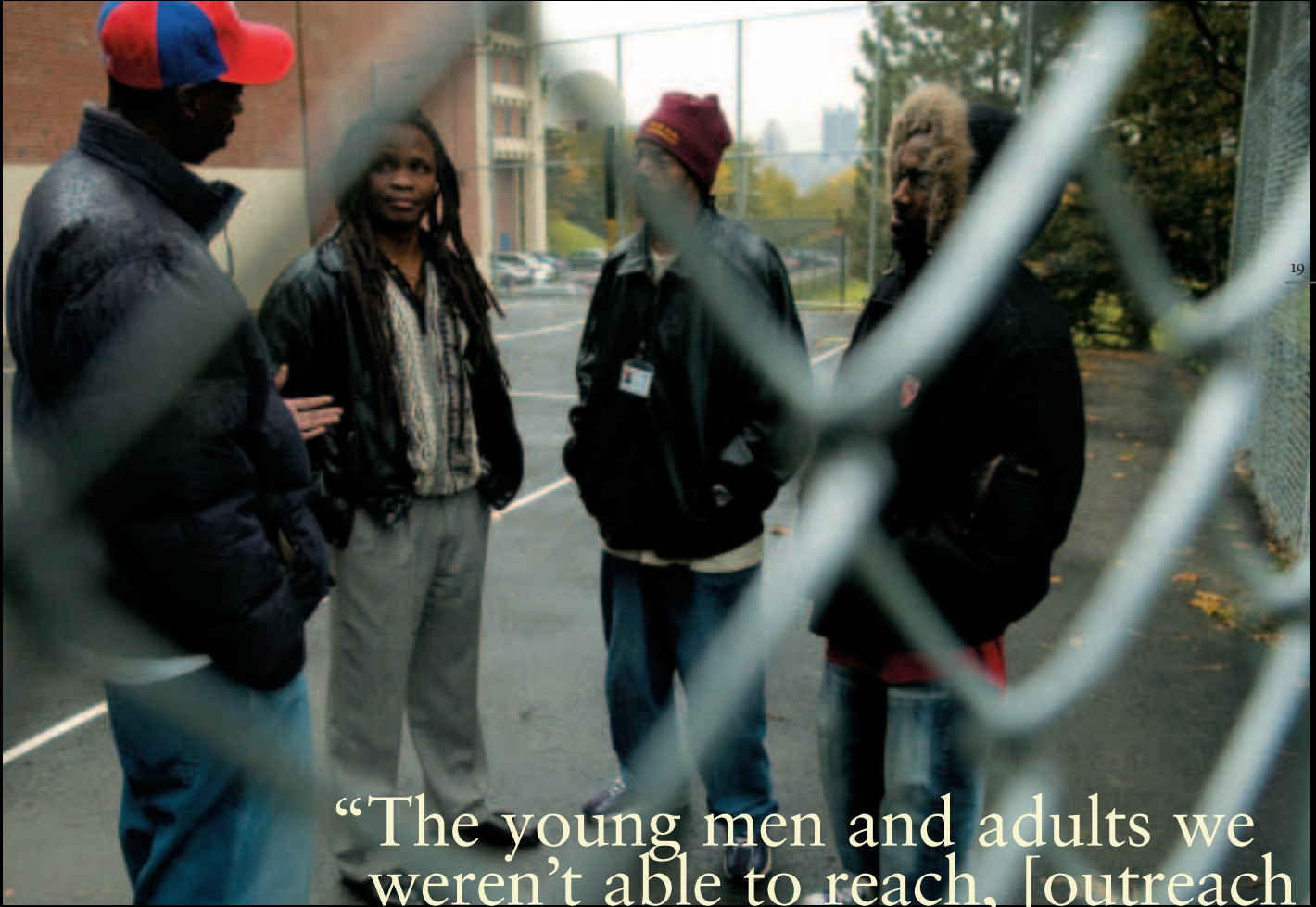
work.” Three to five years down the line, he says, the city should know whether it’s working.

Community support remains an important determiner of success. Tree of Hope, where the bulk of the budget comes from about 20 mostly African-American churches, is serving families and children “affected by a traumatic loss of loved ones through homicide, suicide, assault and crimes” by providing programs and services that include support groups, weekly art therapy sessions, scholarships, a new children’s choir, court advocacy and a Christmas gift program. There are also public events such as last summer’s Crusades Against Crime presentations in many communities, and a new Tree of Hope children’s choir now starting under the direction of Rev. Ralph Hill. “If we don’t all band together and rescue this younger generation,” Adrienne Young says, “we’re going to see another generation of mayhem and havoc.” Asked what it would take to make Tree of Hope unnecessary, she answers, “We’d have to get rid of the guns, the ignorance, the hopelessness, the poverty. That’s what it would take. I’d love to be put out of business.”

Down the line, Garland sees One Vision, One Life relying less on him and more on the talents of the outreach workers coming up through the organization. One pressing goal, he says, is to recruit women to work as outreach workers to young women. “We’re building a cadre of people so it no longer becomes a Richard Garland thing. I see a lot of Richards out there,” he says.

“We’re building a system that answers violence — a system coming from the streets and not from law enforcement. It’s a balancing act.” If they all do their jobs and use their influence wisely, Garland trusts that his message will finally sink into the hard heads who most need to get it. He tells it to them straight, no chaser: “If I do what’s right, right’s gonna take care of me.” *h*





“The young men and adults we weren’t able to reach, [outreach workers] were able to reach. They have an advantage. It’s the fact they’ve been there, done that, and have seen the light for whatever reason, and they know the street is not what it’s glorified to be.”

**Nate Harper** Assistant Chief of Operations, Pittsburgh Police



**Long-abandoned by Big Steel, tainted by pollutants and threatened by a major highway project, one of Pittsburgh's largest brownfields is now hot property for four local foundations. Could it be the riverfront view?  
By Jeffery Fraser Photography by Richard Kelly**

# PHILANTH FIELD





# ROPIC



**P**ittsburgh's last great brownfield hugs the Monongahela River at Hazelwood, a little more than two miles upriver from downtown. It's a flat 178 acres where only a few ghostly structures remain to remind Dennis Hirsh of the bar, billet and cold-finishing mills, furnaces, coke ovens, quenching stations, spike and chain factories, rail yard and paint, welding, pipe and carpentry shops that made up the behemoth LTV Steel Hazelwood Works.

**"It was something. A city within the city,"** says Hirsh, who worked plant security for more than two decades. **"And Hazelwood — when this mill was running full-gun, that place just hummed on payday."**

**He smiles at another memory, this one conjured by the course grasses and stalks of goldenrod that have managed to thrive in the leftover coke and pulverized brick that carpet the spot where coke ovens once stood. "We'd always say that whenever they closed this place for good, nothing would ever grow here again."**



Below: As part of the sales deal with four Pittsburgh foundations, LTV Steel Corp. officials agreed to complete structural demolition of the few remaining structures connected to the old mill. At its peak of operations in 1960, nearly all of the 178 acres were covered with interconnected buildings and loading facilities.

They were wrong in more ways than one. Four years after the mill pushed its last coke, The Heinz Endowments and three other southwestern Pennsylvania foundations formed a limited partnership with a public agency as general partner, and bought the LTV Steel Hazelwood site, convinced that it offers a rare opportunity to set a new standard for brownfield development.

In the eyes of Almono LP, the barren industrial landscape is a tabula rasa on which to create an environmentally sensitive mix of housing, modest retail, office campuses, green space and recreation with the character and staying power to become a true extension of Hazelwood, a neighborhood in recovery. The vision excludes “big box” retail, a popular suburban development trend that in Hazelwood would likely be more of a threat to the struggling Second Avenue retail corridor than an ally in its revitalization.

“To me, it is important that a brownfield site in a highly urbanized area be brought back to life in a way that provides another vital neighborhood in the city,” says Endowments

Regional Industrial Development Corp. of Southwestern Pennsylvania was named the general partner, bringing 50 years of experience in industrial reuse and brownfield development to the project.

Two years later, master plans have been developed and shopped around to private developers across the nation, and the process has led to ongoing talks with one of them, Cleveland-based Forest City Enterprises, to explore ways of developing the site within the sustainable design guidelines adopted by the Almono partnership.

This approach to creating a model of brownfield development also includes demonstrating that it can be financially rewarding for investors. Three of the foundation partners supported the project through regular grantmaking, while the Endowment drew \$4.5 million from its investment portfolio to buy a 45 percent share in the project.

“What is going to drive exemplary brownfield development around the country is not good intentions, but whether investors

can earn a return on their money,” King says. “Developers, foundations and governments need to see that these kinds of projects can work in terms of offering benefits to the community and in providing a



President Maxwell King. “Pittsburgh may have its problems, but if you go to Detroit, Cleveland, even to Philadelphia, you won’t find the vitality in the neighborhoods that you find in Pittsburgh. That is a real asset.”

The Endowments joined the Richard King Mellon, Claude Worthington Benedum and McCune Foundations to purchase the Hazelwood site from bankrupt LTV Corp. for \$10 million in 2002. The boards of Mellon and McCune chose to invest indirectly by way of other entities. The private, nonprofit

return on investment.”

No one living today remembers the Almono site as anything but a monument to the rise and fall of Industrial Age Pittsburgh. But for a few decades in the 19th century, Hazelwood was, as the *Pittsburg Leader* described it, “the choicest suburban section around Pittsburg,” where successful attorneys, railroad executives and other captains of industry built mansions with splendid lawns among the shade trees that overlooked the river.

Industrial expansion was swift, however. By the dawn of the

*Jeff Fraser is a freelance writer based in Pittsburgh. His last story for h was a report on the Endowments’ investment in immigration-assistance programs as a way to improve racial and ethnic diversity in the region.*

# “WE’VE ALWAYS BEEN CONCERNED ABOUT HOW OUR RIVERFRONT IS DEVELOPED. AND HERE WAS THIS LARGE, VALUABLE PIECE OF LAND. HOW MANY TIMES DO YOU HAVE AN OPPORTUNITY TO TAKE THAT MANY ACRES WITHIN THE CITY LIMITS AND MAKE SURE THAT IT GETS DEVELOPED PROPERLY?”

**Michael Watson** Director, The Richard King Mellon Foundation

20th century, Jones & Laughlin Iron and Steel had become a juggernaut, enlarging its operations on both sides of the river and redefining Hazelwood in the process.

The company’s great Eliza furnaces, which stood near the downriver boundary of the Almono site, were joined in 1906 by the largest concentration of beehive coke ovens in the world. The wealthy retreated to more refined inland neighborhoods, such as Shadyside and the East End, while immigrants flooded into Hazelwood to work in the mill and live in the rows of company houses that bordered it.

During prosperous years, J&L’s payroll for its South Side and Hazelwood Works would total some 12,000 workers, about 40 percent of whom were assigned to the Hazelwood operations. For decades, Hazelwood grew with the mill, reaching a peak population of 13,000 residents in 1960.

Then came years of steady decline. J&L’s business sagged, prompting layoffs. Large numbers of workers chose the suburbs over a neighborhood whose air quality was abysmal. The Hazelwood Works payroll had fallen to 3,600 by 1974, when Cleveland-based LTV bought J&L. A year later, only 500 LTV employees lived in Hazelwood. The Eliza furnaces closed in 1981, leaving the coke works as the only significant operation standing. When those ovens were shut off in 1998, only 6,000 men, women and children remained in Hazelwood.

But change is on the horizon once again, and it is driven, again, by what happens on that flat stretch of land along the river.

The urban design principles adopted by the Almono partnership call for replacing the existing industrial wasteland with a mixed-use, New Urbanist development that will revitalize Hazelwood, become a great Pittsburgh place, be sustainable and link the site to the region.

The idea of buying the property evolved from a meeting of the foundation partners that the Endowments’ King convened. Dwight M. Keating, vice president and chief financial officer of the Benedum Foundation, wanted the Riverlife Task Force to assemble a group of investors for just that purpose. The Riverlife group of 48 civic leaders, tasked by Mayor Tom Murphy in 1999 to create a world-class master plan for Pittsburgh’s urban waterfront, is now dedicated to enacting

that plan through Three Rivers Park, which would extend along the Monongahela River to the Hazelwood site.

“We’ve always been concerned about how our riverfront is developed,” says Michael Watson, director, vice president and trustee of the Richard King Mellon Foundation. “And here was this large, valuable piece of land. How many times do you have an opportunity to take that many acres within the city limits and make sure that it gets developed properly?”

Foundation officials attribute the harmony that has characterized their working relationship to agreement on the basic goals of the project and experience in collaborating with one another on previous initiatives. “In any successful partnership, nobody gets 100 percent of what they want,” says Henry S. Beukema, executive director of the McCune Foundation. “In this group, nobody has insisted on getting their own way 100 percent of the time.”

Their financing approaches varied. Mellon awarded a grant to RIDC’s Southwestern Pennsylvania Growth Fund as its contribution; McCune invested through Strategic Developments Inc.; Benedum funded by way of a program-related investment; and the Endowments pulled directly from its investment portfolio.

As limited-liability investors, the foundations play a consultative role, leaving decision making and direct management of the project to the general partner, including the hiring of a private developer.

They also bring patient money to a challenging project.

For each foundation, a model brownfield development guided by sustainable design principles would advance program goals in some way. Any return they earn on their investment is an additional benefit they are prepared to wait for.

“That is a different path that makes this a stronger project than most,” says William P. Widdoes, Jr., project coordinator for general partner RIDC. “They can wait 20 to 30 years for their return. Were this being done only by a for-profit developer, you would likely see a development plan targeted toward a return in the first 10 years, which means that to deal with your environmental issues, you pave everything. After that, you put up things that will bring the highest return in the shortest amount of time. Big box retail, for example.”



At the Endowments, the Almono project fits within the Civic Design Initiative, where each year \$3 million in grantmaking is directed by a task force of staff to promote superior civic design in environment, transportation and urban development projects.

“Part of good land-use planning is looking for opportunities to reinvest in our existing areas, redevelop old industrial sites, build at a higher density and concentrate on reusing existing infrastructure,” says Caren Glotfelty, director of the Endowments’ Environment Program. “The idea that we could encourage that kind of development at the Almono site fits very well into our overall perspective on how we should be looking at patterns of growth in the region.”

Two master plans were developed by a consulting team of six firms led by Urban Design Associates working with a steering committee that included city officials and community leaders. Two plans were required because of the project’s one great uncertainty: the Mon/Fayette Expressway, a proposed turnpike toll road that, if built, would slice through the site on its way to join the Parkway East, complicating plans to connect Hazelwood to the new development. Another challenge is what to do about the short-line railroad that runs between the site and the neighborhood.

Ideas for how to deal with the proposed highway include the expensive proposition of dipping it as low as 35 feet below surface level as it passes through the site. A series of 750-foot-wide lids spaced over the highway could be used for anything from parking lots to soccer fields while also serving as bridges into Hazelwood.

Exactly what businesses will settle at the site, who will live and work there or whether part of it will become fertile ground for spinoff companies born from the medical and technological expertise of nearby universities are questions that cannot be answered at this stage, and may not be for years.

What is clear is that sustainable design guidelines central to the master planning, construction and operation of the development are what set the Almono brownfield strategy apart from others. The development will be mixed use, including commercial, residential, institutional, and green and open

space. It should be a walkable neighborhood with access to transit and bike paths.

Depending on demand, up to 1 million square feet of office space will be available in low-rise to mid-rise buildings that range from 30,000 to 80,000 square feet. Retail is to be consistent with the character of Hazelwood’s Second Avenue retail corridor. There will be no copycat suburban sprawl malls or strip-shopping on the order of the Waterfront development next to Homestead.

Housing is expected to be significant and to include single-family detached homes, apartments and townhouses. As a rule, housing is to be consistent with the character of residential sections of Hazelwood. And at least 15 percent of the units must be priced for low-income families and knitted into the fabric of the neighborhood, not segregated at the edges.

Returning a street grid to the site and plotting out modular parcels of developable land is one way planners hope to make the project flexible enough to withstand the winds of change. “Think of them as Monopoly® pieces,” says Widdoes. “Your hotel on Park Place could just as easily be four houses on Baltic Avenue.”

Environmental issues also add to the complexity of the project, and the foundations want to prove them surmountable.

The site is relatively clean considering it had been home to a 19th-century steel and coke works. All 178 acres have been cleaned well enough to qualify for commercial use, and a significant portion of the site requires little or no soil remediation to support housing.

To the extent possible, the Almono guidelines urge building to Leadership in Energy and Environmental Design (LEED) standards, which promote green buildings that offer healthy amenities for workers and that use less energy and create less waste and pollution. Site guidelines promote building and infrastructure design that reduces light pollution and heat that radiates from roofs, parking lots and other surfaces. They also include capturing and reusing storm water and building separate storm and sewer systems as an alternative to the city’s combined sewer overflow system that often allows raw sewage to empty into the river during heavy rains.

Recently, the site's potential has broadened in talks with Forest City, owner of Pittsburgh's Station Square and developer of several high-profile projects, including University Park at the Massachusetts Institute of Technology, a \$650 million research and office complex in Cambridge, Mass. Among the new ideas under review: a plan to tie the Almono development to the overcrowded, land-hungry university communities in nearby Oakland.

Asked what the 5,330 people in Hazelwood today want most from the development of the expansive brownfield, lifelong resident Dina Vargo replies, "Something clean."

"They remember the soot that covered your mailbox, your porch, your car," says Vargo, vice-chair of the Hazelwood Initiative, a neighborhood advocacy group. "And there was the Hazelwood smell, that smell of rotten eggs that ever since I was a kid I associated with the neighborhood."

Residents who had endured one coke works made it clear they had no intention of suffering through another when, in 1998, they organized to oppose a bid by LTV to sell the brownfield to a company that intended to build new nonrecovery coke ovens, which it estimated would create up to 300 jobs. The proposed deal fell through a year later when the Pittsburgh Public Schools refused to designate the site as a tax-free zone.

Hazelwood residents developed their own vision of how to turn the site into a neighborhood in 2000. Their ideas, many of them similar to those that guide the Almono development today, include remediation of the site for commercial use, housing, recreation and regaining their access to the river, a right-of-way that had been stolen from them a century earlier by the steelworks. "Making sure the site becomes part of the neighborhood — that is very important to us," says Lisa Kunst Vavro, who chairs the Hazelwood Initiative. "This is about rebirth and growth." *h*

# THE ALMONO PROJECT

**It began as an offhand suggestion by one Pittsburgh foundation official that Pittsburgh's Riverlife Task Force be empowered to buy the 178-acre former LTV Steel Works site. The goal was to enable the Task Force to further its mission of increasing public access to Pittsburgh waterfronts and continue promoting uniform design standards for all new rivers-connected development. But as discussions evolved, it became clear to the leaders of four foundations that the philanthropic goals for the land went far beyond the purview of the Task Force and that the foundations themselves needed to step up to the plate. Taking the name "Almono," derived from the first letters of the names of Pittsburgh's three rivers — the Allegheny, Monongahela and Ohio — the foundations**

**formed a limited partnership to abide by government regulations and contracted with a private, non-profit industrial development agency to manage the project.**

**The overarching goal has been to create a model development that makes the best recreational and aesthetic use of Pittsburgh's riverfronts while also**

**establishing a mixed-use community of residential housing, retail, light industry and public recreation facilities. As part of the foundations' early involvement, two master plans created by Urban Design Associates have brought the model to life. Artists' drawings that appear below and on the next page show aspects of the mixed-use ideal. Behind them are principles of sustainable development and green building that the foundations want to establish as money-making propositions for private business interests.**

Below, an artist's rendering of a residential community on the Almono site that takes full advantage of a riverfront park and the water views beyond.



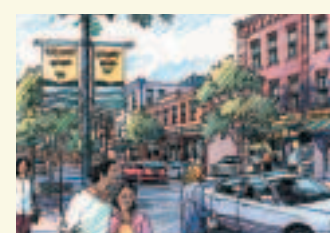




This aerial photograph of the former LTV Steel Works site shows why it is key to riverfront protection efforts and how much impact any development will have on the struggling Hazelwood community, whose neighborhoods are clustered around it. The inset marks the parcel as the last significant amount of riverfront property in the city.



An artist's rendering shows a completed Almono mixed-use development matched to the aerial photograph. Features include urban-style residential developments with sidewalks and public green spaces, buildings with ground-floor retail and upper-floors housing, and an expansive park that runs along the riverfront and provides public access.





# here & there

28

## Program Director a Friend of Pennsylvania

Caren Glotfelty, director of the Endowments' Environment Program, has received this year's Friend of Pennsylvania Award at the Commonwealth Design Awards ceremony in Harrisburg.

The honor is sponsored by Arcadia Land Co. and presented by 10,000 Friends of Pennsylvania, a nonprofit promoter of sustainable development practices. It cites Glotfelty for long-term advocacy efforts for the environment through her career in foundation grantmaking, in academia and in private industry.

Glotfelty, who has directed the Environment Program since she joined the foundation in 2000, has managed or begun dozens of initiatives that fit the award's area of recognition—a person or an organization that has been a leader in developing practices that improve the quality of life in Pennsylvania communities.

A strong advocate of sustainable development and green building practices for most of her career, Glotfelty has served on the boards of many statewide environment protection organizations, including co-chairing Gov. Tom Ridge's 21st Century Environment Commission in 1997.

Before joining the Endowments, Glotfelty was the Maurice K. Goddard Professor of Forestry and Natural Resources Conservation at the Pennsylvania State University. Most of her career, however, has been in state government, as an environmental planner for the Department of Environmental Resources. In 1991, Gov. Robert Casey appointed her deputy secretary for water management.



## Carrying Water For The Environment

Kim Moore, a senior in environmental science at the University of Pittsburgh, works with Jeff Bergman, a program coordinator with the Nine Mile Run Water Association, to connect the gutter spout of a Wilkesburg home to a large rainwater collection barrel.

The two are part of a team sponsored by the 3 Rivers Wet Weather Demonstration Program that has placed about 500 barrels from summer through fall on selected properties in the Nine Mile Run watershed basin.

The barrel program will be tested for its effectiveness in helping reduce water runoff, which often overwhelms sewer and stormwater systems and carries pollutants into area waterways.

Moore is one of five college interns who have conducted house-to-house assessments and completed installations in five communities that make up the watershed on Pittsburgh's eastern boundary.

Joshua Franzos



## THE “FIRST STEP”

With thousands of southwestern Pennsylvania homes and businesses devastated from flash flooding caused by the heavy rain from Hurricane Ivan in September, The Vira I. Heinz Endowment is among several area foundations bypassing time-consuming internal processes to get emergency aid to people who need it most.

The Vira I. Heinz Endowment is directing grants totaling \$200,000 to two agencies with strong records for dealing with the severe losses associated with a natural disaster such as flooding.

North Hills Community Outreach and Hosanna Industries each will receive \$100,000 to support recovery work already under way in affected communities, said Endowments President Maxwell King. “These grants are a first step in what for us will be a longer-term effort to help the families and business owners who have suffered so much loss,” King said. “We plan to play a significant role with other local foundations and the community in a coordinated response once a plan has been developed. But we didn’t want to wait for that to get this preliminary money out the door to support programs that need our help now.”



Several area foundations are responding in kind. Along with the Endowments, Richard King Mellon and St. Margaret’s foundations will support the work of

North Hills Community Outreach, which was founded in 1987 after a similar storm caused massive flooding in northern Allegheny County. The agency, with some 1,200 volunteers and 21 paid staff, has been delivering basic goods — household furnishings, appliances and materials for cleanup and structural repairs — to affected residents.

The other flood relief grantee, Hosanna Industries, also receiving support from several area foundations, is specializing in repair and rebuilding of damaged homes. Endowments support will cover housing work for 500 of the neediest families left homeless by the flooding, with more aid to come once a regional recovery plan is in place and groups develop more capacity to handle additional work.

In southwestern Pennsylvania, 11,682 homes were destroyed or had significant damage; 9,494 of these are in Allegheny County. Statewide, officials have placed the loss of property and personal goods at \$264 million.

## Endowments’ Program Director Moves to Private Sector

Brian Kelley, a leader in the re-tooling of southwestern Pennsylvania’s struggling economy, is leaving his position as director of the Endowments’ Economic Opportunity Program to settle in Colorado and return to the for-profit world.

In his seven years at the Endowments, Kelley directed more than \$83 million in grants to programs in workforce development, investments in IT and life sciences-based economic development intermediaries and other technology-based collaborations with area universities. He also established the Endowments as a leader among foundations in encouraging more international immigration into the Pittsburgh region.

“There are dozens of programs that Brian is responsible for that change peoples’ lives for the better every day,” Endowments President Maxwell King said in announcing Kelley’s departure, effective at the end of this year. “He has helped reshape the nonprofit sector in Pittsburgh to make it much more focused in its economic development, and he has set the bar very high for his successor.”

“Pittsburgh continues to stand at a crossroads in deciding how it will grow a strong economy for the southwestern Pennsylvania region,” said Kelley. The good news is that the region has a large number of research facilities, emerging companies and innovation-related assets. The challenge is that it has to learn how to embrace and leverage these assets in pursuit of job creation.”

Kelley’s career has spanned the nonprofit and public sectors, but also the business arena in manufacturing and banking.

“Working for the Endowments in service to the community has been an honor,” said Kelley. “My most important goal has been to help build an economy that will create jobs for all residents, regardless of location or status.”

Kelley said he plans to continue working in economic and workforce development, using experience he’s gained in the Pittsburgh region to help other communities facing similar struggles.

THE HEINZ ENDOWMENTS

Howard Heinz Endowment  
Vira I. Heinz Endowment  
30 Dominion Tower  
625 Liberty Avenue  
Pittsburgh, PA 15222-3115

412.281.5777  
www.heinz.org

NONPROFIT ORG  
US POSTAGE  
**PAID**  
PITTSBURGH PA  
PERMIT NO 57



Character building. PAGE 4