

EastShore Pennsylvania

A ULI Advisory Services Panel Report

June 6–9, 2022



ULI Urban Land
Institute
Advisory Services

EastShore, Pennsylvania

A New Vision for the Boroughs of Braddock,
North Braddock, Rankin, and Swissvale

A ULI Advisory Services Panel Report

June 6–9, 2022



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About the Urban Land Institute

THE URBAN LAND INSTITUTE is a global, member-driven organization comprising more than 45,000 real estate and urban development professionals dedicated to advancing the Institute's mission of shaping the future of the built environment for transformative impact in communities worldwide.

ULI's interdisciplinary membership represents all aspects of the industry, including developers, property owners, investors, architects, urban planners, public officials, real estate brokers, appraisers, attorneys, engineers, financiers, and academics. Established in 1936, the Institute has a presence in the Americas, Europe, and Asia Pacific regions, with members in 80 countries.

The extraordinary impact that ULI makes on land use decision-making is based on its members sharing expertise on a variety of factors affecting the built environment, including urbanization, demographic and population changes, new economic drivers, technology advancements, and environmental concerns.

Peer-to-peer learning is achieved through the knowledge shared by members at thousands of convenings each year that reinforce ULI's position as a global authority on land use and real estate. In 2021 alone, more than 2,700 events, both virtual and in person, were held in cities around the world.

Drawing on the work of its members, the Institute recognizes and shares best practices in urban design and development for the benefit of communities around the globe.

More information is available at uli.org. Follow ULI on Twitter, Facebook, LinkedIn, and Instagram.

COVER PHOTO: An aerial view of the Monongahela River looking northwest toward Pittsburgh, with Braddock in the foreground. (Dave DiCello)

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About ULI Advisory Services

THE GOAL OF THE ULI ADVISORY SERVICES program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 700 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfield redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's advisory services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and are screened to ensure their objectivity. ULI's interdisciplinary panel teams provide a holistic look at development problems. A respected ULI member who has previous panel experience chairs each panel.

The agenda for an advisory panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives, stakeholder interviews and a day of formulating recommendations. Long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. A written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academics, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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The ULI panel also wishes to thank Charles Starrett and Bill Pfoff for their coordination and support for the panel. The panel also thanks Tom Murphy for his dedicated involvement and advice to the panel both before and during the panel's visit.

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Introduction and Summary of Recommendations

THE EASTSHORE COMMUNITIES consist of the boroughs of Braddock, North Braddock, Rankin, and Swissvale. These boroughs are four of the many communities in the Monongahela (“Mon”) Valley, seven miles upriver from downtown Pittsburgh. Historically, each of the boroughs was heavily involved in the production of steel and, as the fortunes of the steelmaking industry waned, the economic vitality of these communities has suffered.

The Enterprise Zone Corporation of Braddock (EZCB), representing all four boroughs, invited the ULI to conduct an Advisory Services panel to address a variety of questions focused on economic development, land use, and organizational structure.

The EastShore communities of Braddock, North Braddock, Rankin, and Swissvale face many challenges. Since the 1950s, the area has suffered population loss and economic decline. With the de-industrialization of steelmaking and manufacturing in the Pittsburgh area beginning in the 1970s and continuing into the 2000s, this area was hurt as much as or more than any in the country.

Braddock and Rankin are designated as distressed under Pennsylvania’s Act 47, with North Braddock graduating from



Area map.

Act 47 a few years ago. Swissvale, although more stable than the other three towns, has similar challenges. Statistically these communities are some of the poorest in Allegheny County and in Pennsylvania. Per capita income falls below the poverty line, and unemployment and vacancy rates rank near the bottom of Allegheny County's 130 municipalities.

Blighted, vacant, tax-delinquent properties are a particular concern in North Braddock and Braddock. These communities are perceived as poor, high-crime areas—a dangerous place to live and work. This negative image makes it difficult to market the area for new development. The 130-acre Carrie Furnace Redevelopment Site in Rankin and Swissvale has been prepared for redevelopment, but COVID-19 has slowed those redevelopment plans. All of these factors affect the ability of the local governments to have the necessary resources to provide basic services.

From time to time, the four separate municipalities cooperate and share services, particularly through the Council of Governments. Attempts at sharing significant services such as public safety, public works, and garbage collection have not been successful.

With that being said, business development and nonprofit groups like the Braddock Carnegie Library, Braddock's Battlefield History Center in North Braddock, Heritage Community Initiatives in Braddock, the Carnegie Free Library of Swissvale, the Rankin Christian Center in Rankin, Rivers of Steel Heritage Corporation in Rankin/Swissvale, the Free Store in Braddock, and others have created a positive momentum. Young entrepreneurs have brought their companies to the area and are getting involved with the EZCB and other groups.

In the neighborhoods, meanwhile, the Mon Valley Initiative, with state and county support, has renovated and built low- and moderate-income housing units in all four towns, and new families are buying market-based housing, particularly in Swissvale. The Mon Valley Initiative recently completed the Schoolhouse Condominiums in the center of Swissvale. In Braddock, townhouses were built on a former hospital site along with a commercial building and a civic plaza. Also in Braddock, a developer totally renovated the former Ohringer Furniture building to provide 37 affordable apartment units in a project called the Ohringer Arts.

Private- and public-sector investment is making a difference in helping turn around the disinvestment that occurred for decades. The location of the EastShore relative to the I-376/Parkway East is a great asset.

In 2015, EZCB embarked on a formal initiative to improve the image of the area: the EastShore Initiative. There was much discussion within the organization about expanding its role from its original mission of assisting in and promoting economic development. With encouragement from local public officials and businesspersons, it was determined that EZCB was in a position to expand its role as an advocate for the area.

EZCB is uniquely situated to take a leading role as an advocate for these communities. With 50 general members and 11 board members, this organization has representation from elected officials for the four boroughs and private-sector representatives. This enables the EZCB to build support and address the challenge of undertaking a strategic plan. EZCB has had success in supporting economic development and administers a revolving loan fund to assist in financing business development. Support of business development, with 125 projects assisted over 30 years, has established EZCB's credibility among business and local government representatives. A strategic planning process that engages multiple stakeholders is essential for a broad-based coalition for community-wide development.

Furthermore, EZCB is connected with regional groups like the Allegheny Conference's Strengthening Communities Partnership and Leadership Pittsburgh, the Leadership Development Initiative, and the national Urban Land Institute. The Claude Worthington Benedum Foundation and the Howmet Aerospace Foundation have awarded grants to EZCB in support of the EastShore Initiative that are being used for the strategic planning process. These associations and the progress that has been made over the last few years—supported by a strategic plan—will assist EZCB in meeting its goals of creating prosperity and community-wide development.

The Panel's Assignment

The questions to be addressed by the panel include the following:

- Should EZCB emphasize business development and job creation or advance to broader community development?

- What is the market to attract new and emerging businesses, such as tech firms?
 - How do we improve access to EastShore?
 - How do we take advantage of Riverfront Property to advance development?
 - How do we play a role and accelerate the development of the Carrie Furnace site?
 - How do we build upon recent retail business development in Braddock?
 - How do we advance development in Swissvale's business districts?
 - Is EZCB positioned and does it have the resources and capacity to lead the implementation of the strategic plan?
 - How can we get local, county, and state governments to provide broader support of our plans?
 - EZCB has been involved in over 125 development projects, how can we build on these successful projects and accelerate this momentum?
 - How should this study, which includes four separate municipalities, balance manufacturing and industrial development while ensuring coexistence with retail, service businesses, and residential areas?
 - What initiatives need to be undertaken to assure that development activities in certain areas benefit all of the communities?
2. Understand the land economics that face the future EastShore and create a land use and organizational model that plays to the social strengths and the markets of the communities and the broader Pittsburgh area.
 3. Create a Production District that caters not only to the existing need for light industrial uses, but also to the prototype and small manufacturing that is currently being incubated and innovated in the university and innovation areas of the city of Pittsburgh.
 4. Conduct a parcel-specific inventory of property to determine where revival of housing can be accomplished in clusters and groups to maximize efficiency.
 5. Create an organization that is the successor to EZCB that can act as a consolidated EastShore economic development entity.
 6. Staff this organization with the critical positions to focus on bringing the new economy to the Production District, creating the housing revival areas, and creating the Riverway District. Ensure that coordination with the county is focused on these goals.
 7. Fund this organization with philanthropic funds initially and eventually from the multitude of local, state, and federal and philanthropic dollars that use the vision of the revived EastShore as the goal. Eventually, create a \$3 million to \$5 million development fund to finance projects in the study area.

The remainder of this report expounds upon these basic recommendations.

The Panel's Recommendations

The ULI panel recommends that the EastShore communities collaborate to implement the following recommendations:

1. Recognize the potential draw of the riverfront by creating a Riverway District that allows vehicles, bikes, and pedestrians to enjoy and experience the Monongahela River.



Market Trends

UNDERSTANDING THE SOCIOECONOMIC TRENDS that are affecting the study area can help planners identify the potential and pressure for future land uses. ULI believes that successful urban planning and land use policy can best be described as public action that generates a desirable, widespread, and sustained private market reaction. Therefore, Advisory Services panel reports typically have their foundation in market possibilities.

The ULI panel used a variety of resources to conduct a scan of the market potential for all four boroughs, including ESRI Business Analyst, Bureau of Labor Statistics, U.S. Census Bureau and American Community Surveys, and CBRE analysis of industrial for the Pittsburgh region. The panel also contacted several brokers and developers to get an understanding of where the real estate market stands for the four boroughs.

Demographic Shifts

Over the past 10 years all four boroughs experienced a significant drop in population as well as decreased commercial, retail, and industrial space. This is especially true for North Braddock's housing stock. While Swissvale has seen a rebound in revitalization and redevelopment in neighborhoods and especially in the Regent Square

commercial area, most other parts of the boroughs have seen a decline of vitality.

To be sure, several successful redevelopments have helped, such as the development around the Braddock Civic Plaza and some successful repurposing of warehouse spaces. In general this particular part of the Pittsburgh region has not benefited as much as others from the new economies created by its universities and technology companies. The panel sees this as more a function of “managing decline,” and it is necessary to rebrand and refocus economic development efforts to see the boroughs as locations to attract talent and population. In the regional context, the EastShore can use its existing housing stock and potential redevelopment opportunities as a competitive advantage because of the existing infrastructure.

Except for Swissvale, no natural demand for new market-rate housing exists in Rankin, Braddock, and North Braddock. In fact, there appears to be a steady and consistent decline in population and housing units for the boroughs of Braddock, North Braddock, and Rankin. As with all such projections, these numbers are based on past history, and it is the panel's belief that without a significant intervention such as placemaking, a plan for housing, infrastructure investment, or an industrial strategy, these communities will continue to experience population decline.

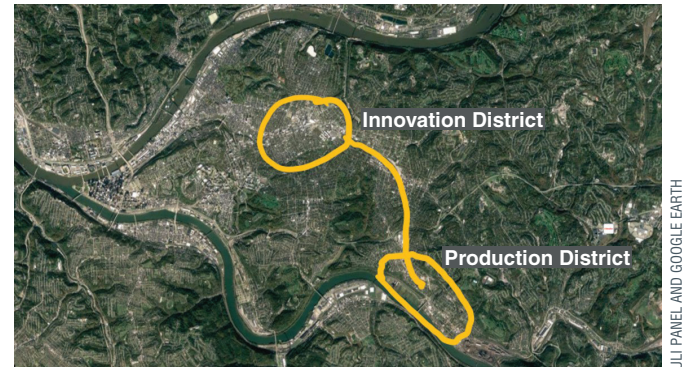
There is a slight need for some local-serving retail within a five-minute drive time of the study area, including restaurants and food services, grocery stores, and general merchandise.

The bright spot appears to be in the industrial sector as it relates to light industrial, flex-tech, and industrial facilities with need for high-bay space and vehicle storage. This trend is based on the regional need that showed a staggering 38 percent increase in the leasing of industrial space over the past calendar year. The boroughs will need to position themselves to accommodate some portion of the projected need.

The panel recommends a series of projects and initiatives to take advantage of this industrial need and makes suggestions about initiatives that could be helpful in changing the trajectory of residential for the area.

New-Economy Production Needs

In the past, the Pittsburgh region was a steel creation machine. The EastShore area and the entire Mon Valley provided the essential labor force, transportation routes, storage facilities, and plant locations for the various supply chain components that made up the steel industry. United States Steel and large industrial facilities dominated the landscape for 100 years. For a variety of reasons, that industry will continue in the EastShore area, but not at past levels, so it is essential that these communities find their next place in the sun. The panel believes that the new economies that have been created by the high-tech and research functions at the universities in Pittsburgh should be the focus of economic development effort for the EastShore area. EastShore can be part of that new economy just as it was for the steel economy.

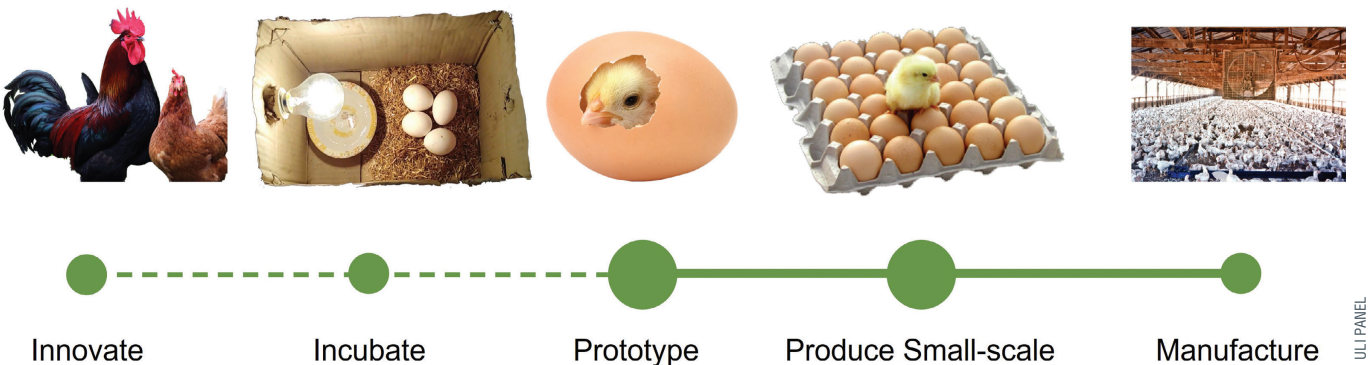


EastShore can be a location that takes advantage of the university and technology innovation centers in Pittsburgh.

Positioning for Prototype Manufacturing and Small-Scale Production

The innovative and incubator functions of the new economy will likely take place in and near the university centers and the locations of companies such as Google, Uber, and similar high-tech innovators. However, the next stages of

the production process such a prototype manufacturing and small-scale production will require space and locations that EastShore can provide. The graphic below illustrates the several stages along the production continuum that can be accommodated by the underused and vacant spaces in the four boroughs.



EastShore can provide Pittsburgh with the prototype manufacturing and small-scale manufacturing needed for the 21st-century economy.

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Planning and Development Framework

The following set of assumptions informs the panel's observations and recommendations:

- Healthy neighborhoods are truly mixed-income and diverse places.
- Each neighborhood holds a unique set of qualities and goals, and neighborhood residents have a voice in articulating a creative vision that is guided by the larger citywide strategy.
- Effective comprehensive strategies are holistic and informed by evidence, and they address systems.
- Effective comprehensive strategies establish goals for multiple time horizons: short term, 10 years out, and 20 to 40 years out.
- The market can bring essential capital, but the market cannot and will not solve everything.

The Busway to Capitalize on Pittsburgh's New Economies

The Busway Station in Swissvale offers an incredible opportunity for all four boroughs. It provides a convenient

connection to all the innovation and university research centers located in the city and is a competitive advantage not available in other similarly located suburban areas. The future extension of the busway through Braddock and North Braddock will likewise provide impetus for investment and redevelopment. The busway alignment through Braddock and North Braddock should be located adjacent to the existing rail line and *not* relocated to the south.

Property Inventory

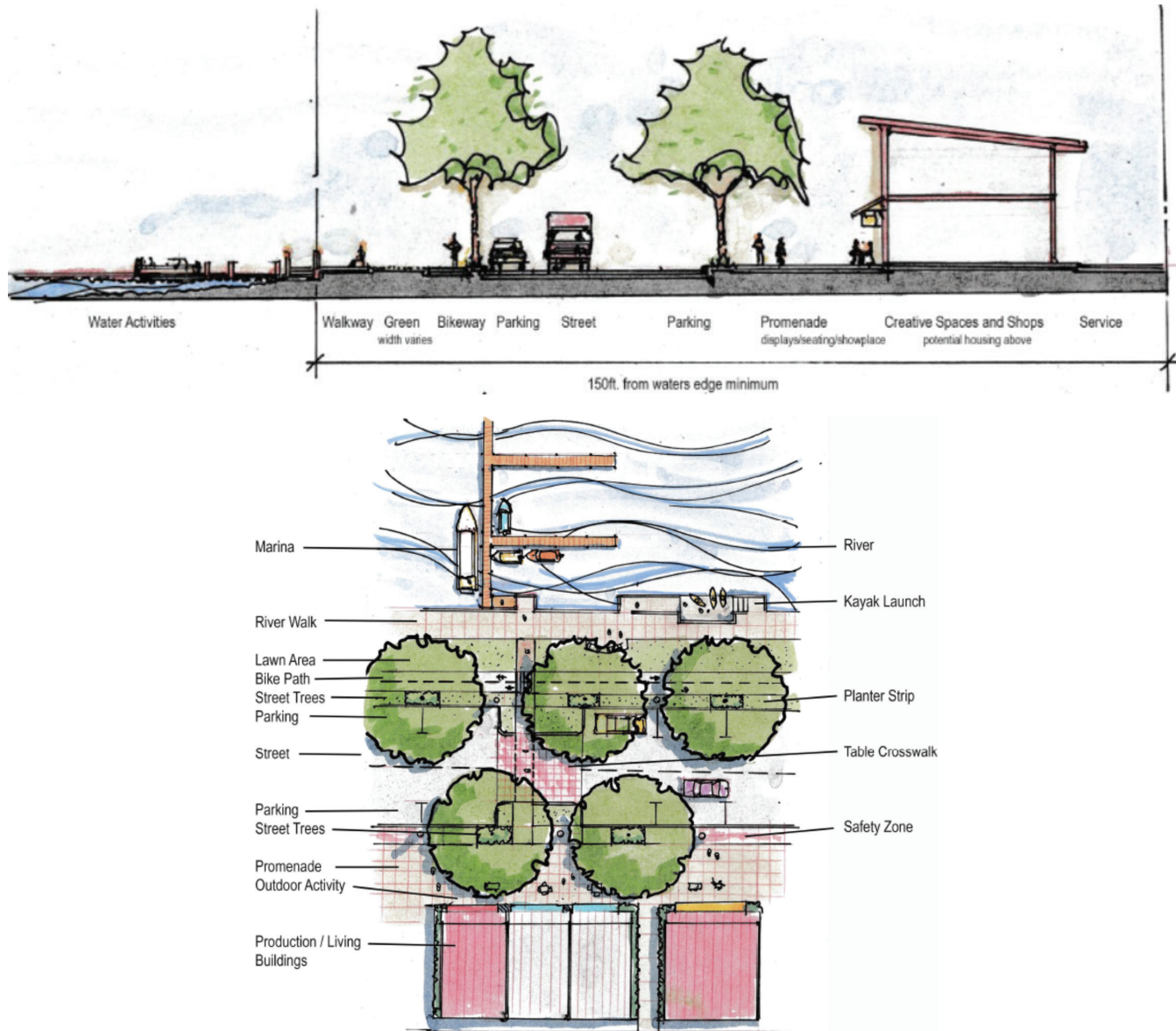
The panel believes that the community needs to identify strategic clusters of blighted, tax-delinquent properties for consolidation. This will require an in-depth survey of properties to determine structural conditions, existing utilities, ownership patterns, and prioritization so the boroughs and the county can begin the long and difficult process of clearing dilapidated housing to provide locations for new affordable and attainable housing. This housing revival area will provide the Production District with the housing needed to support new employees.

This property inventory will also need to be provided for the area located between Woodlawn Avenue and the river in

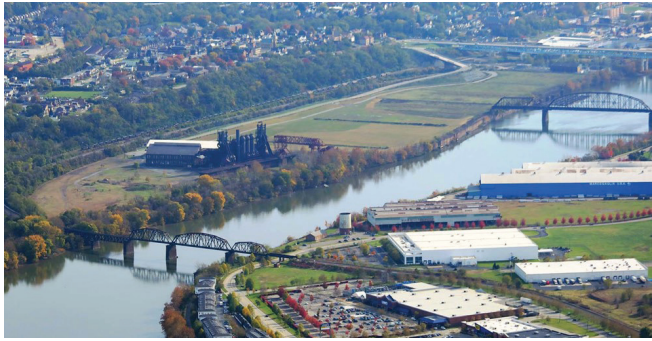
Braddock to determine which properties can be repurposed for the Production District. These properties include a variety of vacant parcels, underused industrial, underused residential, and public properties that all need to be inventoried so they can be presented as a block of properties ready to accommodate light industrial users, with a special emphasis on prototype manufacturing and new technologies generated by the universities and high-tech business in downtown.

Riverway Park District

The panel proposes establishment of a Riverway Park District along the Monongahela River from the Carrie Furnace to the U.S. Steel Edgar Thomson Works. This should include extensions to the Great Allegheny Passage trail as well as north to Duck Hollow in Pittsburgh. The Riverway Park should be designed as a 150-foot-wide facility accommodating river access, walkways, and bikeways, no commercial



The Riverway Park District can provide a 150-foot-wide facility accommodating river access, walkways, and bikeways, with room for a promenade and creative spaces.



The Riverway district should extend from the Carrie Furnace to the U.S. Steel Edgar Thomson Works.

vehicular traffic, and room for a promenade, creative spaces, shops, and service areas.

The Riverway Park District provides the EastShore with a new identity that reflects upon the industries of the past but provides the type of recreational amenity necessary to attract the workforce of the new economies. This amenity can also be used to convince populations to relocate to the EastShore communities. The immediate incorporation of the Riverway Park into the Carrie Furnace Master Plan will provide the impetus for continuation upriver.

Housing Revival Districts

The four boroughs need to have a strategy to begin revitalizing housing. This will help support an inclusive community, provide housing for the Production District, and change

attitudes in the Pittsburgh region about EastShore housing stock. This is especially true for North Braddock.

This process cannot be a series of one-off, one-house-at-a-time revitalization efforts. The county needs to be a partner, and it should be presented with a triaged list of blocks that can be revitalized. In some cases, that means tearing down entire blocks of structures that are dilapidated, and in other cases, that means relocating the one or two well-kept units on that block that discouraged this type of clearance in the past. The entire process from acquisition to demolition to preparing the properties for requests for qualifications/ requests for proposals (RFQ/RFP) for new housing needs to be coordinated by a single entity.

Decisions must be made using a set of criteria, such as listening to the land, providing open connections to the river, celebrating hills and valleys, and leveraging the busway and the busway extension. It also means considering a market



THE COTTAGE COMPANY



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THE COTTAGE COMPANY



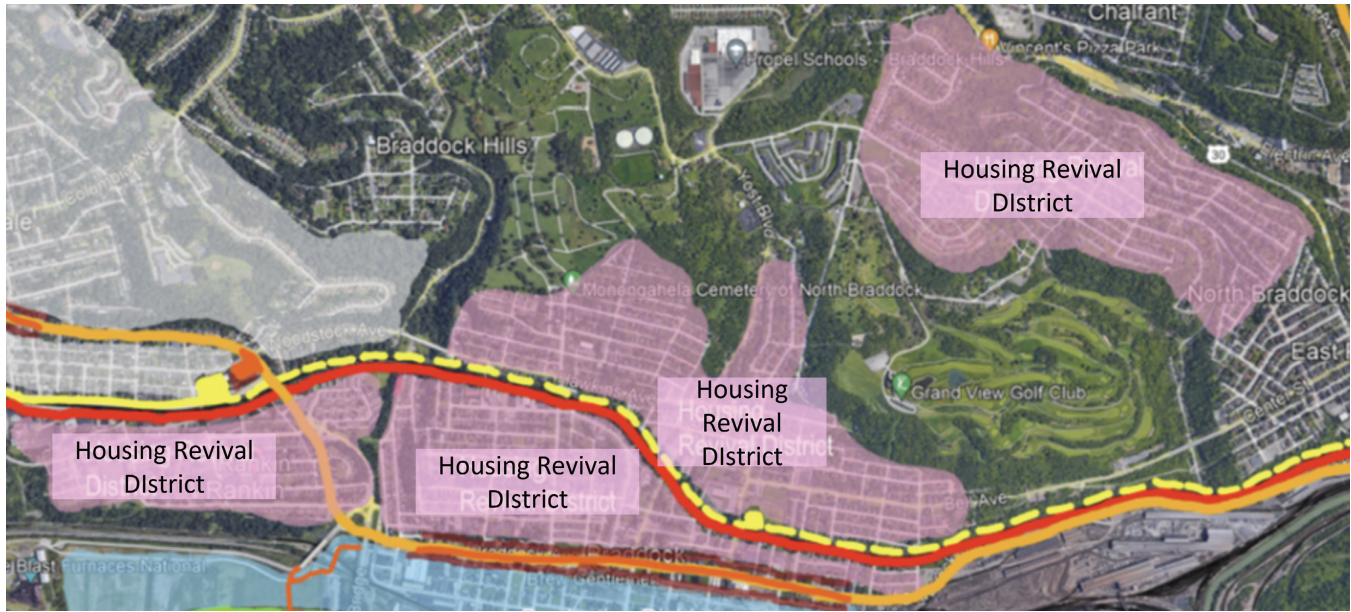
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THE COTTAGE COMPANY

Dilapidated housing needs to be cleared and the parcels made available for new housing.

In addition to row houses, the housing revival areas should consider new housing products such as cottages on small single-family lots.



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The panel has suggested several locations for revitalized housing.

resize/refit and expanding housing types outside the standard rowhouse and large-lot single-family homes. The panel suggests considering a very small lot single cottage home.

Existing residents and homeowners need to be supported in those locations where housing stock is relatively stable and where the boroughs and other local groups can provide the homeowners with programs and resources such as promotion of improvements like roof repairs, weatherization, or electrical and plumbing upgrades. These areas should also include wraparound services needed to create readiness for homeownership.

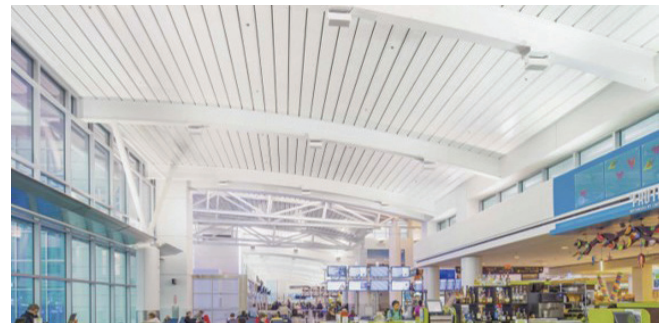
In those areas that are not stable, the boroughs need to be prepared to allow the area to return to the wild and to land bank where appropriate.

Production District

The panel envisions the EastShore Production District as a location that can not only accommodate the expansion of local light industrial, machine shops, tin knockers, light assembly, and similar uses, but also accommodate the prototype manufacturing, small-scale manufacturing, and manufacturing processes that require accelerated timelines. It is this prototype manufacturing that will distinguish itself with innovation as well as incubators and accelerators generated by the universities and technology companies that have established themselves in Pittsburgh. This district has some of the “rough” and “gritty” space desired by these new economies for their production space, and the panel believes

the price differential, while substantial, is still large enough to attract such users.

Existing business such as the U.S. Steel Edgar Thomson Works, Linde LLC, Dipcraft Manufacturing Company, Sciarretti Site Development & Paving Company Inc., Trau & Loevner, Ink Division Printing Co., and Kopp Glass provide the area with a wide variety of traditional manufacturing facilities drawing on the area’s talent. Other local job creators such as Epic Metals and Phillips Tank and Structure are



EPIC METALS



PHILLIPS TANK AND STRUCTURE

Several existing industrial businesses such as Epic Metals and Phillips Tank and Structure represent the traditional manufacturing that is thriving in EastShore.

BEN 2030 FUTURES PLAN

Many of the ULI panel's recommendations for promoting industrial development have already been provided as part of the *BEN 2030 Futures* plan report (www.bencompplan.org/home).

As defined in the *BEN 2030 Futures* plan, *advanced manufacturing* is a term used to describe businesses that are using new or innovative technologies into products that may have a high level of design. These types of businesses are frequently discussed in innovation areas. Advanced manufacturing and innovative businesses can occur at any scale, from the storefront small business to the large warehouse-based enterprise. Braddock has an ample inventory of buildings and sites that are inexpensive and ready for redevelopment. By actively marketing these different building types as opportunities for investment, the business community can cultivate an entrepreneurial ecosystem where small businesses can grow or can support larger enterprises.



BEN 2030 FUTURES PLAN



BEN 2030 FUTURES PLAN



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The Production District will extend from the Carrie Furnace to the Edgar Thomson Works.

enhanced by uses such as Fifth Season, Brew Gentlemen, UniCentric, and others to provide a great cluster of both traditional local and new-economy businesses that will begin to attract others in both categories.

The Production District includes several types of space: vacant land in the form of single or several lots (examples: lots between First and Second streets or between Seventh and Penn in Braddock), large parcels of vacant land (example:

Carrie Furnace site), underused industrial structures, currently occupied but underused industrial structures, and finally some residential structures that may be better used as industrial. The property inventory mentioned earlier in this report should be instructional in how to better package these industrial properties for successful marketing. The panel believes there is a need today for up to 40,000 square feet of flex industrial space.



Organizational Structure and Funding

THE EZCB, ALONG WITH ITS PARTNERS, has led economic development in the four boroughs for 30 years. The EZCB is the go-to entity for the advancement of economic prosperity in the four boroughs. The panel believes the time is ripe for the EZCB to evolve into a new entity that can continue the efforts and expand the vision and strategy for the coming decade.

Evolving EZCB into EastShore Economic Development Council

The recommended vision and strategy require a new and advanced level of organization that the panel is calling the EastShore Economic Development Council (E2DC). E2DC will undertake strategic land acquisition, coordinate layered and complex funding options, manage a new interjurisdictional planning and regulatory framework, develop a land inventory and data base, and provide dedicated marketing for all four boroughs.

Elements of E2DC

The structure envisioned by the panel is as follows:

- **Council**—Key elected officials from each jurisdiction. Minimum of four. Ideally, the mayors and presidents of councils of each jurisdiction or their designees.
- **Advisory Board**—Members of the broader community to advise on potential funding, grant opportunities, support from philanthropic organizations, as well as universities and work force training providers.
- **Community Panel**—Local business leaders, educational representatives, social service providers to provide input on local concerns and issues.

Scope and Responsibilities

E2DC will be the leader organization dedicated to the advancement of economic and community development in the EastShore. It will act as the steward of the vision and strategy for the EastShore, will operate as the marketing arm of the EastShore and as the convener of borough officials, experts, and local interests. E2DC will be the go-to entity for these development opportunities and will be a proactive seeker for economic development opportunities. Its mission will be *Improving Prosperity for the EastShore*.

Staffing

Full-time and part-time staff will be necessary for this new entity. These positions will include:

- **An economic development professional**—Serves as director. Strong experience in economic development in a redevelopment context, well versed in the continuum of innovation, good relationship builder.
- **Real estate professional**—Experience in real estate market analysis or development experience.
- **Planning professional**—Experience in innovative regulatory policies, interjurisdictional planning.
- **Marketing**—Part-time/contracted services to actively market EastShore.
- **Support**—Part-time support of operations.

The panel believes that the startup cost for these positions and the money necessary on an annual basis to achieve this new entity will be about \$400,000.

Immediate Initiatives

Some immediate initiatives for the E2DC include the following:

- Convene new Council, Advisory Board, and Community Panel. Introduce new vision and strategy. Create operational structure.
- Create an integrated master plan of the Production District. Follow up with innovative regulatory framework.
- Conduct a market analysis.
- Perform a centralized inventory of properties and condition analysis.
- Conduct an infrastructure needs assessment.
- Inventory local job training opportunities.

- Develop a treasure chest of funding and financing to undertake studies, and provide funds for housing, production development, and infrastructure projects.

Funding

A variety of sources can help fund the new EastShore initiative. It is important the EastShore vision previously outlined be embraced, articulated, and memorialized so that it can be used in the initial stages of creating the E2DC. The funding can be envisioned as two phases.

Initial Funding

This initial funding comes from philanthropic organizations and donations from private-sector entities through the Pennsylvania Neighborhood Assistance Program. Support from the boroughs and county is essential for startup of the organization. This startup money will need to fund operation for at least five years and includes the hiring of the full-time director, real estate professional, and planner. It also includes kick-starting the organization's structure with the Council, the Advisory Board, and the Community Panel. In addition, it includes the funds necessary to prepare the inventory of properties. The panel estimates these startup costs at \$250,000.

The E2DC should also understand how to leverage money to turn \$1 into \$10 and that scale is important. Perception is reality; undertaking the revitalization of 100 homes, not just 10 homes, will get the public interested and drive future support for the organization.

Ongoing Funding

The ongoing funding consists of money necessary for projects of the three big initiatives: the Riverway District, the Housing Revival District, and the Production District. Sources for these funds could begin with philanthropic monies, supported by grants from various local, state, and federal resources, including housing funds, business development funds, investment opportunity funds, improvement districts, the BEN 2030 Plan initiative, Councils of Governments (Steel Rivers and Turtle Creek and Tri Cog Land Bank) as well as the Mon Valley Initiative, tax incentives, and revenue sharing. Finally, over time, as real estate development accelerates, tax increment financing can be applied to the Production District and the Housing Revival District. Eventually the E2DC should create a development fund of \$3 million to \$5 million for the strategies outlined in this report.



Conclusion

The panel has suggested several physical and organizational approaches to the challenges facing the EastShore communities. The physical changes need to include a new Riverway District, a strategic approach to revitalizing housing, and the creation and promotion of a new Production District that can attract production and prototype manufacturing uses needed to accommodate the new technologies being developed at the

universities. The new EastShore Economic Development Council, a successor to the effective EZCB, will be the entity to coordinate this new vision.

The panel is confident that with these initiatives, EastShore can be the Production District for the new Pittsburgh economy.

About the Panel

Alan Razak

Panel Chair
Philadelphia, Pennsylvania

Razak is a principal and cofounder of AR Spruce LLC, a Philadelphia-based company that plans, creates, and manages real estate. With more than 40 years of commercial real estate experience, his expertise encompasses development and project management, finance, architecture, urban design, and advisory services. His diverse real estate background includes managing the development process, both as owner and as owner's representative, and project types including residential, office, and commercial, as well as data centers and other highly technical facilities.

After years of principal positions in regional development and consulting firms, Razak started Razak Company in 2003, which in 2011 merged into AthenianRazak and in 2020 became part of the creation of AR Spruce. The combined firm has been responsible for the development of a large variety of projects in the Philadelphia region, ranging from innovative LEED-certified multifamily residential to the benchmark-setting professional sports training and headquarters complex for the Philadelphia 76ers. In its other two service arenas, the company has provided sophisticated and varied real estate advisory and analysis services for many of the region's most important businesses, institutions, nonprofits, and governments, and its property management operations focus on ushering distressed assets from failure to restoration, something the firm has done through four market cycles for lenders, investors, owners, special servicers, and the courts. Razak's professional pursuits, starting with his work as an architect in 1975, have always followed his eclectic mix of interests in the industry, from the minutiae of failed deal forensics to the big concepts of how we build better cities.

He is deeply knowledgeable about the real estate development process, an expert in design and construction services procurement and contracts, a champion of responsible property investment, and a vocal proponent of the triple-bottom-line investment approach to real estate. As part of the ULI Learning faculty for over 20 years he has instructed thousands of real estate practitioners on these topics in locations around the world. His work and the work of AR Spruce have won multiple awards for excellence in

design, construction, and sustainability. Razak has served on the Central Philadelphia Development Corporation's board of directors and is chairman of the board of the Philadelphia Shakespeare Theatre.

He is a full member of ULI, past chair of its Responsible Property Investment Council, chair of ULI Philadelphia, chair of multiple Advisory Services panels, and for over 20 years has written and taught ULI professional education workshops for real estate practitioners internationally. He is also a lecturer at the Weitzman School of Design at the University of Pennsylvania. He holds a BS in arts and design from MIT, a master of architecture from the University of Washington, and an MBA with a concentration in real estate from Wharton.

Daniel Anderton

Hampton, Virginia

Anderton has a design career of more than 30 years and has been directly involved in the creation of communities both nationally and internationally, covering all aspects of land use planning and physical design, including comprehensive and master planning, urban and mixed-use design, entitlement site planning, redevelopment planning, affordable housing, rezoning, subdivision planning, community revitalization, main street retail design, wayfinding and signage, placemaking, parks and recreation design, and landscape architecture. He has proven project design experience in the applicability of planning, zoning, and subdivision, and he also has extensive experience working with stakeholders, local and state government development review processes, and creating effective working relationships with jurisdictional agencies, boards, commissions, and the public.

His goal is to create community environments that are memorable, comfortable, sustainable, and inclusive to a wide demographic of visitors, residents, and business owners while also being marketable for both public and private developers. He takes care to ensure that a conceptual design's integrity, density, and sense of place is maintained through the planning process. By carefully planning floor/area ratio and densities, providing for a mix of diverse building and product types and phasing, and incorporating traditional and neo-traditional design styles, his community

developments are poised to fulfill the needs of the market and a wide cross section of prospective renters, buyers, visitors, and shop owners.

Anderton has been involved with, and completed, hundreds of projects involving direct interaction with residents, developers, architects, planning boards, county councils, mayors, public utilities, transportation officials, and other involved parties. The juggling of everyone's interests throughout the completion of a plan or project is extremely important. His desire is to go through the design and planning process with the majority of stakeholders feeling as though they have succeeded in having their personal vision incorporated into the community.

Anderton graduated with a bachelor's of landscape architecture and environmental planning from Utah State University in 1983 and with a master's of landscape architecture from the University of Illinois in 1985 with an emphasis on behavioral design and placemaking.

He is currently employed by Dewberry, a national planning, engineering, and architectural firm, and is responsible for community planning and urban design for the company. He has worked for architects, engineers, landscape architects, and horticulturalists throughout his career, giving him a unique and holistic perspective of community planning, urban design, and landscape architecture.

Lucia E. Garsys

Tampa, Florida

During her 35-plus years of experience, Garsys has focused on the intersection of land use, transportation, and infrastructure. Her key strength is understanding the technical underpinnings of a topic and its implication on public policy, finances, and the political realm. She routinely brings parties of diverse positions to find common solutions.

Garsys currently serves as senior adviser on community partnerships in Hillsborough County, Florida, leveraging institutional interests to build emerging innovation districts. In the past decade, she served as the executive directing the county's land planning and development activity as well as

its cradle-to-grave capital operations and programs. She directed 2,000 employees with a \$500 million operating budget and a \$1 billion capital portfolio. Her prior consulting experience includes land use and comprehensive planning; downtown revitalization with tax increment financing; developer recruitment; and fiscal impact analysis in the Chicago metro area and Fairfax, Virginia. She consulted on economic development initiatives with communities throughout the United States. Garsys advised emerging democracies in eastern Europe on transparent and open land development and planning processes.

Garsys is currently the governance chair for ULI Tampa Bay and past chair of its Management Committee. She is engaged with ULI at the national level on topics of infrastructure and affordable housing. In her role in Hillsborough County, she hosted two ULI Advisory Services panels and separately has served as a panelist on a half dozen others, as well on local technical assistance panels in Tampa Bay. She has been a juror for the American Institute of Certified Planners (AICP) Student Awards and as a board member on and adviser to the Board on the Built Environment of the National Research Council. She serves on the Advisory Board for the Planning program at the University of South Florida and routinely mentors students and women in real estate and kindred fields.

Garsys holds a BS in city and regional planning from the Illinois Institute of Technology and a master's in urban and regional planning from the University of Illinois at Urbana-Champaign. She is a Fellow of the AICP.

Kim Morque

Norwalk, Connecticut

Morque is a principal and president of Spinnaker Real Estate Partners, based in Norwalk, Connecticut. He has been a principal with Spinnaker since 1998 and has over 30 years of experience in land use, real estate development and management, and commercial construction. He is currently working on several mixed-use projects from Stamford to New Haven that focus on placemaking and urban redevelopment.

Currently chairman of the Downtown Special Services District in Bridgeport, Connecticut, Morque also serves on

the Lockwood Mathews Mansion Museum Board of Trustees in Norwalk. He is past chairman of ULI Westchester/Fairfield County and past president of the Westchester/Fairfield board of the National Association of Industrial and Office Parks. In addition, Morque is a frequent speaker at industry forums and conferences on topics ranging from historic preservation to adaptive use, affordable housing, and transit-oriented development.

Morque earned a BS from the Pratt Institute in Brooklyn, New York, and completed the real estate (diploma) program at New York University. He is a licensed real estate broker in New York and Connecticut.

Douette Pryce

Sewalls Point, Florida

As chief executive officer of Pryce Resources LLC, Pryce's leadership focuses on creating feasible and sustainable real estate projects that encompass all aspects of development/owner representation for real estate development both in new construction and redevelopment. Pryce founded Pryce Resources LLC, a real estate development and investment advisory company, in 2008. Celebrating its 14th year of operations, his firm's disciplines include site selection, due diligence research and analysis, site plan design, forecasting management, and small-scale development.

With over 20 years of experience in the management, development, and construction of real estate assets throughout Florida, Pryce has held executive positions with

Nalbandian Properties, Stiles Development, Opus South, Opus Military Communities, and Panattoni Development. His primary expertise lies in creating and repurposing mixed-use infill, multifamily residential, office, GSA build-to-suits, and retail assets that create a downtown anchor and experience.

Pryce has worked or is working on several projects throughout the South Florida region, including the Diplomat Hotel and Country Club (golf course redevelopment) in Hallandale; Pestana South Beach (boutique historic hotel); Villages Apartments (270-unit NSP-funded/PPP affordable housing apartment project) in Liberty City, Miami; 755 Washington Premiere Collections (historic repurpose retail) in South Beach, Miami; Forte (luxury high-rise condominium tower), in West Palm Beach; Polo Club Shoppes (value-add and redevelopment retail center), Boca Raton; Village Commons (value-add and redevelopment retail center), West Palm Beach; Freeport Masterplan (5,000-acre mixed-use master plan), Freeport; Stuart Infill (single-family residential development) in Stuart; Biscayne 21 (three-tower, 700-unit luxury high-rise, mixed-use tower development) in Edgewater, Miami; and Country Club Plaza (value-add and redevelopment retail center), Miami.

Before embarking on his career in real estate development, Pryce served with the U.S. Army and is a graduate of the University of Florida where he earned his BA in business and MSRE in real estate development, finance, and urban analysis. He was the recipient of the prestigious ULI Vision Award for Young Leader of the Year (2007).



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