6-16-1999

The Hill Rebuilds Itself

Urban Laboratory

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The Hill Rebuilds Itself

The Hill District, Pittsburgh, Pennsylvania 15219

Urban Laboratory 1998-1999 Carnegie Mellon University
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Dawn Niles
Section two assembled by
Jeff Veenema

With help from
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David Lewis

June 16, 1999
Dedicated to
The People of the Hill
and to
The Coalition for a Healthy Urban Habitat
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0.1 Who we are - a photo gallery

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- *David Lewis*

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The Urban Laboratory is an interdisciplinary outreach program formed by the School of Architecture at Carnegie Mellon University in 1990. Its primary goal is to provide students with hands-on experience of working with citizens and public agencies in situations of accountability.

Over the past eight years the program has been offered to communities throughout the Pittsburgh metropolitan region. Among these have been Lawrenceville, East Liberty, Homestead, Vandegrift, Mt. Lebanon, the Strip District, and Homewood.

In 1997, the Urban Laboratory welcomed master students from the H. John Heinz III School of Public Policy and Management. They joined the final year architectural and urban design students in forming teams which could now include urban economics and political science. For the first time, the Urban Lab could embrace issues of long-term sustainability. At the core of the work of the Urban Lab is the enfranchisement of citizens in determining the future of the lives in their own communities. Our students learn to listen to and analyze “collective memories” and issue, and they learn to respond accountably to them. They also learn to engage appropriate public agencies, developers and financial institutions in their work.

At the conclusion of each Urban Lab, we are happy to issue an illustrated report. This is produced by the public agencies that have taken part. In it we
attempt to respond to the inputs of your citizen constituents, and include the work and recommendations of each of our interdisciplinary student teams.

We wish to thank Terry Baltimore in particular, and all the members of the Coalition of a Healthy Human Habitat, who worked with us all the way through our studies of the Hill District. We were always made to feel warmly welcome, and we treasured the frankness of the discussions and the sharp perceptions of the critical comments we received. They enriched our products. We hope that some of our ideas may be useful catalysts is the drive to revitalize the Hill and to move the community toward to a better future.

The Phoenix

David Lewis
Who We Are

David Lewis,
Professor of Urban Lab

Luis Rico-Gutierrez,
Professor of Urban Lab

Jeffrey Veenerma,
Editor Hill Book,
K.L.M

Dawn Niles,
Editor Hill Book,
4 People Design

Heidi Domine,
Editor Hill Book,
Arch e Type

Terry Baltimore

The Coalition for a Healthy Urban Habitat

Robert and Mindy Fullilove (with Heidi)
1999 Graduating Class of the Carnegie Mellon University School of Architecture
## The Urban Lab Groups

<table>
<thead>
<tr>
<th>Arch e Type</th>
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| Scott Fitzgerald  
CMU Architecture | Menka Sethi  
CMU Architecture |
| Lori Shaw  
CMU Architecture |  |
| Heidi Domine  
Heinz School Public Policy |  |
| Haley Consigny  
CMU Architecture |  |

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| Dawn Niles  
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| Amy Poettinger  
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| Suzanna Wight  
CMU Architecture |  |
| Damian Henri  
CMU Architecture |  |
| Michelle Kondo  
CMU Civil Engineering |  |
| Jon Zubiller  
CMU Architecture |  |
Iron City Associates

David Hall
CMU Architecture

Matthew Jarock
CMU Architecture

Wayne Nickles
CMU Architecture

Three Social Assistants

Wing-Loong Cheung
CMU Architecture

Hee Mong Park
CMU Architecture

Dongjun Won
CMU Architecture

Not Pictured
KLM

Jee Sun Kim
CMU Architecture

Dera-Jill Lamontagne
CMU Architecture

Jeff Veenema
CMU Architecture
Section One
Perspectives on the Hill
Coalition for A Healthy Urban Habitat

Among many citizen groups, each working on its own facet of the problem of forging a new path for the community, is the Coalition for a Healthy Urban Habitat. At the core of this group's work is an effort to emeliorate the sense of loss and displacement which citizens experience in a time of uncertainty and change. If tradition is the living bridge between history and the future, then the vitality of "collective memories" is its most vital component.

The Coalition's Terry Baltimore contacted the Urban Lab at Carnegie Mellon University in the Spring 1998, and requested an interdisciplinary urban design program to run parallel with the program being carried out by Drs. Robert and Mindi Fullilove of Columbia University's School of Public Health, and Dr. Anthony Robins of the University of Pittsburgh. Graduate students from the H. John Heinz III School of Public Policy and Management and final year undergraduate students from the School of Architecture formed seven teams, starting work at the end of August 1998.

Each team engaged in a three stage study: Analysis and Program; Urban Design Recommendations; Individual Projects within the overall urban design recommendations. Citizens worked with the students at every stage. Early on in the program, Terry Baltimore organized a "teach-in" for Hill citizens. The teach-in included Mindi and Robert Fullilove, Anthony Robins, and Tracy Myers from the Heinz Architectural Center at Carnegie Mu-
seum. Students from the Urban Laboratory asked the citizens to “create a map of memories”. A huge sheet of white paper was pinned to the wall, a thick black line was drawn across it to represent Centre Avenue from downtown to Oakland. Before long the map was filled with a rich mixture of places, memories and hopes. As citizens described what they drew on the map, the more the students understood the intersection of deep tradition and aspiration for the future. As a result of this and further meetings, and individual interviews citizens, the students on each of the seven teams were able to develop their own individual themes. One team for example, emphasized an approach to economic development of the Hill that would provide maximum entrepreneurial opportunity for the Hill’s own citizens. Another team emphasized transit as a strategy to link citizens in the Hill with job opportunities in the region, and bring visitors to the Hill from other parts of the metropolitan region to shop and to attend cultural events. Yet another team emphasized a means of creating density and hence commercial markets in the Hill. And yet another, not surprisingly, picked up on the Hill’s rich cultural history, particularly in music, jazz and gospel.

The citizens came to the students’ final presentation in December to ensure accountability. It was a rich meeting, at which the students were exposed to exciting inputs from the citizens, and the citizens were able to engage in rich debates among themselves.

David Lewis
The Hill
Its Brief Story

Pittsburgh is unique among American metropolitan areas. It is not a city in the traditional sense—but a cluster of a hundred or more separate communities. Its three great rivers, the Monongahela, the Allegheny and the Ohio wind their ways through deep valleys carved over countless millenia. Together with their tributaries, these rivers and streams have carved a topography of hilltops, steep hillsides and valley floors, which in the past two centuries have become the sites of towns, villages and communities, each with their own residential streets, schools, churches, and commercial cores.

None of these communities occupies a site more magical than the Hill District. Sloping downward towards the west and the broad Ohio River, the Hill overlooks Pittsburgh’s downtown, the famed “Golden Triangle”, with its corporate skyscrapers gleaming silver and gold in the summer sun. On the Hill’s northern edge is an escarpment of steep cliffs above the Allegheny river, and on its southern edge is a shelf, then more cliffs overlooking the Mongongahela.

Perhaps no piece of real estate in Pittsburgh has more potential value than the Hill. It is within easy walking distance of the Triangle, with its highest concentration of employment in the region, its international hotels and convention center, its Cultural District of theaters and galleries, and the region’s stadiums for baseball, football and hockey. Yet the history of the Hill is checkered, to say the least.
Transitions from farm to neighborhood

Two centuries ago it was farmland, in support of the British fortification against the French at the Forks of the Ohio. Then, as the city began to grow and industrialize in the early nineteenth century, residential streets for wealthy families spread uphill above the smoke and grime of the glass factories that proliferated along the river banks, until all the agricultural land was covered.

Soon steel mills, along the alluvial banks of the rivers, serviced by railroad lines and river barges, began to replace glass manufacturing; and the valleys filled with sulphurous smoke and grime. The wealthier families migrated from the Hill to a new hilltop neighborhood for immigrants who poured into Pittsburgh in the thousands from every country of Europe, Germans, Russians, Italians, Scots, Irish, Slovaks, to work in the mills.

Very shortly the commercial streets of the Hill and Uptown were bustling with small ethnic shops, bakers, butchers, groceries, shoemakers, fish markets, tailors, hatters and ethnic restaurants. And among the residential streets ethnic churches, catholic, protestant and orthodox, asserted their spires and domes toward the sky.

By the third quarter of the nineteenth century a new wave of immigrants
entered the Hill. Jewish synagogues and stores mixed into the Hill’s already vibrant life and cultures, and added to its hubbub of languages. All of these were people who had fled Europe in search of work, hope and opportunity in the New World.

Perhaps no building more typifies the spirit of the time than Fifth Avenue High School, with its lavish brickwork, polished hardwood floors, and flight of giant steps — as though it was opening its arms to welcome the children of immigrants to an education which would act as the threshold to the American world of enterprise.

**An emerging African American Community**

Perhaps Fifth Avenue High was too successful. By the turn of the century the population of the Hill was beginning to change again. This time the new in-migrants were African Americans, moving northward from southern poverty and segregation to find employment in Pittsburgh’s steel industry, which was still expanding as it laid out the railroads to the west and the pacific and powered America’s factories in Detroit, Chicago, Minneapolis and other industrial cities.

And these new in-migrants brought new and vibrant cultures with them. By the 1920’s and 30’s Pittsburgh was richest center of jazz after New Orleans and Chicago. The residential and commercial streets closest to downtown throbbled with interracial restaurants and clubs where all the jazz “greats” could be heard, Oscar Peterson, Fats Waller, Earl Fatha Hines, Toots Sims,
Duke Ellington, Charlie Parker, Lena Horne, Cannonball Adderly, Art Blakey, George Benson. And on Greenlee field the Pittsburgh Crawfords pitted their skills against the Homestead Greys, and became the champions of the National Negro Baseball League in 1933, ’35 and ’36. A documentary for television, “Wylie Avenue”, recording this extraordinary vitality of life in the lower Hill, was made for WQED-Channel 13 and later released on video as well.

**A city transformed itself from within**

But all was not well in Pittsburgh. The steel mills spewed smoke and ash into the air until midday was as dark as midnight. The rivers were so polluted with industrial waste and raw sewage that all marine life was extinct. The prevalence of affordable automobiles for middle income families, from Henry Ford’s Model T onwards, led to an out-migration from the city to clean air and woodlands of ring after ring of suburbs, leaving behind the poor, the elderly, and the segregated in the older, inner city neighborhoods. City leaders, political and corporate, decided that the future of Pittsburgh lay in bold steps to overcome its image as the most polluted city in the world. In the 1940’s they began a series of bold sweeping actions. Pittsburgh became the first industrial city to enact clean air and clean water legislation.

In a decisive step to rebuild the downtown, it became the first industrial city in the world to attempt to rebuild itself within. To do so it enacted urban renewal legislation backed by the powers of eminent domain. This legisla
tion later became a role model for urban renewal across the nation. Step, by step the city got rid of steel mills, warehouses and railroad yards in its downtown, and replaced them with corporate office towers, parks, plaza, bridges, and department stores.

The speed and success by which this was done can be gauged by the fact that within twenty years, at the zenith of its “Renaissance”, Pittsburgh’s Golden Triangle housed the third largest concentration of Fortune 500 companies in the United States.

**A widening gap between wealth and deprivation**

Meanwhile, the exodus of middle and higher income families, mostly white and college-educated, to the suburbs continued unabated. The Hill became rundown, and almost exclusively African American. Appalled by the poverty and poor residential conditions that now pervaded the Hill, a program for hundreds of public housing units was embarked upon in three main concentrations, Bedford Dwellings, Allequippa Terrace, and Terrace Village. In 1936 the first completed units were opened by President Roosevelt in the pursuit of his goal of a decent home for every American.

One can only assume that the entrenchment of poverty and segregation was not foreseen, but this is precisely what happened. By 1943 the Hill had the highest tax delinquency in the city ($1.4 million). What had been a residential neighborhood of owner-occupied houses was now a neighborhood of absentee slumlords. In the early 50’s the city’s political and corpo-
rate leaders set their sights on rebuilding the Hill. The first phase would be the Lower Hill, the area closest to downtown. This area would become the Renaissance City’s "Cultural Acropolis".

By 1955, eighty blocks, one hundred and five acres, and one thousand three hundred structures in the Lower Hill were razed. Gone beneath the wrecking ball were clubs, the restaurants, the ethnic food shops, the tailors and the hatters; gone were the jazz, the laughter, and the teeming vibrant life captured so eloquently in the pages of the Pittsburgh Courier, in "Teenie" Harris’s forty thousand photographs, in the paintings of Romare Bearden, and in August Wilson’s plays.

In their place were built the crosstown expressway, the Civic Arena, and acres of open air parking, all of which not only cut the Hill off physically from downtown, but reinforced racial segregation. And plans for the reconstruction of the remainder of the Hill in phases moving from west to east were drawn up. In all of this, the citizens of the Hill were not consulted. It was "top downwards" planning.

**Civil Rights and the assassination of Martin Luther King**

But a new spirit of "bottom upwards' revolt in the African American community was taking shape in the South. Rebellion against segregated schools and colleges, against job discrimination on the basis of race, against police brutality, against voter discrimination and a host of other social and political inequalities, began to gather momentum, starting in small and appar-
ently isolated protests, such as the integration of luncheon counters or seating on public buses, and swelling to huge marches of non-violent protest, first in southern cities, and finally on Washington.

What the unfolding of non-violent protest might have led to can only be a matter of speculation. The assassination of Martin Luther King in 1967 blew the lid off pent-up frustrations in several cities. Detroit and Washington experienced serious rioting. In Pittsburgh the Hill burst into flames. In a passion of African American nationalism, rioters burned white-owned buildings and businesses, particularly on Centre Avenue. The scars of these actions, in the form of empty weed-filled lots, can still be seen on Centre Avenue and other parts of the Hill over thirty years later.

Is a New Vision slowly emerging?

In the early seventies a group of artisans in the construction industry got together. Led by Chester Perkins, they called themselves United Skillcrafters. However, they were non-union, and could not get bonded. What were they to do? This did not prevent Chester Perkins from having a vision. He wanted the city’s Urban Redevelopment Authority to give over empty sites to the United Skillcrafters, so they could go to the banks and use them as equity towards the construction of new houses and the employment of the Hill’s artisans. He wanted major reconstruction of the Lower Hill, which would be at once a threshold to downtown and a firm edge to the Hill as a neighborhood once again.
Chester Perkins did not live to see his vision unfold, but other leaders emerged: Among them first Jake Milliones, and later Sala Udin. It has taken time, patience and work, but Crawford Square has now been built and occupied, fulfilling part of Chester Perkins’ dream. Also, two HOPE Six projects are in the advanced planning stages and the commercial revitalization of Centre Avenue is underway. Running parallel are programs in health, education, and skill development.

In all of these steps, the goal is to increase the range of opportunity for African Americans in terms of career and income, but without leading to out-migration. A further goal, still down the road, is to recapture the cultural and racial diversity of the Hill, and Pittsburgh’s future.

Greenspace

David Lewis
Statistical Analysis of The Hill District

The Population of the City of Pittsburgh, as reported in the 1990 United States Census is 369,879. In 1990, the Hill District (zipcode 15219) reported a population of 19,228. In order to more accurately represent the actual demographics of the Hill District, the data provided in this report is the result of allocating statistics by Census Tract areas, rather than zipcodes. A census tract is a small statistical subdivision of a county: approximately 4,000 people. Census tract data allows a user to find population and housing statistics about a specific part of an urban area. A single community may be composed of several census tracts. This data is based on the United States Census Bureau, 1990 Publications, using CLARITAS Trendline Complete, Geographic Information Systems at the H. John Heinz III School of Public Policy and Management, Carnegie Mellon University.

United Census Bureau Data

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<th>Hill District</th>
<th>Pittsburgh</th>
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<tr>
<td>Total Population</td>
<td>15,268</td>
<td>369,879</td>
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<tr>
<td>Number of Housing Units</td>
<td>8,046</td>
<td>170,159</td>
</tr>
<tr>
<td>Total Occupied Housing Units</td>
<td>3,602</td>
<td>153,483</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$10,879.00</td>
<td>$26,657.00</td>
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<tr>
<td>Percentage Infant Mortality</td>
<td>2.88%</td>
<td></td>
</tr>
<tr>
<td>Low Birth Weight</td>
<td>11.8%</td>
<td></td>
</tr>
<tr>
<td>Senior Citizen Population</td>
<td>14.18%</td>
<td></td>
</tr>
</tbody>
</table>
The Census Tract Areas included in this report are The Upper Hill, Bedford Dwellings, Middle Hill, Crawford-Roberts, and Terrace Village.
Population Ratio of The City of Pittsburgh 1990

Racial Composition of the Hill 1990

- Black: 72%
- Other: 1%
- White: 27%
- The Hill: 4%
Housing Status of The City of Pittsburgh 1990

- Vacant: 10%
- Occupied: 90%

Housing Status in the Hill

- Vacant: 45%
- Occupied: 55%
1.8  Statistical Analysis of the Hill District

<table>
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<th>1990 City of Pittsburgh</th>
<th>1990 Hill District</th>
<th>1990 Pittsburgh</th>
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<tr>
<td>Female Head of Households</td>
<td>36.20%</td>
<td>36.20%</td>
<td>18%</td>
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<tr>
<td>Unemployment</td>
<td>28.40%</td>
<td>28.40%</td>
<td>4.8%</td>
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<tr>
<td>Poverty</td>
<td>46%</td>
<td>46%</td>
<td>23%</td>
</tr>
<tr>
<td>Welfare Recipients</td>
<td>37.16%</td>
<td>37.16%</td>
<td>15%</td>
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</table>
Cooperative Opportunities for the Hill District

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has" -Margaret Mead

The Hill District of Pittsburgh, Pennsylvania, exists as a neighborhood entity without connections to the rest of the City. Its geographic location bordering downtown is ideal, yet the neighborhood sees none of the benefits one would expect from the shared border. Years of hardship have plagued the Hill with declining population, increased unemployment, rising crime, and the disappearance of business ventures from the region. The residents of the Hill are challenged with rebuilding their community and creating an economically viable marketplace. Presently, the community has neither the appearance of, nor the foundation for, a competitive marketplace. Outside businesses choose to invest elsewhere, and reasonably so, considering the potential adversity facing them on an economic level in a poor community. The challenge is to generate economic activity in the Hill with an internal spark that leads to a sustainable business development.

The demographics of the Hill should be noted: population of the Hill is approximately 4% of the City of Pittsburgh, with a report of 19,228 residents in the 1990 census. Of these residents, 72% are African American. Of the existing dwellings, only 45% are occupied, compared to a 90% occupancy
for the City of Pittsburgh. The neighborhood is blighted. Unemployment in the Hill is 28.4% while Pittsburgh reports an unemployment rate of 4.8%. Poverty is twice what the City reports—the Hill reports 46% and it claims 37.16% are welfare recipients. The City of Pittsburgh reports 15% welfare recipients. The numbers speak to some of the most difficult challenges that this neighborhood faces: how does an area recover from such statistics? What decisions can be made to improve the quality of life for those that live in The Hill? In considering feasible options for an initial economic development in the community, a sincere concern is that this business venture is able to provide those with a will to help The Hill the opportunity to do so.

Potentially, the results of a flourishing business venture in the area are:

- Hill residents are employed in their community.
- The youth of the Hill have an opportunity to learn skills "on-the-job".
- Improved public image for the neighborhood.
- Attraction of outside business-owners investing in the Hill.

One measure of a healthy community is the quality and range of services it provides to its residents. Presently, residents of the Hill are forced to travel outside of the boundaries for goods and services that are needed on a daily basis. The inconvenience of lack of amenities in the neighborhood is further illustrated by limited transportation. Taxis will not serve the region,
and public bus service is minimal. It is necessary to leave the Hill for groceries, for dining out, for purchasing clothing, for visiting a library or cultural institution, for schooling, and most apparently—for employment. The health of the Hill is devastating, but not without hope.

**Cooperative Business Structure**

By empowering its workers with ownership, and a voice for change, a community based organization has the potential to take a pivotal role in the commerce of the Hill. Cooperatives are defined as an autonomous association of persons united voluntarily to meet their common economic, social, and cultural needs and aspirations through a jointly-owned and democratically-controlled enterprise. A cooperative can give interested Hill residents the opportunity to spark growth towards an economy that values its neighborhood, its workers, and its customers.

Issues of scale are determined by the commitment of those citizens who invest, and follow through with the project. A cooperative can grow and change to meet the needs of an area, as determined by its members for many years. A cooperative business is operated to meet the mutual needs of its members. In a consumer cooperative, the owner-users are consumers who gain goods or services such as healthy food, child care, housing, or banking services. The owners of a producer cooperative use the cooperative to market or process their agricultural goods, arts and crafts, or other products. In both consumer and producer cooperatives, employees may be hired, but they are not usually members of the cooperative. In a worker coopera-
tive the workers use the cooperatives for employment. In this paper, the discussion will focus on worker cooperatives—businesses owned and controlled by the people who work in them. The principles of a cooperative are:

- **Voluntary and open membership.**

- **Democratic member control:** Workers participate directly in decisions that affect them in their workplace as well as those that determine the success and growth of the business.

- **Member economic participation:** Members contribute equally to the capital of their cooperative. They receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for developing the cooperative, for setting up reserves, or for benefitting members in proportion with their investment in the cooperative. When the business is successful, the profits are reinvested in the organization, or shared among members. The benefit of keeping a reserve is in the eventuality that a portion of the cooperative is unsuccessful, that area can be remedied from the capital held in reserve, rather than impacting the members directly.

- **Autonomy and independence:** If cooperatives enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.
Education, training, and information: Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public—particularly young people and opinion leaders—about the nature and benefits of cooperation.

Cooperatives, in their mission—focused approach to serving a community—can be tailored to serve the needs of the population. They are an excellent venue for training youth and adults alike with skills at all levels. One of the benefits of a worker cooperative is employment and the ability to generate income. Workers have a voice to say how their work is organized, performed, and managed. Worker cooperatives are managed in such a way as to generate income and provide stable employment for their members.

A cooperative can take any number of forms.

Marketplaces are the most familiar cooperatives—those that sell groceries or products. Communities throughout the nation support food cooperatives, such as the Depot Town Sour Dough Bakery in Ypsilanti Michigan, or the East End Food Co-op in Pittsburgh, which serves a range of fresh vegetables and bulk grains, household products and natural health remedies.

Credit Union banking is another example of a common cooperative business. The Hill District Federal Credit Union has served the Hill for 25 years. Located on Centre Avenue, it is a member-owned, non-profit, financial cooperative organized by consumers to encourage savings and to obtain loans.
at the lowest possible cost. Community Development Credit Unions\(^2\) were developed in response to findings that traditional financial institutions take out more capital from low-income communities than they invest.

Arts and crafts cooperatives are a third type of store that provide a retail and display place to sell and market their products. Artisan members can share studio space that they may not be able to afford on their own. When artisans use similar supplies and materials they can use the cooperative for joint purchasing and save money through bulk or quantity purchases. This is an excellent venue for training young artists, and developing cultural programs for the community.

**The steps for starting a new cooperative are as follows:**\(^3\)

Initially, a core group of interested individuals meet to clarify the need and the potential use of a cooperative as a solution. The cooperative needs to be based on a viable business concept. It should be determined what the nature of the goods or services provided by the cooperative will be. Community-based organizations must identify their unique competitive advantages and participate in economic development based on a realistic assessment of their capabilities, resources, and limitations.\(^4\)

Following the commitment of members, it is important to determine the form that the business will take. A cooperative business has the same needs and demands as any business:\(^5\) sufficient financing, careful market analysis, strategic and comprehensive planning, and well-trained and compe
Cooperative Opportunities for the Hill District

tent personnel. The responsibility of starting a worker co-op and seeing it through rests mostly with the organizing group. Without a strong base of members who will work to ensure its success, any co-op will fail.

Gaining outside counsel from professionals in their respective fields, the planning members should conduct a thorough economic feasibility analysis. Access to capital is imperative in the start-up phase of the business. Cooperative members are the primary source for the initial financing; this is yet another reason why member commitment for the long-run is imperative to the success of the organization.

Preparing a strategic business plan based on the findings and the income projections is the next step towards starting a cooperative. Consider the strengths, weaknesses, opportunities, and threats of the nature of the proposed business. Consider who the organization will serve. Community-based organizations have a unique advantage in their intimate knowledge of and influence within inner city communities, and they can use that advantage to help promote business development. These businesses can create a hospitable environment for business by working to change community and workforce attitudes and acting as a liaison with residents to quell unfounded opposition to new businesses. 

It is necessary to draft legal papers, adopt by-laws, elect board members before implementing the business plan.
There are many organizations that are able to assist groups that are interested in potentially setting up a cooperative. In Washington D.C., Cooperative America is staffed with individuals trained to set up new organizations. University of California at Davis, University of Wisconsin, and University of Michigan each have Cooperative research facilities, and have a wealth of information to share with the public.

**Future**

The opportunities for employment, professional growth, entrepreneurial training, business experience, and personal commitment to The Hill are boundless, and can be actualized by those in the community interested in instituting a cooperative business in the neighborhood. Those that live in the area and have a determination to succeed will have a spring-board, a hands-on training in business, with a range of experience from physical labor to upper management. Diversity is key to the success of a cooperative—the strengths of each member are needed to ensure the future of the organization's role as a thriving business in the Hill. It needs people that are enthusiastic about serving the residents. It needs skilled salespeople, forward-thinking managers, a compatible and courageous staff, and the collective ability to take risks to increase in both scale of business and breadth of services offered.

*Heidi Domine*
1 CLARITAS Trendline Complete, Geographic Information Systems, United States Census Bureau, 1990
2 http://www.umich.edu/~nasco/principles.html
4 Steps to Starting a Worker Co-Op, Hansen, Gary B., Northwest Cooperative Federation, 1997
5 http://hillhouse.ckp.edu/~hdfcu
6 http://cooperatives.ucdavis.edu/coops/union.html
7 Starting A New Cooperative, University of California Center for Cooperatives, 1998.
8 The Competitive Advantage of The Inner City, Porter, Michael E., Harvard Business Review, May-June 1995
9 Steps to Starting a Worker Co-Op, Hansen, Gary B., Northwest Cooperative Federation, 1997
10 The Competitive Advantage of The Inner City, Porter, Michael E., Harvard Business Review, May-June 1995
11 http://www.umich.edu/~nasco/principles.html
COOPERATIVE OPPORTUNITIES FOR THE HILL DISTRICT

KAY Boy's Club

Number 2 Police Station
Family History

I am a native Pittsburgh, original from East Liberty. I did not know anything about the Hill District until I started to work here in the mid-1980's. Because of the nature of that job, I had limited contracts outside of my job. I left the Hill in 1989. Then in 1992, I came back to this community through my work at the Hill District until I started to work at the Hill District Community Collaborative. When I came to the Hill for the second time, I knew relatively few people. At first I stumbled my way through the community making relationships that were work-related. Later, I learned my way around the community with the support of two women, two elders, who took me under their wings. Both helped me to understand the human and historical landscape of the Hill. Through them I learned the intimate
goings-on of the Hill. I learned about old family connections, political intrigues, long-time feuds and community secrets. Their insights helped me to define a place for myself in the community. I became an outsider who had insider knowledge.

I found myself understanding that working in a neighborhood is more than just doing my job. Being in the hill meant taking part in activities of the community. Even if those activities were only peripherally related to my work, I came to understand the necessity of being a part of the Hill.

In the past seven years, I have truly come to understand why Hill residents are so fiercely protective and proud of the Hill. And I am pleased to be able to be a small part of the energy and work in the Hill District.

In the past seven years, I have spent more time here than I spent in my own community. I have made more lasting relationships, friendships, kinships, here than I have made in my own community. I am happy to call the Hill my second home.

**Terry’s Work in the Hill**

The Storefront strategy was developed as a starting point for change in the Hill District community. The Storefront will promote low-threshold access for active drug users and other disenfranchised persons who frequent the area. The Storefront will be developed in an existing building near the corner of Centre Avenue and Kirkpatrick Street. The space will be developed,
supported and maintained by a committed group of residents and providers. It will be designed a truly communal, shared space.

The Hill District is an organized and resourceful community that has made strenuous efforts to identify and address its own needs. Devoted individuals and agencies already provide many valuable services. In spite of the availability of services, drug use continues to have a harmful impact on life in the Hill District by contributing to crime, poor community image, and individual and family illness. A wide variety of services are available in the Hill District, but many of them present financial and bureaucratic obstacles to their use to those who most need them. Additionally, the network of referral in the community is fragmented.

The Storefront would exist to link hard to reach persons to existing services. The community-based site would provide a more comprehensive path to healthy living, and thus a healthier community. The Storefront would be a community-focused point of entry to neighborhood based social service providers.

The people expected to utilize The Storefront will be treated with respect and dignity. They will be met by volunteers and providers who will be sensitized to their situations, non-judgmental and committed to treating all visitors as partners in the process.

Steps have been taken to secure a building and financing is being sought, while the planning committee works to articulate the philosophy, which
will guide the Storefront’s development. The Storefront is a project of the Hill District Consensus Group’s Safety and Security Committee. The Consensus Group is composed of more than eighty individuals and organizations affiliated with commercial, political, religious and social service organizations. The mission of the Consensus Group has been to work through the differences and to build upon the commonalities, in order to promote the economic political, spiritual and social well being and health of the community.
Pittsburgh's Hill District has a long and lush history for being a vibrant racially mixed community. It has been the entry point to the city for many generations of newcomers. When we look at the Hill District today, the images provide only a trace of the vitality of its past life. From Pittsburgh's early-frontier period to the post-steel era, The Hill District has been an integral part of the city's urban history. Its traditions, culture, and population have done through major transitions in conjunction with changes that affected the entire city. With the rise of industry during the late 1800's an influx of European immigrants in search of a new life overwhelmed the community. An amalgamation of ethnic identities occupied The Hill District and created the area's image as a working-class commu-
nity. This strong social diversity encountered radical activities from Aboli-
tion to Socialism through the period. Its housing density increased with the
economizing of land to create affordability for these new residents. Late
into this period, during the 1930s, the federal government initiated several
large public housing projects such as Terrace Village and Bedford Dwell-
ings, to temporarily house new immigrants. If we look on any map of the
city, these projects still define the current boundaries of The Hill in the north
and south sides.

During the 1930s, the black population gradually grew into a majority of
the area’s residents and began to redefine the identity of the Hill District. By
the early 20th Century, the overall identity of the Hill transformed into the
heart of the black community in Pittsburgh. It was in this period that the
history of The Hill was most memorable. Jazz, nightlife, baseball and neigh-
borhoods dominated African American culture and tradition. Lena Horne,
Bill Eckstine, and Art Blakely, among other musicians, started their careers
in clubs nested in the heart of The Hill. Wylie Avenue a major atery that
flows through the community, was always packed with throngs of people in
the heyday. The community’s black newspaper, The Pittsburgh Courier had
a national distribution. And, the Pittsburgh Crawfords bought America’s
pastime to The Hill and produced several championships in the Negro
League.

In the 1950’s this was all to change. City leaders in an attempt to create a
cultural Acropolis for the city implemented plans that razed buildings and
displaced a large portion of The Hill’s residents. As a result, the fabric of the
physical city was thoroughly damaged and marked the point of decline for The Hill. In addition, with legal elimination of segregation and discrimination, many black residents moved to more affluent urban and suburban areas in Pittsburgh. The abandonment of The Hill has led to a massive loss of housing infrastructure and concentration of its poor people in public housing. This drain only reinforced the socioeconomic decline of The Hill.

Today, The Hill is a shell of its former self. A good portion of The Hill is described as a poor African American community where decay, crime and drugs are prominent. The housing stock is vacant need of repair. Previous efforts at revitalization have proven largely unsuccessful and full of neglect.

In the 1980's a new spate of reorganization efforts is poised to alter the community's geography. These efforts were designed to address the supposed problems associated with substandard public housing. Highlights of these plans include demolishing existing housing and rebuilding a mix of new low income families and improve housing stock in The Hill. These plans were entitled HOPE VI. The HOPE VI project was designed to address the problems associated with substandard public housing. As these initiatives are implemented, Hill residents are being displaced.
Regal White Brick

Triangle Shops
Lois and her husband have raised their children in The Hill. They feel that they can not be comfortable continuing to live in their townhouse in Crawford Square while others are still suffering. Mr. Cain pointed out that “if a few people do something to change the present condition, it is better than nothing being accomplished.” They are taking a proactive role in helping the Hill community regain some of what it once was. They are active members in their church and in politics. Ms. Cain decided to run for county office in 1999 to address the new Home Rule Government Charter and to inform her constituency on ways the proposed legislation will effect them. Ms. Cain is self-less in her political efforts. She is determined, regardless of outcome, to continue volunteering her services to help people
within the Hill to understand their rights. Ms. Cain has passed this same belief on to her children who continue to give back to the communities they now live in. The daughters discovered that their careers could not be developed in Pittsburgh, so they decided to accept positions outside of Pittsburgh, where the environment was more welcoming. The world provided a broader vision allowing them to grow and encouraging them to give back to their communities.

**Overview of the Political Situation in the Hill**

Pittsburgh is a very unique place. It has no strong African American leaders the closest they have presently is Esther Bush from the Urban League. She is very visible and speaks her mind on issues concerning the community. She is proactive in her position. Many African American leaders in Pittsburgh have not been proactive. They are of the mentality of, “whatever they give us, we will take.” They do not place any demands on politicians or make them accountable for their actions. There have been many campaigns led by many politicians over hauling the Hill without any regard for the people. The African American politicians in the area are divided and are not frontline leaders. They do not have the clout or support to move people to action. In NY you have Al Sharpton, Calvin Butts; Jesse Jackson in Washington—all very powerful, elegant leaders. They respond to outrcies from their communities regarding injustice and place pressure on politicians to take action.
Unfortunately, this has not happened in the Hill. Many of the children in the Hill are not aware of leaders in their community. They identify more with leaders on the outside than the ones within Pittsburgh. The present NAACP leadership, Mr. Tim Stevens, has not taken a proactive role in the community. The branch constantly calls for press conferences to discuss issues of concern. The media does not respond positively toward these conferences and does not draw public concern. When the issues are raised at the press conference the NAACP does not continue to apply pressure and force inquiries or debates. They are in the shadows mostly and will only come out usually after a grassroots group has campaigned an issue of community concern. This is one of the primary reasons why the Hill is still in disarray.
actually wasn't born or raised in the Hill. I was born on the South Side of Pittsburgh — across the river from the Hill in Bentley Drive, Roberts Street, Warring Court. I had relations that lived in the Hill. I would come and spend a lot of time with them. I had a lot of friends that attended Fifth Avenue and Schenley High School. Those friendships grew over the years. So then I moved back to the Hill in 1995.

Overview of The Housing Pitfalls in The Hill

Going back to talking about revitalization, I think these people have good intentions. Unfortunately, somehow or another it went astray anywhere.
least make a choice. Crawford Square is a good example the plan for this community was to build town houses. The town houses were to house the people who were forced to vacate their previous homes in the Hill. Folks believed this development was needed because people wanted to relocate, but not move too far from the Hill. Crawford Square seemed to be an ideal place (in its initial stages) as an alternative for folks to live. Unfortunately, what got lost was the economic benefit the Hill district homeowners would receive. In other words, people who really had money to do things were not the ones looking at Crawford Square because they could afford to go was to provide moderately priced homes. Unfortunately, the units were selling for anywhere from $90K to $150K each. Units were subsidized by the federal government but not much of that has happened because they wanted to “create this mixed income community”. In retrospect, it was for the “haves” and the “have-nots”. If you were to take an initial survey of where all those folks came from, you would find a majority of folks are not from the Hill. I believe that the architecture does not look like the Hill. When you look at it and you talk to folks who study architecture, know the past architecture of the Hill, their main concern was the new buildings do not even resemble the rich he Hill. What the developers have done is gone to other places, looked at other developments, and concluded this would be nice for the Hill. They’ve taken the developments whether they are from Boston, Mass. Charlotte, N.C, or Cranberry Township and plucked it down in the inner city. And then they said “here folks, this will be perfect for you.” Many residents found that this tore at the fabric (the history) of the Hill and disagreed with the architecture. There’s no connect of the new to the old. Folks who proposed all this had good intentions but never talked to a core group
of Hill residents. Politicians talk to politicians. Real estate people talk to real estate people. Nobody talked to the people to see what was really needed. A lot of this came after the fact.

The two Hope Six projects: The Allequippa Development and Bedford Dwellings were done under a bad process without full community and resident involvement. Hope Six means demolition. Under Hope Six you agree to demolish “x” amounts of units. The intent of the project is not to create a one for one replacement deal. They seized this opportunity to dis-invest in housing for poor people. We have shown people around the country the type of structures they are demolishing and people in other cities are saying, “that is what we are trying to build three story walk-ups”. What’s wrong with this picture? Hope Six is a very complicated process. Take a resident’s association and who’s members are people who may have never even talked to one another, or have any knowledge about any of this. To have people planning and implementing is ridiculous. Even the planners and politicians did not understand Hope Six—how could you expect everyday folk who did not understand the process to be educated in that length of time? This was tragic. Bedford Dwellings will have massive demolition of buildings and some new buildings built in other parts of the community.

Then the powers that be systematically excluded the community from that process. They only talked to residents of the Bedford Dwellings. Hope Six says that when you come out in the community the whole community must be involved in the process because now you are becoming part of the community. That never happened. They had weekly meetings the folks in atten-
dance did not realize the members of the community need to be apart of the process. They believed only the people who lived in Bedford Dwellings should be involved. So a disconnection occurred between the two groups. They pitted people who were in the Bedford Dwellings project against people who lived in the at large community. We have to understand that these plans for the Hill District were laid out a long time in the past by folks who knew what they wanted to do with the Hill. And we are just now being made aware of some of the initial plans that they had. I've been working on multifamily and public housing issues and policy for nine years and it changes everyday, every hour—new regulations, and new rules. So now, how do you transplant this information to people who are out there everyday working, trying to raise a family, trying to deal with the everyday pressures of life, and are still trying to understand what is going on with this Hope Six? What it involves, how much time and commitment you have to put into doing this it is a bad process. So we get a few people with "good intentions" speaking for a lot of people that do not have a clue of what's going on. And that is our downfall. We must have more participation. We must have more access to information about the truth, about your "what ifs" and "why nots" so people can at least make a choice.
I was born in 1947, in the first floor apartment of a house on Wylie Avenue. Unfortunately, that spot is now a vacant lot. As a part of a project I participated in the Coalition for a Healthy Habitat I took photographs of places on the Hill that held special memories and that made the Hill District forever home. I went back to that spot. It had been my Uncle Luke’s house. We rented the first floor from him. He and his family lived on the second floor. Uncle Luke had bought some houses on the Hill and rented them out to his brothers and their families. We lived in that house until I was about two years old. We moved out when my father bought a home of his own for his family. The house on Wylie survived for about twenty years. Someone else purchased the house after that. The house has been
gone for about ten to fifteen years. I knew that the house was gone, but I still look for it. I always look for it when I drive up Wylie Avenue. For the project, when I went to look for the house I discovered it was gone I tried to make sure I was on the right street. There was so much gone now. Not just the house. It was hard to get my bearings. My first memories as a child take place at that house. The house on the corner of Carney Post right up the street on Wylie Avenue.

The Carney Post was important because it was the meeting place of the Eastern Stars and I think the Masons. They would sponsor a parade every Sunday. The parades originated at the Carney Post. The Eastern Stars had fancy handkerchiefs hanging from breast pockets on their dresses and the Masons wore fez caps with tassles. I remember this. I have this memory of big parades and music and being on my father’s shoulders. Is too little to see the parade when standing on the ground. There was the house with a big yard fence. We were not allowed to go out the yard. We had to stand behind the fence to see the parade. I just have this memory of being so high up on my father’s shoulders and being able to see. That is the only memory I have of the time I lived in that house. From the Wylie Avenue house we moved to 2127 Herman Street. This was the first and only house they bought. My father and mother lived in that house and raised their children. My father had a heart attack as he walked out the door of that house. He died on the ground in front the house. My mother continued to live there alone until last year. All of their children were raised in that house. Some grandchildren were raised in that house. I was married in that house. My sister was married in that house. I went into labor in that house and returned to
that house from the hospital after having my son. I painted a tree on the
living room wall. My mother wanted that tree so I painted it for her when I
was about 6 years old. It reached from the baseboards to the ceiling and its
branches stretched the width of the wall. I painted big pink and white sau­
cer magnolia flowers on the branches from which she hung our pictures.
She called it the family tree. After my mother moved out, the walls were
painted over but you could still see the tree. That house has memories.

**Children: The Key Ingredient for the Hill's Survival**

Ownership is important and basic. Without ownership I have no invest­
ment or concern for the continuation or survival of a person, place or thing.
The younger the people are in the Hill the less likely they are to own some­
thing in the Hill. The breakdown of the population of the Hill is changing
rapidly now. But for a long time 1/3 of the population was under 22 years
of age, 1/3 was 22 to 50 and 1/3 of the population was 50 and older. Prop­
erty was more likely to be owned by the older population than any other
group. This property used to be a house. Now much of it is vacant lots.
Young people in the Hill in their 20's have a higher probability of renting
an apartment in public housing projects and are less likely to own their
own homes. When I was growing up most of my friends lived in homes that
their parents owned or were buying right here in the Hill District. These
homes for the most part are still standing and some of my friends or their
family members still live in those houses. Young people from these families
will have a different sense of history and ownership than children whose
history has been that of transience and lack of ownership in the places they
have resided. Young people seem very different today than children were when I was young. It is not a problem of lack of respect. It is a problem of lack of ownership... lack of history... lack of roots. Without having the reference of the past, the future must be depressing.

When I was young and lived on the Hill, you played here, went to school here and as a child you could have the experience of your first job here. You could work delivering papers, shining shoes at the shoe shop, making sodas at the drug store. The owners knew them because they saw them grow up. When they applied for jobs as children, the owner hired them. There were real hills to roam and explore as children love to do. My family also had a garden on the side of one of those hills. If we wanted to have money for the movie on Saturday, we would get up early and go to the garden and pick some greens, tomatoes and onions. We would then go on Centre Avenue and sell baskets of vegetables to earn money. The land had a lot of meaning and uses. When I was being raised in the Hill you knew who owned the business. Mr. Hicks was a policeman and the owner of Hicks Superette. His son Wendell would come to our house for Christmas, Thanksgiving Dinners because his parents were too busy working and running the store to prepare the big meals my mother prepared. Wendell loved those big meals and celebrations, so he joined in our family for them. There was a sense of strong community.

We all went to community schools and knew each other's family. Our relationships with each other spanned at least twelve years. It is not the same when children go to schools outside of their community and relationships
with peers are based on interactions during school time. We were clear with what constituted “our community”. The lines were invisible and existed for strange reasons-sometimes because bad happened to someone who went past the street. But community was really about what took place within those invisible and strangely defined territorial borders. In some ways the invisible line is now much broader for children today. There were ways to make it safe. When I was growing up I did it as part of the TCC’s. We were ten girls (therefore the “T”) and four more. We became friends from relationships that were formed in school and walking to and from school together. It started with Gwennie and me in first grade. Jenny joined up in third grade. Then Wilma, Ellen, and Maryann. And our numbers increased as we got older-plateauing at around 14 when we were in the ninth grade. I left the house alone in the morning. But by the time I arrived at school I arrived as part of a group of 10 to 14. We would meet up different locations on my way to school everyday. We waited for each other after school everyday and walked home the same way-as a group. We were friends. We were a club. We were safe. It was that way for us until we graduated from Fifth Avenue high School. We were children, who played together, did their homework together, discovered boys together. We styled each other’s hair and experimented with different colored fingernail polish together. We discovered red fox stockings together. Then we discovered that cinnamon colored was better than red fox. We pushed each other and for the most part did very well in school. We were good children. It was safe to be good. We named ourselves the TCC’s. Ten Cool Chicks. We were the least cool, probably the most safe because we had each other. Our group size during the twelve years of our development became safety for us on the Hill. You don’t see
children having the opportunity to develop that way anymore. Children who come from transient and disenfranchised beginnings develop real different kinds of relationships. It is harder for them to form as relationships. It makes it easier for them to see others as “other,” separate and apart from them. How one owns has a lot to do with one's own value. A lot of the children being raised on the Hill today own nothing and claim few. They can not go down the street and get a job. The people who own the small stores they owned when I was growing up are gone. If you walk the streets of the Hill District now and go into the few stores and offices that exist, you will not find the opportunities for employment for children. So where do they learn about work ethic early in their development? Where are the neighborhood jobs for the eleven, twelve and thirteen year olds-running errands, taking out trash, taking bottles back to the stores, sweeping up out front, cleaning the windows? Where are the jobs for the teenagers at the movie theatres, soda fountains, gas stations, and grocery stores?

I was “chosen” for my first job. I worked at Med-Centre Drug Store my first job at fifteen years old. Mr. Fitzgerald, magistrate called “Squire” and Miss Poynter owned and ran the drug store and you didn’t work for them unless they “chose” you. They watched you develop and when it was time, they let you know that it was your time. Everyone knew that just anyone could not work at Med-centre Drug Store. It was work that was a privilege to get. Who is choosing our children of the Hill District now? When I was growing up it was very special that Squire chose me for work. That piece is missing and no one will know that it is missing without having a sense of history.
In the lifetime of many of the children of the Hill District today, the Hill has not been a pretty place to live. The Hill today is not a poor neighborhood, yet parts are impoverished. It is a community that was ravished and allowed to fester prior to its “revitalization”. Children were being raised here and what they saw impoverishes the soul. When every garbage can you see on the street is full and surrounded with debris and remains that way because it is never emptied and the street is not swept and will not be because nobody seems to care, that is not being poor—that is being impoverished. That is an aggressive action being taken upon the soul. I remember a friend of mine saying something to me one day that taught me the difference between being poor and being impoverished. He described the flowers and plants that grew. He described being raised in new Surmenia, Florida with its beaches, ferns, fishing holes and sun. He described the flowers and plants that grew. He grew up poor in a pretty place. That has to impact the soul in some way positive as opposed to the experience of being poor in a place with full and overrunning trash cans.

My family still owns two houses on the Hill. My mother, unable to live alone, moved from the Hill last month. I no longer have family on the Hill. The first time in fifty-one years, but the Hill is still home. The Hill is not about the conditions of its buildings. It is about the condition of its people. I learned something about resiliency being raised on the Hill. I learned about friendship that out last the streets hallways in which they were formed. We are no longer having familial presence here on the Hill. But the Hill is like the family tree on the walls of the house at 2127 Hemans Street—it still shows through.
Members of the Coalition

Lois and Edna
Last year, the world of Urban Planning became a part of my existence. I was challenged to think and act upon concerns the citizens of the Hill have endured for more than fifty years. As a student of the Heinz School and a resident of the African American experience, I believed the opportunity afforded me was momentous in my growth as a manager and a proponent for social change. Community issues are not new to me for my upbringing is from a large cultural mecca called New York City. New York City is a multi-ethnic puzzle with people closely threaded together from all over the world. Every borough in New York City portrays cultural elements reflective of their native home. The rich diverse heritage overflows for all to take part and share. By no means is New York free from the social, racial, and economic problems that plague communities of differing backgrounds. Many groups have struggled to have their voices heard regarding the injustices inflicted upon them. When I left New York City two and a half years
ago to relocate to Pittsburgh, I really did not know the political, racial or social climate awaiting me. My first concern was obtaining an education in a safe environment that would nurture my academic mind and community heart. Today, nearing the end of my academic training in Pittsburgh, I can say both of my goals have been accomplished. I am most proud of the knowledge the elders in the Hill so eloquently shared. Because of them, I am now able to comprehend community spirit from the inside when the physical structure has frayed away.

My Perspective of the Hill

The Hill is a community deeply embedded in the past. Some of the buildings still standing speak of a time when people used to like, love and respect each other. The community I visited in October had empty lots, boarded buildings, people standing or constantly crossing the street, virtually non-existent merchants, tightly knit public housing buildings, a drug treatment center, and a police station barricading the old neighborhood from the new. I could not believe in the 1990's a place once home to the jazz and the blues could be so impoverished. My mind kept recanting the stories the members of the Hill spoke. They wanted us to see what they had been fighting for with our own eyes and to enter with un-biased opinions. As I walked through the projects and glimpsed Crawford Square I could not understand why the city of Pittsburgh raped the land and its people. Destroying people's culture, home and sense of purpose is not revitalization. Revitalization is to make better. Make better is for the community to decide along with the developer's assistance to construct a setting conducive for all concerned. When the City of Pittsburgh tore down the Lower Hill to build the Civic Arena it was done without consent from the citizens of the Hill. Forty years
have passed but the negative image is unchanged. Many who lost their homes and businesses have not enjoyed the economic benefits the Civic Arena creates. The citizens of the Hill who remember the Lower Hill do not consider the Civic Arena a part of the Hill. I understand the deep pain they have endured. But why haven't the citizens of the Hill lobbied for reparations? The money generated from the Arena would serve as an endowment to rebuild the community. Are the citizens proactive in regaining ownership in the Hill? For three months I interviewed Coalition members and each viewed the problem differently. I have picked the top five reasons the problems still exist. The first is a lack of leadership in the African American community, second is self-serving political officials, third is majority consensus about the issues, fourth is disinterest from the older to the younger generation and the fifth is it is too late to change what is already done. The few are carrying the many to bring awareness of the plight of the Hill citizen. Without the few the citizens, the Hill would go unnoticed.

**Internal Impact on the Community**

The City has disregarded the Hill residents. Forcing them to move to unfriendly and unfamiliar areas. Psychologically the Hill residents are feeling removed from the experience. Displacement is the emotional side effect as a result of forced migration. Many in the Coalition have openly discussed this issue with the Drs. Mindy and Bob Fullilove from Columbia University School of Public Health. Before meeting the Fullilove's citizens of the Hill had no name for the loss. By sharing their past and present history the citizens found a common name for their pain “displacement.” The residents of the Hill are longing for the “what was” instead of the “what is.” The Hill in the present tense is slowly transforming into a place with dis-
connected parts. Community spirit is found in pockets of the Middle, Upper and small fragments of the Lower Hill. Everyday a piece of their history is erased only to be recalled by stories or photographs. The early years of most who were raised in the Hill can not be traced by memorable places because they no longer exist. History of “what was”, especially the rich history of Wylie Avenue, unfortunately has not been successfully shared with the younger citizens of the Hill. The young Hill citizens environment is surrounded by crumbling buildings, substance abuse, shortage of housing and green pastures filled with litter that is never collected. What do most of the young citizens have to hold unto? Their best option is leaving, but to where? Outside of the Hill many are placing “unwelcome” mats at every entrance. Why do the children have to flee from home? Unfortunately, the elders were unsuccessful in salvaging the past and providing a sustainable future.

**The Healing Process**

Most citizens of the Hill have lost the “like yourself confidence”. How do they get that back? Can they regain this feeling? An important step toward achieving this is to stop fighting one another. The more constructive fight lies in unification. The Hill collectively should decide on an agenda and not allow individuals to sidetrack the groups goals. Agree to disagree, advance toward acting because the Hill has not been a whole community for over fifty years. Do not apologize for seizing your moment. Citizens of the Hill it is time for you to own your existence. Key to the Hill’s progression is ownership. Uphold your place in the community that bore your birth. Your survival depends on endurance, faith and love for each other and this remarkable place you call home.
Section Two
Urban Design Projects
by Seven Teams
1998-1999 Carnegie Mellon University Urban Lab
When beginning our study, we first went to the Hill District and walked through the neighborhood. We took all of the perceptions we had as outsiders with us. We expected to feel unsafe, to see crime and filth and to encounter a place and people that were down and out. We did see and feel some of this, but at the same time, and to our surprise, we also found a tremendous vitality and strength of community. We talked with residents who were proud of their neighborhood and who wanted to see the Hill improve. We met people in public housing who loved their community and spoke about their desire to stay there. We also met people who had moved away from the Hill District, but returned often because it was "home." We found a rich past, a tentative present and the hope for a bright future.
• Development of the Economic Core

• Densification

• Infill

• Integration of Disjoined Area

• Policy

• Strengthen Connections
2.1

Arch e Type
Think Piece

From these first impressions, we began with a think-piece. Our piece takes the form of a brightly-colored quilt that has ragged edges and gaping tears. The bold patterns and colors are meant to symbolize the vibrant history and cultural legacy of the Hill District. The ragged edges, burn marks and holes represent the disintegration of the Hill District over the past few decades.

Overall, the quilt becomes a piece that is a rich, strong fabric, but that is badly in need of repair. From this think-piece and our thoughts about how the Hill can begin to improve, we developed a theme for our work: Patching and Stitching. We used this theme to guide our thinking about improving the Hill.

Economic Core

We felt that the first and most important step toward renewing the Hill was to establish a strong, viable economic core. This core should be located along Centre Avenue between Dinwiddie and Kirkpatrick, where some commercial activity already exists. The following steps should be implemented in creating this core:

- Establish mixed-use (commercial/residential) development
• Begin with co-operate development and businesses owned and operated by Hill residents.
• Encourage business investment that circulates money within the Hill.
• Focus on businesses which draw on the unique character and history of the Hill.
• Focus on businesses which can serve immediate areas, including Downtown and Oakland.
Densification

The Hill is so often perceived as unkempt and unsafe because so much of the land in the Hill is vacant and not looked after. The buildings are sparsely located, as are the people. This lack of density fosters a sense of uncaring among people in the Hill, and a perception of danger for those outside the Hill. As an economic core is established, the increased and consolidated activity in this area will add vibrancy and encourage more growth in the Hill. We feel this will provide a critical mass of activity necessary to sustain economic and social growth. Initially, this growth should not be spread out over the entire Hill, but should be concentrated around the economic core, further increasing the density and activity in this area. By working out from the center, the chance of stability of this core, and hence the Hill, is greatly improved.

Infill

The Hill District has an important history and this is evidenced by the buildings which have survived the test of time. These buildings are as much a part of Pittsburgh's history as they are of the Hill's. Unfortunately, many of these buildings now stand isolated where they once used to be a piece of a dense streetscape. We believe that the buildings from the Hill's past should be preserved, reclaimed and reused. New buildings that match in scale and character should be built up around them. Thus, the "holes" in the fabric of the Hill are patched.

"Histories of living carries with it stories that architects need to hear to be able to know what to build."
Integration

The Hill District is an area that is extremely isolated from surrounding areas for reasons of topography, economics, infrastructure and perception. Even within the Hill, there is a disjointedness which prevents the community from benefiting most efficiently from its strengths. Efforts of integration should be focused in the following areas:

“What would you like to see happen in the Hill?”

Civic Arena: The Civic Arena will be forever disconnected from the Hill in the minds of those whose homes were destroyed during the razing of the Lower Hill. At the same time, the Civic Arena is a major regional attraction bringing people from all over the area to the Hill. However, the sea of parking around the Civic Arena makes it difficult for the rest of the Hill to reap the economic and cultural benefits that it brings to the area. Our proposal is to surround the Civic Arena with buildings more of the character of the rest of the Hill, making the Civic Arena less of an object isolated in space, rather an amenity that can help to draw people to the area. Shopping and entertainment venues, to be located near the Civic Arena, can benefit economically from the influx of people while providing a concentration of services to the public. Additionally, we propose a music magnate school to be located at the end Wylie Avenue, above the parking for the Arena, to better terminate this significant street and return the focus of this area to the Hill District and away from the Civic Arena.

“No more destruction.”

“Healing.”

Current view of downtown.

Proposed view of downtown.
The "Projects": The public housing in the Hill is located on the tops of isolated, difficult-to-reach hills which are only accessible by one or two roads. The people who live here have the fewest resources, making it harder for them to access the resources of the Hill, including shopping and entertainment. We propose street grids relating to and directly connected to those of the rest of the Hill to be phased into the projects over time. Smaller scale buildings, more similar to existing buildings, should be constructed to replace vacant or delapidated housing units. Transit connections will also be established to encourage people to travel to and from these locations.

Uptown: This area of the Hill is physically and socially detached from the core of the Hill. Uptown has its own character, separate from the rest of the Hill, as well as its own central economic district, along Forbes and Fifth Avenues. We propose strengthening of community services in various areas of the Hill to promote this integration. The location of shopping, a police station, library and theater at the intersection of Dinwiddie and Centre will encourage people in Uptown to utilize this area of the Hill. Better physical connections will encourage those from the Hill to integrate with the Uptown area.

"Some people are here by default, others by choice."
The current street grid of the Hill showing random layout

Proposed street grid of the Hill showing integration and logic.
Connections

The Hill is an area that many people in surrounding areas would like to forget. But the potential of the Hill means that those areas need the Hill as much as the Hill needs them. Over the years, however, many steps have been taken to make the Hill inaccessible and undesirable to visit. For the Hill to once again become an area of regional importance, connections to these outside neighborhoods must be strengthened. The Hill is surrounded on all sides by dense active areas that are in constant need of services. These areas and the proposed connections include:

Strip District: Extend Kirkpatrick Street to the Strip District to feed off of the vibrant markets and job opportunities which are currently physically close in proximity but difficult to access.

Downtown: Bury the Crosstown Boulevard to remove it as a barrier between the Hill and Downtown. Extend Centre Avenue to connect with Fifth Avenue, encouraging a better flow of traffic and people into the Hill and providing a prominent sense of entry to the Hill District.

Oakland: Convert Forbes and Fifth Avenues into two-way streets, making them more pedestrian-oriented, neighborhood streets and less thru-ways.

North Side and South Side: The extension of Kirkpatrick will create a stronger link from the Hill to the neighborhoods across the rivers.
**Policy**

While the Hill can benefit greatly from architectural intervention, that alone will not make it prosperous. In order for the architecture to have the fullest impact, many social and economical aids and policies need to be considered and implemented. These include:

*Promotion of entrepreneurial growth:* In an effort to keep money within the Hill, the following measures should be taken:
- Teach Hill residents how to own and operate businesses.
- Offer job and skills training programs
- Tax breaks and loans to get new businesses started

*Expanded social programming:* Continuation and growth of the social programming that already exists will be an important part of revitalizing the Hill. This includes, but is not limited to the following:
- Drugs and alcohol rehabilitation
- Child care facilities
- Planned parenthood
- Domestic abuse program and shelter
- Home care assistance
- Boy/girl scouts
Public Housing Reform: The existing public housing guidelines are both too strict and too lenient and do not work towards the goal originally set for public housing as a temporary place of transition. Residents must meet one of the following criteria:

Education: Attaining higher education, job training or in rehabilitation program. Potential for future ownership: Lease-to-own the housing unit. Employment: Working 25+ hours/week or actively seeking employment. Exemptions: 65+ years old or disabled.

In addition, potential residents should have a public service record or be required to report to public works officer and be active in service for cleanup of the Hill or case-by-case placement in other public services. Time limit in housing: 5 to 10 year maximum.
As we walked through the hill district and interviewed community members, our mission became clear... to bring back the life of what was once one of the liveliest areas of Pittsburgh. Perhaps, even the country. We began by digging into the history of the area and what we found was amazing. Once a center for jazz, this area did not sleep. There was always something going on at any point during a day. Between clubs and markets and restaurants and theaters, this community offered its members and the rest of Pittsburgh a tremendous quality of life and culture. Our proposal is to bring back this quality of life once again. This is done through a number of steps, or phases.

Haley Consigny  
Architecture, CMU

Menka Sethi  
Architecture, CMU
• History and Culture as Revitalization

• Housing Reform

• Transverse Corridor to Reconnect the Hill
  (Kirckpatrick - Center - Dinwiddie)
Phase One

We realize that it would be impossible to rebuild this area overnight. Therefore, we choose to start with a few primary nodes that, we believe, will spark a continued evolution within the community. If these nodes can be established, money will flow through the community and funds will be available to continue the process. These nodes consist of:
- 5th Avenue High School
- the Incline
- a Communications Center at the “Crossroads”
- the Granada Theater

Phase Two

In this phase we begin to develop the areas between the nodes. This development comes about as the previously established points begin to prosper. For example, with the reopening of 5th Avenue High School, restaurants will open to serve the students during lunchtime and after school. A new park and recreational area is added to serve the community as well as provide sports facilities for the high school. Also in this phase, we begin development of Hope 6 that is incorporated into our design.
Phase One: inception

Phase Two: filling in
Phase Three

In our final phase, the connection between the nodes is completed, filled with shops, markets, restaurants, suppliers, etc. Each business supports or is supported by surrounding businesses. Specialty stores and cultural shops located near the incline and throughout the community will encourage people from all over to experience African American cuisine and memorabilia. The main streets are tightly connected and that quality of life that was so predominant is now recreated. Finally, the old and vacant public projects known as Aliquippa Terrace and Addison Terrace are redeveloped to give each person their own address and individuality.

Phase Three: further development and investment
Redevelopment along Center
Further Development

After our phases were established, we each chose two primary nodes to develop on a larger scale. We chose the corners at Center Ave. and Kirkpatrick Street and Center Ave. and Dinwiddie (Granada Theater corner) to frame what would become the renewed heart of the Hill District. The new Pittsburgh Courier office along with a jazz radio station, recording studios, and a publishing press would turn the intersection of Center and Kirkpatrick the communication core of the Hill. Large screens broadcast-
ing live radio performances and newly proposed greenery would make the corner a renewed core of activity. The corner at Dinwiddie and Center would focus on the newly restored Granada Theater and a re-designed police station that more closely relates with pedestrians. Indoor and outdoor community art displays, live performance theaters and restaurants make the corner the cultural core of the Hill. Shops in the existing strip mall would be brought out to line Center Avenue, both promoting increased interaction among community members and re-establishing the relationship between police officers and community members.
Plan showing where proposed street elevation alterations will occur

Perspective of proposed street elevation alterations and corner park
Future Recommendations

Our entire proposal is based on the assumption that once the specified nodes developed, the areas between will develop further as the Hill community becomes revitalized. It will be necessary to make sure that no further developments like the strip mall take place. By taking services and placing them in an enclosed "mall", community members no longer walk outside. The act of walking along the street allows people to meet spontaneously, and interact with fellow community members. Street life will be key in the Hill District's self-revitalization. There will potentially be outside developers who want to increase the number of strip-mall type developments within the Hill District; it will be necessary for the Hill District to speak as a unified voice in public realms to ensure that such developments do not take place.
Dawn Niles
Public Policy, Heinz School
When our groups first went to the Hill District, we were fascinated by not only the amazing and dedicated people, but also, the heritage of Pittsburgh that lies within every piece of the landscape. Using this as a driving force for our project, we developed a comprehensive urban plan for the Hill including not only architectural programs, but also social programs to help the people of the Hill to help themselves — The Hill Rebuilds Itself.

Amy Poettinger
Architecture, CMU

Suzanna Wight
Architecture, CMU
• Development of Economic & Entreprenurial Programs

• Recognizing & Developing 11 Cores

• Transportation - Linking Core to Core

• Phasing: Integration of Programs and Cores
  I. Development of Freedom Corner, Center, Kirckpatrick and MLK Cores
  II. Development and Expansion of 6 Cores
  III. Continued Growth based on Successful Economic and Entreprenurial Programs
  IV. Additional Expansion into Neighboring Communities
Skills Programs

Our group began the process of planning by looking at ways in which to educate residents, giving them more opportunities for self-motivation and participation in the rebuilding of their neighborhood. We see this happening in many ways, mainly through three programs that teach the residents certain skills.

The first is an entrepreneurial program that helps residents to learn skills such as money management and banking that they will need to start a business. The best way for the Hill to begin circulating money within its commercial districts is to provide opportunities for residents to have their own small businesses or participate in a co-op market. In this way, money is spent in the Hill district and profit is made by Hill residents who will, in turn, spend it in the Hill once again.

Also, a second program is the implementation of incentives in certain areas. Communities often come together to celebrate their thriving economy. An excellent way to begin that vitality is to encourage investors to place their pride for their community into its built environment. The circle begins and continues to grow with time.

The third program is a building skills program. One of the most important parts of living within a community is the feeling of ownership, and one way of achieving that is to actually use the manpower that is within the Hill District to construct the new buildings for the neighborhood. Moreover,
skills such as bricklaying, framing, not to mention construction management are skills that will last a lifetime and can be passed through generations with pride. Literally, the Hill is rebuilding itself.

Cores

We feel that there is tremendous potential within the Hill. In our investigations, we easily pinpointed many landmarks, both architectural and spiritual, within the Hill. Using these already strong cores, we developed plans to enrich each one in a unique way.

*Three Major Cores*

- Freedom Corner,
- Crossroads of Center Avenue and Kirkpatrick Street
- Martin Luther King Cultural Center, as well as Fifth Avenue High School and the YMCA,

Altogether we identified eleven cores in the Hill. We felt that this number, and the relative widespread distribution of the cores gave the opportunity for different kinds and speeds of development to blossom around each point with the introduction of new retail, food, and cultural venues. Of course, this plan will take many years to develop, but realizing the potential of existing schools, social services, theaters and marketplaces is an excellent beginning.
**Freedom Corner Core Opportunities:**

*St. Benedicts Church* - Place to gather for spiritual and community involvement. This corner has been the site for many gatherings. This is a landmark church that has been the center of the Hill's history.

*Political Symbolism* - This corner has helped to stop and start politically oriented movements. It has been the cornerstone of the Civil Rights movement in the sixties and still serves as the gathering point for many interests in the community.

*Gateway to the Hill* - This is the mouth of the Hill. Traffic flows in and out of the busy street allowing for points of interest spots for downtown traffic to flow through the Hill.

*Traffic Patterns* - By having a trolley here, this would serve as entertainment and would draw people into the Hill District to other destinations. This will help downtowner's explore the Hill and stimulate growth.

*New Outdoor / Cultural district near Civic Arena* - The proposed outdoor space will provide interesting break spots, vendor opportunities, sports activities and picnic areas. This will help mitigate the view of the Civic Arena and make the Hill seem less separated.

*Outsiders come in for Arena Events* - When the Civic Arena has events the outdoor space, new traffic patterns and attractions and vendors will all help to bring people into the Hill, creating economic opportunities for the Hill.
Downtown Core

Opportunities:

*Connections outside of the Hill, i.e. T-stop, bus stops* - Placed in a plaza where there is already lots of activity and easy access to the rest of Pittsburgh by public transportation.

*Downtown Venues, i.e. work, shopping, culture, universities and schools* - Easy access and promotion of interaction between these venues and the Hill District.

*Tourists* - Enables tourists in the Hill to get downtown easily and the tourists in Pittsburgh to get into the Hill. Both directions begin to break the barrier created by the Crosstown Expressway.

*Exchange* - Easy cross traffic between the Hill and downtown initiates the increased exchange of services and commerce between these two areas.
Martin Luther King Jr. Cultural Core Opportunities:

**Hotels** - Can create business opportunities for tourists, business travelers and other industries. This business can also be the source of employment.

**Recreation Space** - Can be used for young, old and visitors to serve as a meeting place for the community.

**Art Classes** - Serve as extra curricular activities to build creative expression and development of the people in the community. This can also give rise to performance careers in the arts.

**Music Classes** - Revitalize the social atmosphere of the community by using music appreciation as a vehicle to explore different cultures and social understanding. This can also help the musically inclined to gain professional experience.

**Performances** - Opportunity for the community to come out and support local, national and international acts. Tourism and economic growth are potential markets to be developed.

**Churches** - Gathering points for interior and exterior members to address their spiritual and physical relationships in order. Chance to communicate with others.
**Robert Lee Vahn School Core**

**Opportunities:**

*School kids can move around independently* - Can move from home to school and from school to other parts of the Hill.

*Recreational Sports* - Ways for both students and older community members to get involved in the life of the school.

*Community Rebuilding* - Benefit the community in the fact that they can take advantage of the offerings at the school, this benefits everyone, including those that don’t attend the school, and it is a good place for regrowth of business because the people will already be there for school and sports.

*Point of focus for Parents and Children alike* - Open house and other activities that allow parents to be active in their child’s education and daily life.

*Small commercial conveniences for all* - The buyers are there, they just need a convenient place to spend their money.
Schenley High School Core Opportunities:

Transportation - The trolley will provide easy access for school children and developing businesses in the area. This will serve as a point of interest for people from outside the Hill to take advantage of the Hill culture.

Business Ventures - The constant flow of traffic will open up new opportunities for businesses. This cross section will help industry in the Hill and re-establish new business economy in surrounding neighborhoods.
YMCA & Religious Core Opportunities:

Recreation - Team building with the promotion of recreational sports among YMCA and church groups.

Youth Development Program - Getting youth of the community to be active and interact with each other in sponsored activities.

Outreach - Connection to parts of the Hill that need assistance and provide community service opportunities for church members.

Training Center - Providing job training as well as specific skill training, leadership workshops and outreach guidance.

Religious Center - Religious education, guidance and community.

Connects a Residential area to Center - Place for residents to move and be part of their part of the Hill community.
Strip Core (21st and Liberty)

Opportunities:

Transportation - Cable cars at this core will give strip shoppers the option of exploring different sites in the Hill. Recreation and sports facilities along with restaurants can add drama to day and night life. The new transportation routes can draw larger crowds of people to this destination.

Shopping - Shops surround this core supporting the cable car industry guaranteeing income for all to share. This stop can be turned into a specialized shopping area attracting people in Pittsburgh and tourists.

Business Ventures - This location can house different types of businesses. Companies can take advantage of the prime real estate location to strengthen their growth potential.

Tourists - Many people from out of town can visit this area as a point of interest. The tourists can find history and key characteristics of Pittsburgh. This place can be marketed to tourism nationwide.
Lookout Point Core

Opportunities:

*Cable Car to Strip* - This will give residents of the strip easy access to the Hill providing an alternative to the strip atmosphere. This can also be used as a tourist point.

*Takes advantage of the site* - Creates green spaces for the people and tourists to enjoy the scenery. Lookout point could provide memorable structures housing restaurants, entertainment and social interaction.

*Opportunities for Lookout* - Specific locations can provide views of the downtown area and picturesque views of the bridges that populate this area.

*Connects Bedford Dwellings to the line* - This will give the residents access to activities and make them feel less isolated from the rest of the Hill. Will help other people from outside this area interact with the residents.

*Tourism* - Social development and architectural improvements to attract people to this area.
**Fifth Ave. High School Core Opportunities:**

*On Major Transportation Route* - This will give students the opportunity to travel either for field trips or just for fun. It also means that the school will be highly visible to commuters going downtown and could be used as a billboard (tastefully) for events in the Hill.

*Creates Community* - Allowing students to go to school in their own community helps build comraderie among the students and among the parents of the students who might attend games or plays or such which could be put on at the school by students or others.

*Sturdy Building* - In architecture, using an old building for a new purpose is called adaptive reuse and is generally more expensive than new construction, however, the Fifth Ave high school was a school before, and is therefore ideally suited to the 'new' use proposed for it. It is also very handsome architecturally and would be a benefit to the community of the Hill and Pittsburgh at large if it was renovated.

*Connection to Uptown* - Having a school in Uptown which services the Hill and Uptown will reestablish the once strong connection the Hill had with Uptown (which is actually part of the Hill).
New Granada Core Opportunities:

Central to the Hill - The New Granada is very centrally located in the Hill, both geographically and logically. It is right on Centre Ave, before the commercial district (and within it) and so it could be used as an economic driver and catalyst for further development.

High Visibility - Architecture and upkeep have a strong influence on the physical environment. If a building is well kept up and well designed, then the neighborhood seems nicer; however, one bad apple, or bad building taints a whole neighborhood. Since the Granada is such a prominent building, it should be renovated to improve the neighborhood. If well done, the businesses around it could very well take the cue and also improve themselves.

Historically Significant - This could inform the design and could also be a draw for tourists.

On Major Cross-Hill Routes - Both Centre and Dinwiddie cross the Hill (perpendicular to each other) and therefore having a viable and beautiful business at the intersection would be key to a good public image.
Crossroads Core

Opportunities:

Commercial District - The Crossroads is at the other end of the Centre Ave commercial district, and could be used as an anchor to it if there was a large business with significant draw on the corner.

Takes Advantage of Traffic - There is already much traffic through this area, by foot, vehicle or otherwise. This could be used to great advantage if the business started here was one which would support high traffic and open out into the street in a welcoming way.

24 Hour a Day Business - Since the reputation of the Crossroads is not very good, a 24 hour business would be beneficial. As a model, Smallman street in the Strip could be used. There are businesses open during the day, restaurants in the evening, and clubs at night. If the Crossroads wanted to compete with the Strip, the offerings would have to be unique and interesting - for instance, a restaurant that serves African Cuisine or a Jazz Club.

On the Trolley Line - Again, this gives a direct connection to downtown, and even without the Trolley, the connection is still very strong.

Connected to South Side - Kirkpatrick is the main artery through the Hill in the North South direction, and the connection from the Strip to the South Side through the Hill should be well utilized, especially at its most major intersection at Centre.
Perspectives of Crossroads Core

Perspective of New Granada Core
Possible redesign of Crossroads Core

Possible redesign of New Granada Core showing denser infill and key corners filled
Final Recommendations

Our final recommendation concerns transportation not only within the Hill District, but also links to its neighbors. Not only do we think that it is important for the people of the Hill to be connected to areas like Downtown, Oakland, the Strip District and Uptown, but it is important for all of the citizens of Pittsburgh to have easy access to the Hill District. Our final proposal involves the return of the trolley system. The first phase would include two loops traveling within the Hill District that would bring the people of the residential areas into the commercial districts, as well as a cable car to connect to the Strip District. The second phase of this new transit system is a larger loop connecting all of the cores to each other and to the adjacent areas of Pittsburgh. Finally, the Hill district, with its own initiatives has not only come back from the brink, but has reconnected itself as a vital part of the Pittsburgh landscape.
In order to bring life back to the Hill District, we are proposing that Hill residents’ wishes and desires should be taken into consideration. Our urban design for the Hill hopes to address all of the issues and problems voiced by residents and within our own design process. Our design encompasses three areas of the Hill, namely civic, commercial, and residential. Some of the major improvements we are designing for include:

- Bring Pittsburgh into the Hill and bring the Hill into Pittsburgh;
- Broadening and creating links in and out of the Hill;
- Investing in a commercial core centered around Centre and Kirkpatrick streets;
- Bridging the gap between the Hill and the Civic Arena by creating a commons and commercial street where the large parking lot now sits;
- Housing improvements throughout the Hill, with concentration on public housing;
- Creating green spaces all throughout the Hill District.

Damian Henri  
Architecture, CMU

Michelle Kondo  
Civil Engineering, CMU

Jon Zubiller  
Architecture, CMU
• **Extrinsic and Intrinsic Problems**

• **Civic Arena Area**  
  I. Reclaiming the area  
  II. Commercial Potential

• **Center Avenue Corridor**  
  I. Cultural and Commercial Opportunities  
  II. Market House  
  III. Open Space for Festivals

• **Civic Campus / Community Center**

• **Residential Reinvestment** - infill of public & private housing
Civic Recommendations

The civic realm can support a community, and provide room for it to grow and prosper. Roads should be adequately maintained, and civic amenities such as green space and public squares should help tie together all of the residential neighborhoods within the Hill. The following are areas where we propose to renovate and rejuvenate the Hill through the civic realm.

Parks and town green spaces

Green spaces provide areas for public gathering and recreational facilities for the children of the community. The addition and amelioration of such facilities throughout the Hill would help to compensate for the paucity of existing spaces. For instance, the creation of a public green, or commons, in the Lower Hill would create a buffer between the Crawford Square housing development and the Civic Arena. While providing potential for daytime activity, it would also act as a receptacle for the discharge of nightly events at the Civic Arena. In order to create space for this commons, we propose constructing a parking garage on the south side of the Civic Arena, to rid the Hill of wasted space and take away this eyesore.
New plan for Civic Arena area showing large green space and a commercial district which begins to hide and buffer the silver turtle. Below and to the left are two sectional elevations through the park.
Figure ground before and after renditions showing the improved building density and the continuation of a street grid around and past the Civic Arena.

Sections and elevations for the new Civic Arena area by Damian Henri.
New plan for the Civic Arena area by Damian Henri.
Educational facilities

Schools form an integral part of any community. As centers of learning and culture, they are extremely valuable. As symbols of the success of a community, they are also indispensable. The addition of a centrally located community campus that houses a middle school and high school, library and community center will help to reinforce the establishment of a town center.

Law enforcement

Law enforcement plays a critical role in ensuring the security of a community. In an effort to create a safe atmosphere, a highly visible police force drawn primarily from members of the community needs to be instated. In addition, alternative punishments for crimes might include supervised community service geared towards the cleanliness of the streets and public spaces as well as the repair and renovation of community structures.

Infrastructure—repair and expansion

Roads are the arteries through which those from outside the Hill can gain access to this community. In order to overcome the formidable topological qualities of the Hill, the road system must be expanded and improved. We propose the widening of Kirkpatrick Ave from 5th Ave up to Centre Ave, and further on to extend to Bigelow Boulevard to the south. This will create a prominent link from the South Side to the North Side via the Birmingham Bridge and Bigelow. Also, extending bus routes along Bedford and Centre Avenues will ease transportation for residents as well as those visiting.
Extra-community resources

The location of the Hill District is ideal for taking advantage of a number of university-level educational facilities in almost every surrounding community. With such institutions as Carnegie Mellon University, University of Pittsburgh, Carlow College, and Dusquesne University all within five minutes of The Hill, the potential for post-secondary interaction is high. By encouraging the development of ties with nearby university resources (i.e. college recruitment programs, university student community service, etc.) the educational and civic goals of The Hill District can be further strengthened.
Commercial Recommendations

Our team hopes to create and foster commercial life in the Hill District. An alive and vibrant commercial standing can not only provide needed services to the community, but it can provide jobs to residents, and a reinvestment in community pride.

Commercial Center

Our overall urban design revolves around a commercial center focused on Centre Avenue, Kirkpatrick Street, and Wylie Avenue. Creating a strong commercial center will help provide economic sustenance for the whole community and heighten Pittsburgh's confidence and awareness of the Hill District as a vibrant community. A commercial core based on the Civic Arena should be built in the Lower Hill, between the existing Civic Arena and proposed commons, which are detailed in the Civic section. This would be one long street lined with bars and grills, supporting pre- and post-event entertainment and dining. This would allow Hill residents to capitalize on the Civic Arena, and be an impetus for the Civic Arena to become associated with the Hill as opposed to downtown. In this manner, the Hill can reclaim the area that is the Civic Arena, and claim jobs and some profits associated with the arena as theirs.
Public Housing and Crime
A Study of the Factors Influencing Crime in Public Housing

CONCLUSIONS

SCATTERED-SITE HOUSING
- Public housing can be integrated into an established neighborhood, having an
  negative impact on the neighborhood, and many positive benefits in the public housing
  situation.
- All public housing should replicate the possibilities of scattered-site housing using
  defensible space principles.

DEFENSIBLE SPACE
- The need for control and privacy is a matter of justice, affecting people's sense of safety,
  and overall quality of living.
- Principles of defensible space should be implemented into public housing at lower-
  income housing.

HOMEOWNERSHIP
- Homeownership can help fight local crime in a community.
- Homeowners, if first-time home buyers leaving from public housing are given a post-
  financed deal without participation for self-
  improvement and property management, they
  will no doubt fail to be successful at
  homeowner.

THE DESIGN PROCESS
- The design process, the involvement of residents should be consulted and involved in the
  design process.
- The design process involves understanding and problems.
- It is the community that holds the key to a successful design that highlights the
  positive aspects that already exist.
Residential Recommendations

Within our proposal we also wish to improve the residential areas of the Hill District. The area as it exists now is in shambles due to poor maintenance, the lack of the sense of home, the little to no usable green space and the lack of a viable transportation to and from the home. We plan on revitalizing these areas on both a large and smaller scale to help improve the sense of community, security and pride in the Hill.

Public Housing

First, the public housing that now exists must be improved to a level that is both livable and conducive to a healthy environment. Many units are not being lived in and many others are deteriorating to the point on unlivable conditions. This causes a poor sense of home and pride for one’s residence and community. By having the businesses that were proposed in the Commercial section of this proposal invest money into public and private home need to be able to take effective action on these problems. Again, businesses can invest into these boards to help make improvements in the standard of living in the Hill District. Through planning and improvements, a sense of community could be established. An emphasis on low maintenance / low cost / long lasting materials should be made along with education on home maintenance. Also, by investing in the housing of its employees the economic infrastructure of the Hill District would be helped by keeping the money within the area.
Community Action Boards

Community action boards need to be established on a scale of the areas within the Hill and on an overall scale as well. These boards must not only be aware of the problems facing the residents of the Hill, but also need to be able to take effective action on these problems. Again, businesses can invest into these boards to help make improvements in the standard of living in the Hill District.
## Public Housing and Crime

### A Study of the Factors Influencing Crime in Public Housing

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### Defensible Space

- **Van Dyke Houses, New York**
  - Location: 3600
  - Density: 285 people
  - Building cover: 15% of land

- **Brownsville Houses, New York**
  - Location: 3400
  - Density: 285 people
  - Building cover: 2% of land

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### Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Van Dyke</th>
<th>Brownsville</th>
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</thead>
<tbody>
<tr>
<td>Total Population</td>
<td>3420</td>
<td>3200</td>
</tr>
<tr>
<td>Average Family Size</td>
<td>4.00</td>
<td>4.00</td>
</tr>
<tr>
<td>Number of Subsidies</td>
<td>86,498-67,711</td>
<td>86,677-77,151</td>
</tr>
</tbody>
</table>

- Average: 75.56%
- Minority: 2.60%
- Two Bed: 12.83%
- Three Bed: 12.83%
- Four Bed: 37.25%
- Other: 37.25%

### Crime Incidents

<table>
<thead>
<tr>
<th>Crime Incidents</th>
<th>Van Dyke</th>
<th>Brownsville</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Incidents</td>
<td>1,389</td>
<td>780</td>
</tr>
<tr>
<td>Total Incidents</td>
<td>111</td>
<td>101</td>
</tr>
<tr>
<td>Total Incidents</td>
<td>793</td>
<td>337</td>
</tr>
<tr>
<td>Number of Incidents</td>
<td>92</td>
<td>24</td>
</tr>
<tr>
<td>Number of Incidents</td>
<td>51</td>
<td>28</td>
</tr>
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### Analysis

- **Homeownership**
  - **Definition:** A dream in the American Dream
  - **Advantages:**
    - Security: residents feel more secure, with better sense of personal safety.
    - Stability: longer-term tenancy, which is likely to maintain the neighborhood.
    - Community: residents feel more engaged and involved.
  - **Disadvantages:**
    - Higher costs: initial purchase, maintenance, and taxes.
    - Maintenance: residents are responsible for maintaining the property.

- **Problems with Homeownership**
  - Financial: monthly mortgage payments, property taxes.
  - Security: need to pay for security systems.
  - Maintenance: need to manage repairs and maintenance.
  - Repair: need to invest in repairs and maintenance.

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### Defensible Space

- **Van Dyke Houses, New York**
  - Location: 3600
  - Density: 285 people
  - Building cover: 15% of land

- **Brownsville Houses, New York**
  - Location: 3400
  - Density: 285 people
  - Building cover: 2% of land

---

### Characteristics

<table>
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<tr>
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<th>Brownsville</th>
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<tbody>
<tr>
<td>Total Population</td>
<td>3420</td>
<td>3200</td>
</tr>
<tr>
<td>Average Family Size</td>
<td>4.00</td>
<td>4.00</td>
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<tr>
<td>Number of Subsidies</td>
<td>86,498-67,711</td>
<td>86,677-77,151</td>
</tr>
</tbody>
</table>

- Average: 75.56%
- Minority: 2.60%
- Two Bed: 12.83%
- Three Bed: 12.83%
- Four Bed: 37.25%
- Other: 37.25%

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Iron City Associates
David Hall, Matthew Joiner, Sami & Associates

David Hall
Architecture, CMU
“Reconnecting the Hill”

The Hill has, through urban renewal projects around the Civic Arena and years of neglect by the city, become a community isolated from its neighbors. The incline to the Strip District was removed, Wylie Avenue no longer continues to the courthouse and the rerouted Centre and Bedford Avenues connect with Downtown in name only. The community and pedestrian life at Crawford Street above the Arena parking lots. Dinwiddie Street, with the closing of Fifth Avenue High School has lost its meaning and importance as a connector to the Bluff. Kirkpatrick Street is merely a tunnel between two housing projects whose existence as a way between the South Side and the Hill District is underutilized and unnoticeable. At the other end of Centre, it and the Robinson Street Extension are very tenous connections with north and south Oakland.

Matthew Jarock
Architecture, CMU

Wayne Nickles
Architecture, CMU
• Light Rail

• Center Avenue Anchors
  I. Kirckpatrick: Market and Jazz Club
  II. Dinwiddie / Devilliers: Theaters and Courier

• Civic Arena: Entertainment District
The central focus of our project is connections. We feel that strengthening existing ones, re-establishing old ones, and creating new ones will feed the development of new housing, retail, commercial, and industrial development will return the Hill to a physically, socially, and economically vibrant community that has pride in itself and its accomplishments. The Iron City Associate Proposal revolves around the construction of two Light Rail Transit routes. Currently, very few outsiders venture into the Hill. A Light Rail Transit would carry commuters from other arms of Pittsburgh through the Hill. These people could then see what this neighborhood has to offer and its potential, hopefully eliminating any preconceived, inexperienced judgement of "what the Hill is".

**Phase One**

Light Rail Transit provides a literal connection to with the surrounding areas of Pittsburgh. The first loop would run the length of Centre from the Civic Arena to Liberty Avenue in Shadyside. From there it would continue along Liberty through Bloomfield, eventually running the length of the Strip District back to Downtown.

This project would provide many jobs for the Hill residents. Upon completion, the Light Rail Transit would offer operation and maintenance employment. The Light Rail Transit would be a faster, easier, and more efficient means of transport for Hill residents and neighboring commuters. Centre and Wylie Avenues would become one-way Light Rail Transit routes,
thereby promoting pedestrian cross-traffic, reducing the corridor effect. Light Rail Transit stops promote commercialization of adjacent property. With the addition of a Market building and the Granada Theatre, the existing commercial core of the Hill would become more firmly anchored.

The Civic Arena area is already a public hot-spot. The Light Rail Transit would make it more easily accessible with the Strip, the South Side, and parts of Oakland. This area has become separated from the Hill and though potential clientele may not be Hill residents, it would provide many jobs for them.
Phase Two

Phase II plays off the success of Phase I. For it, the core anchors would be strengthened with the prospects of a Jazz club, The Pittsburgh Courier, a Library, and a Playhouse. Commercial development would continue in the
Central Core. The convenience of the Light Rail Transit and a strengthened commercial district would be attractions for new residences. New street grids to break up the larger blocks would offer easier, more fluid mobility, and infill housing construction would begin.

Plans and Perspectives of the proposed market house.
Phase Three

The Civic Arena offers many opportunities. However, currently it separates the Hill from the rest of the city with its "no man's land" of parking lots. These lots offer space to continue the Crawford Square grid of mixed housing and small retail spaces, which would allow the Hill to filter back into Downtown. A high-rise hotel would support the Arena's influx of visitors, along with an entertainment strip to allow nightlife—creating a twenty-four hour lifecycle. Phase III becomes a threshold to invite visitors from Downtown into the Hill.
This is the master plan showing focused areas of development around the Civic Arena and Centre Avenue between Dinwiddie and Kirckpatrick. Also note the very dark spots at either end of the commercial strip of Centre, these are the Market House and the Courier building.
"The Hill hits a high note."

We wished to revitalize the hill with a focus on cultural jobs and cultural draws. The centerpiece of our plan was a new Jazz Museum in the hill and the businesses which it would generate. We focused on four main areas which we felt were the walls of the box which closed off the hill from the rest of Pittsburgh. The walls of the box were geography, culture, economics and infrastructure. Based on these restraints, we proposed:

- regeneration in the hill from economic revival based on cultural strengths (talents, skills, history)
- supporting infrastructure improvements (roads, public transit, connections)
- and causing a positive image adjustment (safe, clean, fun).

Jee Sun Kim  
Architecture, CMU

Dera-Jill Lamontagne  
Architecture, CMU

Jeffrey Veenema  
Architecture, CMU
• The Box

• Economic Revival

• Cultural Strengths

• Infrastructure Improvements

• Positive Identity Adjustment

• Jazz Center
Context and Process

We started thinking about the Hill and what stigmas and associations it held. We were told it was a very poor district with projects and slums. We connected this to our ideas of projects based on New York and Philly. That is why when we visited the Hill and had our first meeting with the coalition, we were very surprised. Stemming from this surprise, we developed our think piece. It was a box, painted black and scratched and old. It was metal and cold. On the top were newspaper clippings from recent papers which heralded the Hill’s decline and the crime and desolation which the outside world assumed was there. However, the inside of the box was much different. Inside there was a plant growing, nestled in a bed of slips of paper on which we wrote the hopes and aspirations of the people whom we had met. The inside of the box exemplified hope and potential regeneration if only the top of the box could be removed and light let in to let the plant grow.

We used this imagery to fuel our design ideas and from them developed a design strategy which focused on the benefits which the Hill has inherent to itself. The cultural strengths of the Hill we viewed as a great asset and capitalized on these strengths with grassroots job development and a cultural museum focusing on Jazz and the historical significance of the Hill. We refined our original thoughts through meetings with David Lewis, community meetings in the Hill and walking the Hill which helped us to see what the Hill needed through the eyes of those in the Hill. The only notable group on which we lacked information was the young people, few of whom showed up to the meetings or were willing to talk with us.
**Project Description**

We approached the revitalization of the Hill District through the improvement of four main areas of focus:

- Commercial Development
- Cultural Amenities
- Infrastructure
- Identity

**Commercial Development**

In the past the commercial vibrancy of the Hill was centered along Wylie Avenue (as portrayed in the documentary “Wylie Avenue Days”). For many decades, the economic life of the Hill District has been bleeding away. Today, the main commercial corridor is along Centre Ave, with a spur at Dinwiddie Street.

In response to this, we proposed small business development that would be based on people’s existing abilities, talents and resources. These would be businesses that would not need much capital to initiate, but instead would be based on intellectual capital. Some examples could be: clothing, carpentry, pottery, music lessons or food. These businesses would originate in the Hill District, and then expand with satellites or distribution into the surrounding communities such as Oakland, the Strip District, downtown or the South Side.
Cultural Amenities

The history of the Hill District reveals a past rich and colorful in cultural activity. By tapping into this inherent reservoir of ability, we hope to rejuvenate the cultural life of the community through venues that put to use the skills, talents and history of the people. The residents of the Hill can use their cultural background as a foundation for economic growth. By using their skills in cooking African-American cuisine, weaving and many other crafts, they can maintain their heritage through business opportunities. Education and facilities for the arts, such as dance and theater, will create opportunities for shows and attract visitors as well. Pittsburgh once had a considerable presence in America's jazz scene, thanks to the Hill District. Jazz greats such as Charlie Parker had their beginnings in this neighborhood, and helped place Pittsburgh on the map with two other cities famous for jazz, New Orleans and Detroit. We propose a Center for Jazz Music in the heart of the Hill District. The complex would include a museum as well as classrooms and outdoor performance areas. By drawing from the community's rich history to create a new center for music, learning, and tourism, we hope to revive a cultural as well as economic aspect of the Hill District.

Infrastructure

The roads and connections into the hill are not in good repair today. There are many places where previous connections have been severed. The Civic Arena, Bigelow boulevard and the 376 Blvd of the Allies corridor have all
significantly diminished a person's ability to wander through or even get into the Hill. Public transportation through the Hill is also lacking. Most buses go on the busway or the Forbes-Fifth corridor. To alleviate these problems, we propose establishing bus routes through the Hill which are well labeled and obviously marked, both at the frequent stops and on the buses so that a person would know how to navigate the Hill through public transportation. These new routes would connect the Hill with Oakland, Shadyside, downtown, uptown and the Strip — all the major neighboring communities. In addition to new bus routes, we also propose an incline to the Strip. This mode of transportation existed in the past, and we feel it is one of the best ways to connect the Hill with the Strip even today.

In addition to the public transit system, we also propose rehabilitating many of the streets into the Hill. We have therefore defined nodes which should be points of obvious entry into the hill with signage and something to say "You are now entering the Hill District!". Streets themselves would also be improved, most significantly the whole of Kirkpatrick, which would have the incline at one end and the connection to the South Side at the other. This road would be straightened and planted with nice trees which would hopefully spur some building and economic growth along this corridor.
Finally, we would also like to make the Hill more pedestrian friendly by having nice waiting areas at the bus stops, wide and well-maintained sidewalks to walk on, and paths which go outside of the Hill and are easy and safe to navigate whether on bike or foot. For example, there used to be sets of stairs to the Strip where Bigelow runs now, we would like to reinstitute those, and also make the connection to Downtown more navigable on foot or bike.

Identity

The Hill does not have a very good identity right now. However, that could be changed by good press, both generated from within the Hill and from without. To initiate this good press, there should be street cleanups and beautification programs which reclaim some of the vacant lots and clean up the rampant weeds along many of the roads. The signage for the streets, along with street lights, need to be upgraded (Wilkinsburg is a good example) and street trees planted. Façade improvements could be made on many buildings, and sidewalks could be fixed up. Not only would all these things beautify the Hill and bring good press, but they would also put people to work and give them a stake and feeling of ownership in their community. There also needs to be a police force based in the Hill and run by Hill members so that the people of the Hill respect the officers. This could also go a long way toward alleviating much of the racial tension between Pittsburgh Police and Hill residents.
Additionally, if all the above major objectives related to culture, economics and infrastructure were made, the Hill would by nature acquire a nicer identity. There would be things to do, places to go, concerts to watch, dancing, street performances, small and large shops, a museum, good transportation, public parks, and all the other small improvements which accompany a neighborhood in its heyday.

**Final Recommendations**

Our recommendations are based on our starting sentence: Regeneration will occur in the Hill with economic revival based on cultural strengths supporting infrastructure improvement and causing a positive image adjustment.

The first thing to establish is an economic base, without that, none of the other elements can occur. This will create pride in the community and a desire to accomplish the other elements on the list. We feel that the best way to accomplish this economic revival is through the use of existing skills and talents based on the cultural strengths of the hill both present and past. This economic rebirth will lend impetus and credibility to the other improvements we have suggested relating to infrastructure and identity.

One recommendation does not have to be completed to start another, they should all be happening simultaneously, and be working in concert to help the Hill hit a high note.
Schematic Outline of Main Themes and Subtopics

**Commercial**
- Mixed Use
- Spurs
- **Jazz Industry**
  - Manufacturing
  - Recording
  - Sales
  - Design

**Culture**
- Hill Wares
- Jazz Museum
- Jazz Events
- Jazz Education
- Fifth Ave. School
Commercial Spurs from Centre Avenue Corridor

Expands area of economic activity beyond a single line.
Integrates mixed use living.
Distribution of Jazz Industry

Critical mass must be reached to stimulate sustained growth, therefore we propose 4 areas of critical mass in the industry: manufacturing and distribution in the Strip, recording in the Hill, sales in the Hill (and exports) and design and advertising based from the Hill.

- Increased presence in community per location
- Concentrated but not exclusive
- Provides nodes within Hill Community.
Commercial

Mixed Use

Spurs

Jazz Industry

Manufacturing

Recording

Mixed Use

Spurs

Jazz Industry

Manufacturing / Distributing

Recording

Mixed Use

Spurs

Jazz Industry

Manufacturing / Distributing

Recording

Manufacturing / Distributing

Recording
Designing / Advertising

- Use both Computers & traditional methods
- Upgrade the technology in the Hill, train users and workers
- Ad firms can service businesses and local stores, restaurants, etc.

Sales

+ Music sales generate revenue & recognition
+ Hill label becomes well known & coveted
+ Music almost as powerful in public opinion as word of mouth
+ Pervasive and cheap form of advertising
+ Provides beneficial atmosphere and a positive image
+ Some people don't like jazz
Hill Wares

- Can generate revenue outside Hill.
- Personalized income & pricing.
- Low overhead.
- Establishes value for resident’s handicrafts/skills.

- Personal effort builds pride in product.
- Allows Hill residents to use present skills.
- Can be made most anywhere with few resources.
Jazz Museum

- Major Cultural Node, using Hill heritage
- Next to Civic Arena, an existing landmark
- Visitors come from other communities, all converging in the Hill.
- Boosts culture, economy, & identity of Hill.
Culture

- Hill Wares
- Jazz Museum
- Jazz Events
- Jazz Education
- Fifth Ave. School

JAZZ FESTIVAL

- A week of jazz cultural immersion
- Education in heritage & industry
- Community comes together
- Tourism in the Hill
**Jazz Education Outreach**

- **Child Instruction**
  - Vital education for youth
  - Experience for college students

- **Adult Instruction**
  - Continuing or first-time music lessons

- **Symbiotic Exchange**
  - Students offer services to community.
  - Students gain experience & can access resources of Jazz Center for research, performance, etc.
Fifth Ave. High School Revival

- Students in Hill interact on way to school & build friendships
- Parents easily involved due to proximity of school
- Possibility to become "slum school"

+ Common experiences build comraderie
+ Sports become community event and rally point
+ School within walking distance - promotes after school activities
Hill Transit: Loop vs. Line

**Loop**
- Continuous Circuit
- Creates zone of heightened activity (yellow)
- Isolated & closed
- Hinders through traffic flow.

**Line**
- Open-ended
- Increased traffic through Hill
- Supports existing shopping patterns
- Direct Link
- Hard to perceive Hill as self contained
Hill Transit: Link to Oakland

- Incline
- Improve Streets
- Loop vs. Line
- To Oakland

Bus Routes
- Stops
- Oakland Buses
- Signage

Centre
Bellefield
Neville
Pitt
Fifth
Forbes
Residential

The Carnegie
Carnegie Mellon
KLM
**Bus Routing in City Limits**

**NOW**
- Stripped and E. Liberty
- Shadyside and Squirrel Hill
- Uptown and Oakland
- Downtown and Hill

**LATER**
- N. Side and Stripped and E. Liberty
- Shadyside
- Squirrel Hill
- Uptown and Oakland
- S. Side

- Relieves bus traffic on Fifth Ave. [Oakland/Uptown]
- Low cost for execution
- Convenient access to/from hill
- Increased exposure can reduce crime
- Traffic congestion/Noise pollution
Bus Stops as Points of Refuge

Infrastructure
- Incline
- Improve Streets
- Loop vs. Line
  - To Oakland
- Bus Routes
  - Stops
  - Oakland Buses
  - Signage
Hill Bus Signage

MINI BUSES
- Small size is less imposing, pedestrian
- Quiet, less emissions
- Painted by community members

SIGNAGE
- Increased awareness of route & stops
- Heightens presence of public transit
Gateways to the Hill

**MARKERS**

- Provides visual icons
- Utilize existing pattern language

**PUBLIC SQUARES**

- Occupiable entrance
- Nodes for pedestrian activity
Beautification

- Boosts pride in the community & in turn a feeling of neighborhood unity
- Creates jobs in maintenance & restoration
- Improves outside perception of Hill's image.
Facade Rehabilitations

- Infill the gaps
- Maintain the Pittsburgh Vernacular
- Restore existing building facades using pattern language
Sidewalk Expansion

- Increases pedestrian activity
- Sidewalks become a place, not just a transit between places
- Narrows traffic space, perhaps eliminating street parking
Streetscape Improvement

- Improves street atmosphere
- Rejuvenates pedestrian activity
- Sense of security heightened

LIGHTS | STREET SIGNS | GREENERY | PAVING - reuse or install original brick roads & sidewalks
Greenspaces

- Multiple contiguous lots in residential areas considered for greenspace
- Neighborhood parks create community interaction
- Gathering/cookout space & playground
- Bus stops signified by a break in the urban facade
  - Softens waiting experience
  - 2-front stores
Master Plan showing the Centre Avenue development and the nodes or gates which connect the Hill to the other neighborhoods of Pittsburgh.

The lower two diagrams show the many jobs that could be derived from looking just at the inherent skills and talents of the residents of the Hill.
The Hill District suffers from a number of problems. These become issues for any urban plan for the area. The most pressing issues fall in the realms of economic, social and material needs.

Economic
- The area lacks revenue generators
- There are very few services available to residents or users
- The district is largely populated by one general income group

Social
- The area is essentially segregated by race and income
- The area has slowly lost much of its population and decline continues
- The Hill has an image problem; it is viewed by outsiders as dangerous and hopelessly depressed

Material
- Much of the remaining property in the Hill is in decay
- The urban environment has been sorely neglected
- There are few amenities

Wing-Loong Cheung
Architecture, CMU

Hee Mong Park
Architecture, CMU

Dongjun Won
Architecture, CMU
• **Generating and Circulating Money in the Hill**

• **Overall Strategy**

• **New Lower Hill Developments**

• **Central Hill Developments**

• **Small Businesses - Mixed Use**

• **Large Businesses**

• **Institutions**
Investment

We feel that the solutions to the problems of the Hill District are most strongly linked to an approach from an economic standpoint. The key is the creation of economic generators, activities that bring money and activity into the district. These could capitalize on the central location of the Hill District within the city. Long-term sustainability of these ventures would depend on healthy exchange of products and services outside of the Hill, while still contributing to the district through employment in the community and other spending. Other ventures could capitalize on the unique history and traditions of the Hill. The goal of this path would be enhanced economic stability for the district, allowing for improvement of amenities. This opens the possibility of having more people stay in the area by choice, with perhaps an increased diversity of income levels. Investment in the Hill has the potential to pay off in terms of more jobs, increased tax revenues, reduced law enforcement costs and reduced social service costs.

Description of Program in Four Phases

Phase 1

The first move is to bring in service-type small businesses that can gain immediate profit from other larger businesses in surrounding areas. These will be business supporting companies such as courier service, various types of building maintenance and parking.
Phase 2

Introduce larger export-oriented businesses. These businesses can make products that are local specialties, or they can simply benefit from the local structure of the present / future labor forces which will be close by and low cost. These will probably be food businesses, production and / or retail. They can deal in large production and / or distribution of, for example, local African-American cuisine, or they can simply be a large scale production of a generic type food using the low cost labor force, not requiring so much skill. Examples of this would be deli food and frozen food. Or the businesses can do both: large scale production of specialized food.

Phase 3

The third phase will define the real physical form of the entire district. It will also define the character of a self sustaining neighborhood by providing all the necessities for incoming inhabitants. There will be two simultaneous developments.

Phase 3A - The center of the district will be constructed around the area outlined by Centre, Wylie, Kirckpatrick and Dinwiddie. There will be fairly dense (3-4 stories) small scale for-rent commercial buildings here intended to provide the everyday needs of the inhabitants of the district.

Phase 3B - This phase will be a major housing development / redevelopment to stabilize the full time population of the Hill.
CIVIC BUILDINGS

PERFORMANCE
MUSEUMS
ADMINISTRATION
ORGANIZATIONS
LIBRARY
SCHOOLS

NEW LOWER HILL
ENTERTAINMENT & COMMERCIAL AREA
EXISTENTIAL CIVIC ARENA AS MAIN SOURCE GREEN
NEW BUILDINGS HONOR THE HIGH CHARACTER

WHERE THE HILL MEETS DOWNTOWN
"THE HILL'S CASH MACHINE"

Small businesses

PRODUCTION, MEDIA, SERVICE, RETAIL...
ANYTHING YOU CAN IMAGINE.
THIS IS WHERE BUSINESSES START OUT

LARGE BUSINESSES
THE HILL'S CENTRAL EXCHANGE PLACE

COMPANIES THAT MANUFACTURE PRODUCTS FOR THE HILL,
THE CITY, THE REGION, AND THE NATION.

Proudly made in
The Hill District, Pittsburgh, Pennsylvania
Phase 4

The final phase is about reinforcing the identity of the Hill, both the historic and the new. It will introduce small and large cultural and entertaining institutions. An example of a specialized educational institution would be: a school(s) for jazz music. Performance halls, theaters and sports facilities for playing and spectating would be formed which might relate to the rich sporting history of the Hill in such teams as the Pittsburgh Crawfords.
Sections around arena area

Master Plan showing the Centre Avenue development and the Civic Arena focus.
Larger scale plan of Civic Arena

Detail plan of Civic Arena truss garden.
Residential block under construction.

End elevation of anchor elements.
Plan of dense housing areas.

Sections of typical house and end special buildings.
Finished housing block.

Perspective down residential street.
Section Three
Rebuilding the Hill
The Members of the Hill
1999 and following

To the Hill and the Coalition
From all the members of the Urban Design Lab 1999
Thank you for all that you taught us.
We wish you the best.
The End.