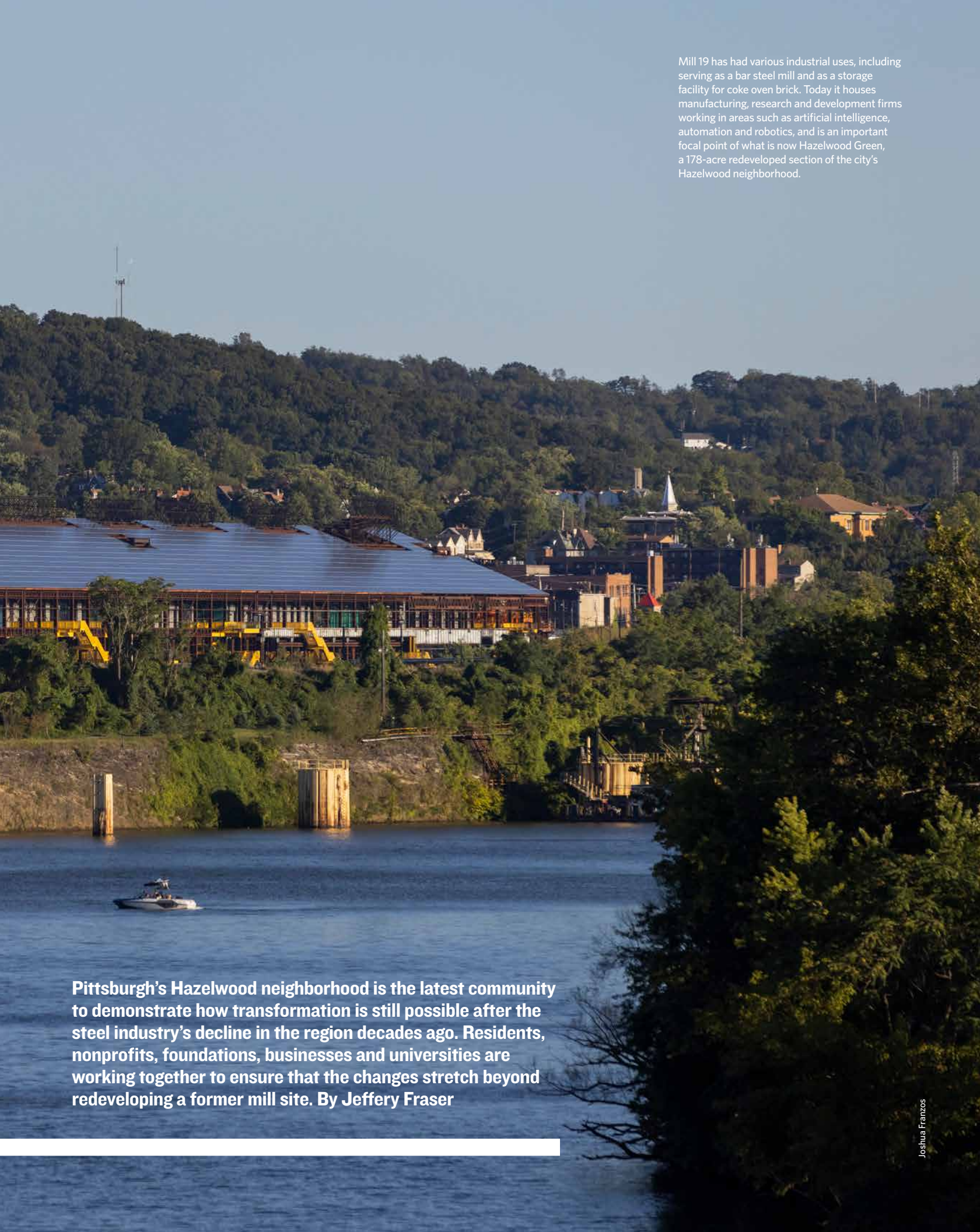




FROM RUST TO RENEWAL

A large industrial building with a blue roof, surrounded by greenery and a river in the foreground. The building is situated on a hillside, and the river is in the foreground. The background shows a forested hillside with some houses and a church steeple.

Mill 19 has had various industrial uses, including serving as a bar steel mill and as a storage facility for coke oven brick. Today it houses manufacturing, research and development firms working in areas such as artificial intelligence, automation and robotics, and is an important focal point of what is now Hazelwood Green, a 178-acre redeveloped section of the city's Hazelwood neighborhood.

Pittsburgh's Hazelwood neighborhood is the latest community to demonstrate how transformation is still possible after the steel industry's decline in the region decades ago. Residents, nonprofits, foundations, businesses and universities are working together to ensure that the changes stretch beyond redeveloping a former mill site. By Jeffery Fraser

In the span of two decades, Pittsburgh's Hazelwood neighborhood has shrugged off years of disinvestment that followed the collapse of the steel industry to become a place where an American president visited to witness the vision, renewal and hope it inspires.

President Joe Biden had visited Hazelwood once prior to his arrival on a cold day in late January. He took the stage at Mill 19, a sustainably reimaged former coke works, to stress the importance of more than \$1 trillion in recently approved federal spending to upgrade infrastructure across the country. That morning, as if on cue, the city's Fern Hollow Bridge collapsed some five miles away as a reminder of the consequences of neglect.

Hazelwood offered a more uplifting story. Its steel mill had been razed, save for a few structural relics. In its place is a 178-acre, tabletop-flat slice of the neighborhood overlooking the Monongahela River known as Hazelwood Green. The property is fast becoming the city's latest hub of technological innovation and a high-profile demonstration of new brownfield development standards that are mindful of raising the housing prospects of local residents instead of displacing them.

"Right here in Pittsburgh, the future is being built on the foundation of this city's storied past," President Biden said.

The decades-long community work-in-progress has endured three world recessions and a pandemic since The Heinz Endowments, Richard King Mellon Foundation, Claude Worthington Benedum Foundation and McCune Foundation bought the brownfield in 2002 under a partnership called Almono, named after the first syllables of Pittsburgh's rivers — the Allegheny, Monongahela and Ohio. But the transformation effort has gained considerable momentum in recent years, both on Hazelwood Green and throughout the rest of the neighborhood, where residents and nonprofits are gathering the strength to influence the changes taking place.

The three-building Mill 19 district of Hazelwood Green, owned by the Regional Industrial Development Corporation, is already home to the Advanced Robotics for Manufacturing Institute, Carnegie Mellon University's Manufacturing Futures Institute, Catalyst Connection and Aptiv — high-tech tenants engaged in fields ranging from artificial intelligence and autonomous vehicles to advanced manufacturing and developing the workforce innovation industries require.

And there is more to come. Last year, Carnegie Mellon announced it will build its new Robotics Innovation Center there to expand its robotics research and a new Manufacturing Futures Institute to address the technological, training and other challenges confronting U.S. and global manufacturing. The University of Pittsburgh plans to build the Pitt BioForge on Hazelwood Green. The biomanufacturing facility will focus on bringing new cell and gene therapies and other treatments to patients and the market. All three are supported with grants from the Richard King Mellon Foundation.

One month after the president's visit, Tishman Speyer, an international development company, agreed to bring its team and expertise to Hazelwood Green to complete the vision for the property. Grant Oliphant, who was Heinz Endowments president at the time before stepping down at the end of





February, called the deal “a huge milestone for Hazelwood and for Pittsburgh. As we looked around to find a master developer who could take on a challenge of this magnitude, Tishman Speyer quickly emerged as the logical choice.”

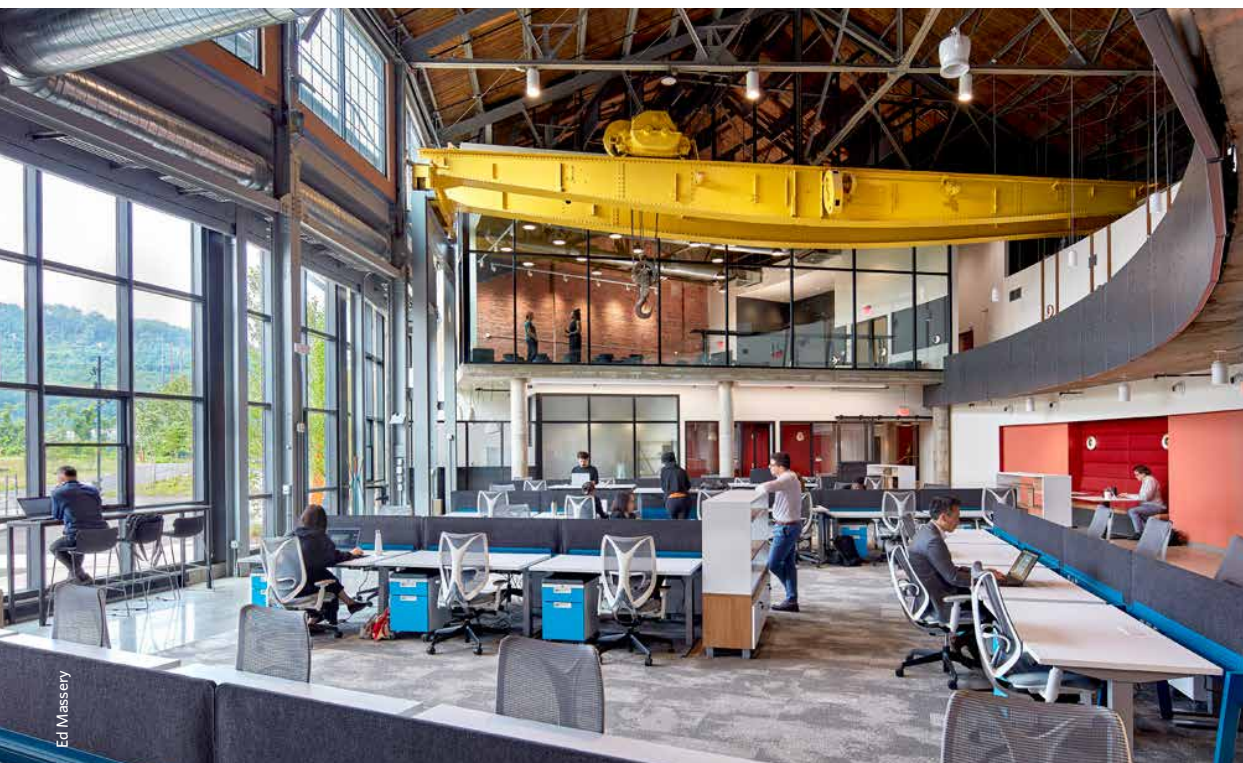
Tishman Speyer is considered a pre-eminent builder and place-maker known for its innovative approaches to architecture, interior design, sustainability and healthy live-work environments. Its current projects include Mission Rock, a mixed-use waterfront development in San Francisco, the Harvard University’s Enterprise Research Campus in Boston and the redevelopment of the Chang’an Steel Mill in Beijing. It is also known for its redevelopment of Rockefeller Center in New York City.

“The imprimatur of a globally recognized company with real estate holdings in many countries is exciting,” said Andrew McElwaine, vice president for Sustainability at the Endowments. “They have the financial resources of a global company and the Rolodex of a global company in terms of attracting tenants to the site that we might not even know about.”

The firm inherits an ambitious development project that, in addition to creating a hub of innovation, includes new affordable and market-rate apartments, parks, open spaces, shops and eateries run by local retailers and other amenities. It is seen as a catalyst for revitalizing the neighborhood, and millions of philanthropic dollars have been invested in making that happen.

Decades of disinvestment have made raising the fortunes of the neighborhood a tall order. Hazelwood’s population was shrinking years before the last coke ovens at the steel plant were shut off in 1998 and has fallen from 13,000 residents in the 1960s to fewer than 5,100. Its once vibrant Second Avenue commercial corridor had been thinned to a

President Joe Biden spoke at Mill 19 at the Hazelwood Green development on Jan. 28 as part of a planned visit to promote increased American manufacturing and innovation. His arrival coincided with the collapse earlier that day of the Fern Hollow Bridge in Pittsburgh, which the president also highlighted in remarks touting his administration’s investment in the country’s crumbling infrastructure.





Heather Mull

DEVELOPING HAZELWOOD GREEN

Hazelwood Green is a 178-acre former brownfield in Pittsburgh's Hazelwood neighborhood that once was home to a plant owned at different periods by the steel companies Jones & Laughlin and LTV Steel. Clockwise from top left: The few remaining industrial structures that have been repurposed include the Roundhouse, formerly a facility for servicing train engines, which is now part of the Silicon Valley-based OneValley global network that supports entrepreneurs and startups. Mill 19, which was first a rolling mill that produced bar steel and later a storage facility for coke oven brick, today houses artificial intelligence, automation, and robotics firms. Overall, the property, which borders the Monongahela River, is undergoing redevelopment as a site for high-tech manufacturing, research and development, residential housing, and green space.

handful of establishments. Census data show the average median income is about half the city average. Some 47 percent of households earn less than \$20,000 a year. More than half of the children live in poverty. Only 56 percent of residents are employed, either full- or part-time.

The promise of a robust tech cluster developing on Hazelwood Green offered the best chance in decades for the revitalization of the neighborhood to move forward in a meaningful way. It also posed a threat. Such developments tend to price residents who've endured the challenging times out of the neighborhood just as it is turning the corner.

"Nobody wants a do-nothing strategy," said Rob Stephany, senior program director for Community & Economic Development at the Endowments. "We now know about what used to be 'unintended consequences.' There's nothing unintended about speculation and rent increases. The question is, when you're making investments, is there a way to bolster the neighborhood and the people who could stand to benefit the most? That's the strategy in Hazelwood."

The Endowments has invested nearly \$87 million in Hazelwood, with the total almost evenly split between support for development at Hazelwood Green and support aimed at improving the neighborhood and the quality of life of the people who live there.

In Hazelwood, the Almono foundation partners found a community where residents and nonprofits had strong ideas and were willing to roll up their sleeves to do the work necessary to improve the neighborhood but lacked resources to do so.

Foundation support to build the capacity of neighborhood groups, such as the Hazelwood Initiative, the local community development corporation, has helped them tackle expensive and difficult endeavors, such as buying a shuttered elementary school to provide a home for a local charter school. In the process, a high level of engagement and collaboration has emerged. And a neighborhood governance structure has taken root to identify goals and direction that included

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Andrew McElwaine,
Sustainability vice president,
The Heinz Endowments

stakeholders, from local nonprofits to the universities and companies on Hazelwood Green. Together they have organized as the Greater Hazelwood Community Collaborative.

From public meetings, workshops and surveys, consensus was reached on a neighborhood plan, which was approved by the city three years ago and spelled out community priorities and goals.

"The purpose was to make sure everyone in the community could be engaged in development — that development didn't just happen to us, but with us and through us," said Tim Smith, founder of Center of Life, a family- and youth-focused nonprofit that's been an anchor in Hazelwood for more than two decades.

While developments at Hazelwood Green command the spotlight, other parts of the neighborhood are being quietly transformed through the work of the community partnerships, which have delivered new assets and opportunities for residents.

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Duquesne University's Center for Integrative Health joined the Greater Hazelwood Community Collaborative and a roundtable of nonprofits four years ago when it opened an asthma clinic in the neighborhood. Its involvement in Hazelwood has expanded ever since.

After the neighborhood plan included high rates of cardiovascular disease, diabetes and mental illness among residents' top concerns, the university began working with local partners, such as the Hazelwood Family Health Center, to address those conditions. The university installed its Bridges to Health program in the neighborhood, hiring and training residents as community health workers to bring chronic health screenings, individualized health plans and other services to their neighbors' doorstep. And it joined other partners to prescribe a diet and exercise regimen for residents with cardiovascular disease that includes vouchers that can be redeemed for fresh food at the local market.

“By having everyone at the table, we are able to pull together the resources that already exist and enhance capacity, bringing in resources from the university, if needed,” said Center for Integrative Health Director Jennifer Elliott. “They know the neighborhood. They drove the development and implementations of the program. They knew what would work and what wouldn't.”

As development at Hazelwood Green intensifies, so have the efforts to keep residents in place, rather than being priced out of the community by the anticipated success of the emerging innovation center.

Hazelwood Initiative and a few nonprofit partners have raced to bolster the supply of affordable housing as a hedge against an expected rise in speculation and property values. Their strategy is straightforward: Buy as much property as they can afford, rehab it and keep it affordable for residents who'd otherwise be forced to move.

“If you don't control property, you don't control anything,” said Kendall Pelling, executive director of Rising Tide Partners, a community land recycling nonprofit working in several Pittsburgh neighborhoods, including Hazelwood.

By spring, Hazelwood Initiative had secured 109 affordable rental units, including 42 being developed in the former Gladstone Middle School owned by a limited liability corporation it created. The organization has also acquired another 27 houses that have been or will be sold at affordable prices. Rising Tide had acquired 25 properties and was negotiating to buy about 75 more.

Vacant property consumes about one-third of the neighborhood, including nearly 800 residential-use parcels. While nonprofits see those properties as raw material to add affordable housing, the process of acquiring and recycling property in the city remains difficult and slow.

“That's a lot,” Mr. Pelling said. “That's enough room for all of Hazelwood's residents not to be displaced and enough room for new, higher-income people to live in and be part of the community.”

Neighborhood partners hope to secure at least 600–650 affordable housing units to lower the chances that residents will face displacement.

“We still have a ways to go,” said Hazelwood Initiative Executive Director Sonya Tilghman. To reach that goal, the development of Hazelwood Green will need to include below-market-rate housing as well as market-rate — something that likely wouldn't be attainable without the patient investment of the Almono partners.

“We have benefited from having that site owned by the foundation community,” Ms. Tilghman said. “It's now about making sure we maintain our relationships and are on the same page about how the community as a whole, including Hazelwood Green, needs to develop and grow.” **h**

DEVELOPING HAZELWOOD

Transformation of the broader Hazelwood community has included efforts to address both employment and housing needs. Clockwise beginning above left: Through the Industrial Arts Workshop, young people such as Emma Reints learn welding skills that can be used in artistic projects and serve as the basis for future employment. Among the affordable housing initiatives are efforts by City of Bridges Community Land Trust, which worked with the architecture and design firm Rothschild Doyno Collaborative to develop homes like this one on Chatsworth Avenue in Hazelwood that are intended for current neighborhood residents to keep them in the community. Meanwhile, Chef Toni Simpson, foreground, is a director and instructor at Community Kitchen Pittsburgh, a workforce development organization that trains individuals who have faced various barriers to employment to gain the culinary skills that can lead to new jobs.



Murphy Moschetta



Photo courtesy of Rothschild Doyno Collaborative and City of Bridges CLT



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