



THE GREATER HILL DISTRICT MASTER PLAN UPDATE AND ADOPTION

Urban Development Authority of Pittsburgh

August 25, 2020

PREPARED BY:

ECONorthwest
ECONOMICS • FINANCE • PLANNING

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IDEAS AND ACTION

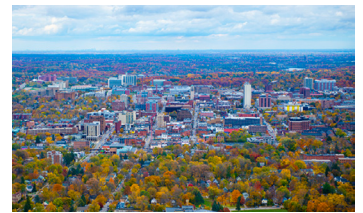
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STUDIO ZEWDE

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Nick Fedorek, Manager of Planning and Development
Urban Development Authority of Pittsburgh
412 Boulevard of the Allies, Suite 901 | Pittsburgh, PA 15219

August 25, 2020

RE: The Greater Hill District Master Plan Update and Adoption

Dear Mr. Fedorek and members of the selection committee,

ECONorthwest is pleased to submit our proposal for **Economic Development and Urban Design Consultants in Support of the Greater Hill District Master Plan Update and Adoption**.

We are excited about the opportunity to work with the Urban Redevelopment Authority, City of Pittsburgh staff, and the Hill District community to provide outcome-driven market analysis, land use policy, urban design, program, and investment recommendations that are informed by market trends.

We have been tracking the Hill District planning processes for the past several years. We understand that a refined approach is necessary to realizing the community's vision in the area and that this is a unique opportunity to both act to repair the harm to the Black community that has occurred over the last 70 years and to support equitable development into the future. We believe that economic development, urban design, arts and culture, and community engagement must work to challenge each other, such that a holistic design and planning process will be both actively supported by the community and also positioned for investment. ECONorthwest has assembled a talented and collaborative multi-disciplinary team that offers this very process:

- **ECONorthwest** will serve as prime contractor. In addition to experience successfully leading multidisciplinary teams, we bring a focus on land use economics, market conditions, and the connection between zoning regulations and development feasibility.
- **Mithun** is an integrated design firm dedicated to creating positive change in people's lives, with a focus on health, equity, and connectivity.
- **Ideas and Action** specializes in running financing scenarios for publicly owned land, opportunity sites owned by private developers, and speculative projects incorporated into neighborhood and district framework plans.
- **Studio Zewde** is a landscape architecture, urban design, and public art practice that brings an innovative design methodology that syncs site interpretation with community engagement, a design process powered by narrative, and a dedication to the craft of construction.

We are committed to helping the Hill District community realize true equitable development in the area in a way that honors history, creates a culturally-centered place, and results in a welcoming and accessible community of businesses and residents consistent with the Greater Hill District development principles and non-displacement strategies of the Greater Hills District Master Plan.

We commit to perform the services described in the RFP and in our proposal within the time period and budget listed in the RFP. We welcome the opportunity to speak with you further about our qualifications and proposed approach.

Sincerely,



Tyler Bump, Project Director

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QUALIFICATIONS

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QUALIFICATIONS

Our team is uniquely suited to lead the work outlined in the RFP to provide economic development and urban design services in support of the Greater Hill District Masterplan Update. Our team brings a blend of local knowledge and extensive national experience with development and urban planning, economic and financial expertise, transit-oriented development, urban design, architecture, landscape architecture, health equity, with a focus on designing meaningfully for people and their stories. All firms on our team have experience working together on area and neighborhood planning efforts, site specific or large area master plans, and development strategies for public sector clients.

Our team is structured to deliver two main benefits to the URA and City of Pittsburgh on this project: a consistent through-line of economic reality through ECONorthwest's leadership as the prime, and a highly collaborative team of experts with demonstrated success on similar multi-disciplinary projects addressing urban development challenges while also advancing community objectives and delivering inclusive development.

PROJECT TEAM

ECONorthwest
ECONOMICS • FINANCE • PLANNING

TYLER BUMP, PROJECT DIRECTOR

Tyler has been working with cities, business districts and community-organizations to support equitable economic development efforts for over 15 years. Tyler focuses on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. To support these goals, he works with clients to develop and implement creative strategies that leverage public and private sector investment through changes to land use and development standards, regulatory requirements, and funding strategies. He also provides advisory services to local governments and business districts to develop and implement strategies that advance economic development, business growth, and community revitalization.

EMILY PICHA, PROJECT MANAGER

Emily is a Project Manager at ECONorthwest who specializes in policy analysis, implementation strategies, and redevelopment feasibility for planning and development projects. Since joining ECONorthwest in 2012, Emily has collaborated with her team to craft strategic solutions for infill development and create implementation plans that are designed to capitalize on market opportunities and maximize economic returns to communities. She has served as project manager on opportunity site strategies, redevelopment action plans, brownfields policy and redevelopment strategy projects, infrastructure funding strategies, and housing policy analyses. Emily is an active member of the Urban Land Institute and the Oregon Chapter of the American Planning Association.



M.U.R.P. University
of Colorado
Denver, College of
Architecture
B.S. Human Services,
Metropolitan State
University of Denver



M.U.R.P. Portland
State University
B.A. Global
Economics,
UC Santa Cruz



**Graduate Certificate
in Real Estate
Development,
Portland State
University**

**M.U.R.P. Portland
State University**

**B.A. Economics,
Sweet Briar College**



**M.U.R.P. Portland
State University**

**B.EnvD. Sustainable
Planning and Design,
University of
Colorado Boulder**



**B.L.A. Michigan State
University**

**Graduate Studies
University of Denver**

MICHELLE ANDERSON, PROJECT ASSOCIATE

Michelle joined ECONorthwest as an Associate in 2016. She specializes in real estate, land use, and affordable housing policy and development. Michelle is skilled in creating and analyzing financial pro formas, directly engaging with community stakeholders, and employing ArcGIS, SketchUp, and other software to model development feasibility. Prior to joining ECONorthwest, Michelle worked as a Development Associate for a Portland-area real estate firm where she was responsible for both affordable and conventional multi-family housing development. With degrees in economics and urban and regional planning, Michelle is versed in public policy issues ranging in scale from the neighborhood to regional level.

OSCAR SAUCEDO-ANDRADE, PROJECT ASSOCIATE

Oscar joined ECONorthwest as a project associate in 2019. He specializes in transportation and land use planning, research, and policy analysis, across a variety of economic, social, and urban development projects. Prior to joining ECONorthwest, Oscar worked in the Transportation Department for the City of Boulder where he specialized in spatial and data analysis, graphic design, multimodal transportation planning, and community involvement. His recent work experience includes demographic and data analysis, and equitable economic development for the City of Portland. Oscar is an active mentor with ACE (Architecture, Construction, Engineering) Mentor Program.

MITHŪN

DEBRA GUENTHER, PARTNER, DESIGN LEAD

FASLA, SITES AP, LEED AP BD+CR

As a partner and landscape architect at Mithun, Deb has built a team that brings exceptional quality, critical thinking and award-winning design to projects. Deb seeks to redefine how people experience the outdoors within urban settings. She works to integrate the function and beauty of natural systems into habitable places, showcasing her innate perception of the relationship between people and their surroundings. Her work varies in scale and complexity and includes urban redevelopment, neighborhood planning and green infrastructure systems. Deb is a regular contributor to conversations on equity, resilience and climate change at venues such as Greenbuild, Living Futures, and the Urban Land Institute. Nationally recognized for her leadership on green infrastructure and ecosystem service issues, she was awarded the American Society of Landscape Architects' President's Medal in 2010.

ERIN CHRISTENSEN ISHIZAKI, PARTNER (URBAN PLANNER)

AIA, AICP, NCARB, LEED AP ND

Erin is nationally recognized for advancing sustainable, healthy development. An urban designer, planner, and architect, Erin's areas of expertise include urban revitalization, EcoDistrict planning, and human outcomes-oriented design. In her nearly 20 years of experience, she has led award-winning neighborhood planning projects across the country enabling communities to achieve lasting vitality and strength. Erin's collaborative listening approach yields projects that support physical and social community, and maximize investment. Erin's work on the Mariposa Healthy Living Initiative has been published widely, and she has helped shape the EcoDistricts Protocol and Enterprise Green Communities Criteria. In 2014, the Urban Land Institute recognized Erin as a Global 40 under 40 Professional.

BRAD BARNETT, SENIOR ASSOCIATE

Brad is an urban designer with more than 10 years' experience working throughout North America and internationally. He works with a range of clients to create strategies that reimagine urban districts, bringing a unique mix of urban design, data-driven strategy and a context-sensitive approach to neighborhood development. Brad's experience ranges from corridor and district frameworks to neighborhood and citywide plans. His work is grounded in a deep understanding of the forces that shape development, and a belief that design can be a powerful force for creating more livable and equitable communities.

NAZANIN MEHRIN, URBAN DESIGNER

LEED Green Associate, EcoDistricts AP

Inspired by cities and their complexity, Nazanin is interested in understanding the way cities tackle environmental, social, political and cultural challenges, especially as they relate to transportation and new mobility planning. As an urban designer and planner, her diverse experience ranges from small-scale architectural design to master planning and urban analytics with GIS. Nazanin is driven to develop visionary tools and strategies to address contemporary urban challenges and actively integrating her planning and design background with urban data analysis and geospatial technologies. Her work has an interdisciplinary design approach with an emphasis on transforming the cities of today into the cities of tomorrow.



University of Notre Dame, Barch

Public Health Management Certificate, University of Washington
Northwest Center for Public Health Practice



Master's City and Regional Planning, University of Texas at Austin

B.A. Philosophy and Psychology, University of Alabama at Birmingham



Sustainable Urban Planning and Design, KTH Royal Institute of Technology, MS

GIS Certificate, San Francisco State University



M.A. Urban Planning,
UCLA Architecture and
Urban Planning

B.A. Political Economy of
Industrialized Societies,
University of California,
Berkeley

Urbanism, Geo-Politics,
Institut d'Etudes
Politiques, Lyon, France



Masters of Landscape
Architecture,
Harvard University

Master of City Planning
and Urban Design, MIT

B.A. Sociology and
Statistics Minor, Cum
Laude, Boston University



Masters of Landscape
Architecture, Harvard
University

B.S. Environmental
Studies, The New School
University

Ideas and Action

MARC NORMAN, PRESIDENT, URBAN PLANNER

Marc Norman, is the founder of Ideas and Action and Associate Professor of Practice at the University of Michigan's Taubman College of Architecture and Urban Planning. Teaching courses in real estate finance and economic development, he also advises municipal, private and non-profit clients on housing and development. With more than 20 years of experience in the field of housing finance, he has held leadership positions at Lehman Brothers, Duvernay + Brooks and Deutsche Bank. A 2015 Harvard Loeb Fellow, Norman's most recently coordinated the conference, Building Better Futures, Innovations in Equitable development. He curated "Designing Affordability," an exhibition of best practices in policy, finance and architecture which ran in the U.S., Australia and Shenzhen. His most recent article is, "Demapping Automotive Landscapes," Earlier publications include, "Projecting Rust Belt Futures: Underwriting Icicles and Leveraging Sidewalks" He serves as a board member for MASS Design Group, the Design Futures Leadership Forum and is Vice Chair of the Federal Reserve's Community Advisory Committee.

studio zewde

SARA ZEZWDE, PRINCIPAL

Sara is recognized in the industry as an expert in designing landscapes of cultural significance. Sara finds that in considering the relationship between culture, craft, and ecology, there are often many powerful departure points for the design of public space. Sara is the recipient of a number of awards including the 2014 Landscape Architecture Foundation's National Olmsted Scholar, the National Trust for Historic Preservation's 2018 "40 Under 40" list, and a 2020 United States Artists Fellow. Sara serves as Assistant Professor of Practice at Harvard University's Graduate School of Design.

LEO MILLER, PRINCIPAL

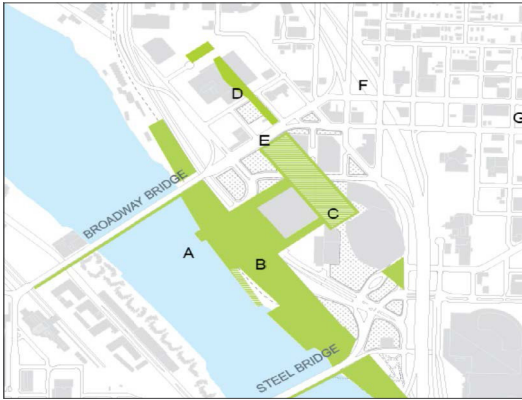
FASLA, SITES AP, LEED AP BD+CR

Leo brings years of professional experience in landscape architecture and urban design to Studio Zewde. His collaborative design work has transformed multiple urban parks, playgrounds and gardens into valued community assets, often tied directly to local ecological, social and material histories. Leo is facile and experienced in all phases of project design, management and implementation. As a guiding force towards uniquely creative solutions, Leo has made an indelible mark on a wide range of complex landscapes of the highest quality.

RELEVANT EXPERIENCE



ALBINA VISION COMMUNITY INVESTMENT PLAN—PORTLAND, OR

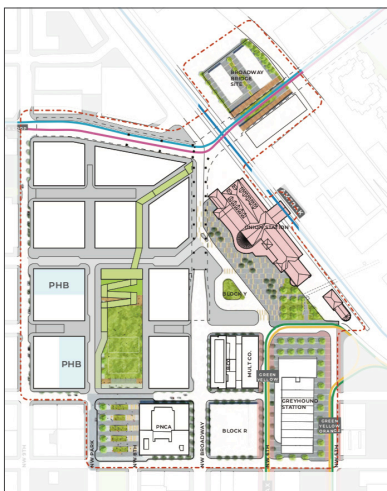


As part of a team of consultants, ECONorthwest is helping to create a community investment plan for the Albina Neighborhood in Portland, Oregon. The nonprofit Albina Vision Trust envisions a master planning effort to revitalize the Albina Neighborhood, which was a thriving historically Black community before it was decimated by decades of urban renewal and public

infrastructure projects. ECONorthwest is leading tasks relating to documenting and analyzing the economic potential, financial structuring, development incentives, and investment returns that could be achieved via three different development scenarios envisioned by the community and the Trust. ECONorthwest is working with Marc Norman at Ideas and Action to develop development scenarios to evaluate community wealth strategies for the Albina Neighborhood.

BROADWAY CORRIDOR MASTER PLAN—PORTLAND, OR

ECONorthwest is assisting Prosper Portland and the City of Portland's Housing Bureau in understanding the impact of affordable housing and other community benefit programs on development feasibility in the Broadway Corridor area, 34-acre redevelopment opportunity in the Central City. Work includes creating development prototypes with the design team and testing



Broadway Corridor Master Plan rendering (Prosper Portland, ZGF Architects).

scenarios with different affordable housing set-aside requirements at different income levels to determine the impact on residual land value. ECONorthwest evaluated the impacts of various commercial and residential uses, height, site coverage, setbacks, building materials, building amenities consistent with a community vision for the site. ECONorthwest analyzed opportunities for public and private property ownership and estimated tax revenues and tax increment generated for the URA under existing conditions as well as potential build out of the site.

Client:

The Albina Vision Trust

Overview:

One of seven interdisciplinary team members — including Ideas and Actions — assessing the redevelopment possibilities, demonstrating the cultural strength, and strategizing for the wealth generating potential of this historically African American neighborhood.

Program:

Building a community investment plan to assess redevelopment scenarios, develop financial and funding strategies, tell an accurate story of the past and future potential, and build an inclusive community.

Size:

90 acres

Client:

Prosper Portland and the Portland Housing Bureau

Program:

Creating development scenarios, assessing (re) development feasibility, meaningful public engagement, and evaluating affordability options as well as a community benefit agreement to revitalize the area.

Size:

34-acres

Client:

George Kaiser
Family Foundation

Program:

Work included analysis of transit access, redevelopment and infill potential, workforce training and economic development opportunities, and meaningful community engagement.

Client:

City of Austin Development
Services Department

Program:

Assess district zoning, analyze funding programs, community engagement, and parcel-level redevelopment feasibility.

Size:

118-acre south central
waterfront district in
Austin, TX

**NORTH TULSA AND BRADY DISTRICT REDEVELOPMENT PLANS/
STRATEGIES—TULSA, OK**

Working with a multidisciplinary team lead by planning and transportation consultants (Kimley Horn), ECONorthwest helped craft two strategic redevelopment plans for neighborhoods in North Tulsa. The first, sponsored by the City, focused on primarily African American neighborhoods along the Peoria Street corridor which experienced decades of disinvestment. Redevelopment strategies addressed enhanced mass transit access and service, infill housing and commercial development, connection with community colleges and others for workforce training and public private partnerships for implementation.

The second, sponsored by the George Kaiser Family Foundation (KFF), concentrated on the Brady District, former home to both early 20th century industrial facilities and the heart of African American commercial and entertainment activity. Much of the Brady had been decimated by race riots of the 1920s. KFF retained ECONorthwest and Fregonese Associates to work with stakeholders to produce economically viable redevelopment strategies for adaptive re-use of historic and older buildings, mixed-use mixed income infill development, transportation and infrastructure improvements.

SOUTH CENTRAL WATERFRONT REDEVELOPMENT PLAN

For several years, ECONorthwest has been working with the City of Austin on a development strategy for the 118-acre South Central Waterfront District, an area going through transition situated on high capacity bus lines across from downtown Austin. ECONorthwest is currently helping the city redefine its regulating/zoning plan for the area and is analyzing the potential tax increment financing (TIF) that could be available, as well as redevelopment projects that could be funded through a tax increment redevelopment zone. In a prior phase of the project, ECONorthwest assisted in developing a framework plan and implementation strategy for the district, including extensive engagement with area property owners and policy makers. This work included analyzing three build-out alternatives for several dozen parcels in the area and resulted

in a framework plan that focused on encouraging walkable, transit-oriented development through public-private partnerships.



*South Central
Waterfront rendering.*

MITHUN



RESILIENT BY DESIGN—NORTH RICHMOND, CALIFORNIA

Reconceiving Our Sense of Home

The Bay Area has an opportunity to be proactive and prepare individually and collectively for the impacts of climate change. By thinking about options for adapting in place, the Mithun Home Team explored ways to retain social cohesion—the greatest predictor of survival—with particular attention to elevating the knowledge of and participation by people most vulnerable to displacement.

Affordability as a Driver of Transformation

The Home Team was assembled to explore affordability as a driver of deep transformation, and to leverage multiple benefits that can emerge when a design approach is co-created through the lens of home.

Urban Ecology as a Racial Equity Tool

Our team's conceptual approach is rooted in an urban ecology of strategies that support racial equity. We propose re-envisioning our homes as interdependent and a contributing component of the Bay's natural systems. We seek to heal divisions and cultivate shared values.

Client:

Resilient by Design

Overview:

One of 10 teams selected to explore working with communities to develop regionally collaborative implementable projects to prepare for sea level rise and climate change impacts.

Program:

Collaborative and adaptive transformation of communities that are grappling with sea level rise and the impacts of climate change.

Size:

400 miles of shoreline



Client:

Denver Housing Authority

Program:

Fifty units of mixed-income housing; 181,000 sf commercial space including a commercial corridor, business incubator/maker space district, job training center, and food production hub; commercial urban farm, riverfront park; district infrastructure systems.

Size:

100 acres

Client:

Little Tokyo Service Center
Community Development
Corporation

Program:

Commercial and cultural facilities, market rate and affordable housing, neighborhood-scaled energy and water infrastructure, an enhanced open space network that emphasizes pedestrian and bike access.

Size:

19.5 acres

SUN VALLEY REDEVELOPMENT MASTER PLAN AND HEALTHY LIVING INITIATIVE—DENVER COLORADO

Sun Valley has formed an EcoDistrict to implement equitable, high performance redevelopment in the poorest census tract in the state. The Choice Neighborhoods Transformation Plan significantly expands housing choices, adds progressive district infrastructure, and supports microbusiness in a new Maker District. A focus around youth includes family friendly housing surrounding the elementary school. A new riverfront park, South Platte River trail access, and gardens will welcome a vibrant and diverse community. The Healthy Living Action Plan and Design Guidelines leverage health research and resident experience to support social cohesion, healthy mind, daily active living and health equity outcomes. Sun Valley's unique history of food production lives on with a commercial urban farm and food production facility. An international healthy food market will attract residents and visitors alike. The Plan helped secure a highly competitive \$30M Choice Neighborhoods Grant, which will accelerate implementation of this significant mixed income redevelopment.

SUSTAINABLE LITTLE TOKYO VISION—LOS ANGELES, CALIFORNIA

This community vision marries high-environmental performance with the thriving cultural and artistic traditions that make up Little Tokyo's DNA. By starting with the neighborhood's cultural and historical identity, the plan is a tool to prevent displacement and welcome the growth that comes with the new Regional Connector light rail station. Little Tokyo strengthens its identity as a multi-cultural and multi-generational destination by supporting local businesses and cultural facilities, while rebuilding a complete transit-oriented neighborhood. The design features enhanced public space for gathering, festivals and seasonal art and landscaping. The vision helped support California Cultural District designation. The vision includes new mixed-income housing and creative office space supported by new stormwater / living machine park, community solar and electric vehicle hub, and enhanced pedestrian and bike access. Aligned with the Buddhist concepts of "Community Minded" and "Not be Wasteful," the vision and community-driven engagement has evolved into a holistic, neighborhood-wide campaign to promote the environmental, economic, and cultural sustainability of Little Tokyo.

Ideas and Action

MIFFLIN PARK AND CORRIDOR STUDY

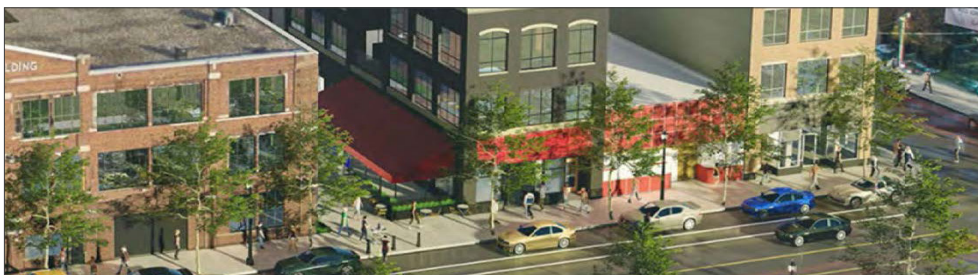
SEAMAAC received a \$500,000 grant for creating and implementing a plan for Mifflin Square, in a South Philadelphia representing a diverse set of residents. The goal is to create improvements and new programming in addition to strengthening the business corridor and improving housing conditions and choice in coordination with 17 area organizations. Ideas and Action is serving as a strategic advisor in identifying community development and financing strategies for the park, the corridor, and the surrounding neighborhood.



Photo from the Mifflin Park and Corridor Study.

GREATER CORKTOWN FRAMEWORK PLAN—DETROIT, MI

The state of Michigan issues a competitive state program awarding \$10 million per winning city to analyze current policies and their goals along with policy challenges currently faced, as well as specific actions that could be deployed to create thriving districts that provide opportunities for employment, housing, leisure, and opportunity for all income and skill levels. Success is defined by creating the environment for promote physical improvements to city centers to stem further disinvestment and stimulate both public and private investment. Serving as a strategic advisor, Ideas and Action is investigating affordable housing and economic development options for new development, private and public parcels, along with cataloging opportunities for neighborhood growth and connections.



Client:

Philadelphia Parks and Recreation Department

Program:

A corridor study, business retention efforts, programmatic improvements, and urban design.

Size:

3.5 acres in South Philadelphia

Client:

Detroit Planning & Development

Overview:

A team of consultants is working with the City of Detroit to analyze policy solutions to develop the Greater Corktown Framework Plan, focused on creating a thriving community.

Program:

The team is analyzing policy barriers, evaluating solutions, affordable housing and economic development analysis, and assessing development potential for specific parcels.

Size:

1.4 square miles



Client:

Fairmount Park
Conservancy

Program:

Concept design,
community engagement,
and master planning
efforts

Size:

22 acres

MANDER REC CENTER CAMPUS— PHILADELPHIA , PA

As the most used and treasured public space in Strawberry Mansion, Mander Recreation Center Campus serves a hybrid of functions: a place to gather, a place to play, a place to celebrate, and a crossing place. Our design approach focuses on understanding the ways in which Strawberry Mansion lives and grows everyday, as to design a living monument at Mander that is enhancing of it. Through connectivity, orientation, and visibility, the design supports the wide spectrum of the daily palette of living in Strawberry Mansion. By shaping the landscape to form a clear epicenter or heart of the site and allowing thresholds and passing to support the navigability and wayfinding in and around Mander, we can help communicate Mander as a gateway between Strawberry Mansion and the larger Fairmount Park.

Client:

Delaware River Waterfront
Corporation

Program:

Concept design,
community engagement,
improved access to
the site, and shoreline
resiliency efforts.

Size:

6 acres

GRAFFITI PIER—PHILADELPHIA, PA

Graffiti Pier is a landmark in the street art scene, attracting graf writers and artists from clear across the eastern seaboard. It's also a place reflective of the culture of industry and the working class roots of Port Richmond and many Philadelphians. It is a place that offers unique prospect over the river and a valuable space of reflection in the midst of everyday urban life. The next evolution of the site shall ensure the continuation of the stories, meanings, and cultural production embedded in the site today. The Delaware River Waterfront



Conservancy has commissioned Studio Zewde to develop an approach to concept design that elevates access and legibility of the site, crafts an adaptable, resilient shoreline, and protects the site's unique qualities. The design process includes thorough community engagement, as well as the site's adjacent residents.

PROJECT APPROACH



PROJECT UNDERSTANDING

As the historic center of Black culture in Pittsburgh, and historically one of the most vibrant African-American neighborhoods in the United States, the Hill District has a unique role in the cultural fabric of the city. In particular, the Hill District has a tradition of African American entrepreneurship and community that remains a source of great pride. As the canvas for this activity, the streets and public space have long held a central place in the Hill District. However, today, the city's inequality across gender and race – particularly for Black women, men, and youth – is a legacy of the decades of disinvestment in the Black community. We recognize that a new approach is necessary to realizing the community's vision in the area and that this is a unique opportunity to act to repair the harm to the Black community that has occurred over the last 70 years. Building upon this need, the City and URA are seeking a master plan update that engages the community in around its goals for equitable economic development and quality urban design. This project is an opportunity to take the visionary ideas generated thus far and translate them to an updated set of concrete actions that can make an inclusive vision real.

PROJECT APPROACH

We have convened a team that is committed to leveraging local expertise to generate African-American wealth and capture value from previous planning efforts to amplify the legacy and culture of the neighborhood. We are committed to helping the Hill District community realize equitable development in the area in a way that honors history, creates a culturally-centered place, and results in a welcoming and accessible community of businesses and residents consistent with the development principles and non-displacement strategies of the Greater Hill District Master Plan.

Our team's approach works to integrate culturally-informed urban design with economic development. Our urban design approach will emphasize the cultural legacy of the district and how the built environment can further inclusion for all; doing so requires a proactively **anti-racist and equity-focused** lens. We also know that urban development should be responsive to the context of the community, and will work with you to define an approach to infill and new development that is uniquely rooted in the Hill District. We will help move the community's vision of the Hill District forward by providing a refined understanding of market dynamics, economic fundamentals, and development capacity that is grounded in the history and the legacy of the Hill District. We will seek to leverage the community's assets and build off the Hill District's legacy.

Identifying actions to achieve community goals will require creative stakeholder engagement that builds upon the extensive engagement that has already taken place. Given the extensive planning work to date, "planning fatigue" may curtail engagement, compounded by the context of an ongoing global pandemic. Therefore, thinking creatively and expansively is critical to the success of this project.

We agree with the proposed approach suggested in the RFP to create three interrelated studies. Arranging the studies in this way will allow city staff, residents, business owners, elected officials, and other stakeholders to efficiently review and understand the economic development, real estate, and urban design characteristics of the neighborhood.

TASK 1. ECONOMIC DEVELOPMENT STUDY

The Economic Development Study portions of this project will be led by ECONorthwest in collaboration with Ideas and Action across all subtasks.

Task 1.1 Project Kickoff

We plan to hold a kickoff meeting with the full team to (1) narrow, define, and confirm the full set of research questions, (2) review the proposed work plan and schedule and (3) determine the best available data to answer the study questions (in coordination with the City). We also propose to kick off the process with a first-touch public engagement strategy that is described in more detail in Task 2.1.

Task 1.2 Existing Conditions and Market Analysis

In this task, we will research current market conditions, future market potential, and opportunities to realize community goals:

Background Research:

In addition to reviewing planning efforts to date (see sidebar), our team will work with stakeholders to identify community benefits and community objectives related to economic opportunity and community wealth, and will review the performance of these community goals to measure and to help inform recommendations for community wealth generation in the Greater Hill District Master Plan Update.

Market Analysis

To ground conversations in a broader market context, we will evaluate market trends in the Hill District as a whole before digging deeper into corridor-specific market conditions and site-level development opportunities in Tasks 1.3 and 1.4. Our preliminary approach is as follows:

- **Analyze Local Market Conditions and Trends:** We will:
 - Analyze market conditions, development trends, area demographics, and demand drivers.
 - Summarize achievable rents, sales prices, vacancy rates, space availability, and potential market demand for residential, retail, office, R&D, and institutional uses.
 - Build a comprehensive dataset of development activity, land transactions, site size, and property ownership.
 - Update the vacant building and vacant land inventory created for the Hill District Vacant Property Strategy with renovation, tenant improvement, and new construction permit data to account for building investment and development activity that has occurred since this project was completed in 2013.
 - Supplement our data analysis with conversations with local commercial real estate brokers, property owners, developers, community organizations, and other community stakeholders.

Relevant Plans and Studies

Relevant plans and studies include Greater Hill District Master Plan, the Hill District Vacant Property Strategy, Lower Hill Development Agreements, Herron Avenue Revitalization Planning Strategy, Centre Ave Corridor Redevelopment and Design Plan, Greater Hill Reinvestment Fund Guidelines, and other City, agency, and community-led initiatives.

Generating Community Interest

One way to generate community interest in the Plan would be to invite stakeholders, city staff, and consultants from other planning efforts in Downtown and Oakland for a web-based panel discussion to talk about cultural, market, and design opportunities to better connect communities and leverage the strengths of each district to support each other.

Occupational Segregation

Eighty-five percent of Pittsburgh's peer cities have higher Black employment rates and occupational segregation by race plays a major role in historic inequities in Pittsburgh. We will specifically evaluate occupational segregation and barriers to economic opportunity to support living-wage jobs for the Black community in the Hill District.

- **Link to Broader Trends:** We will draw on research from previous and concurrent planning efforts to understand the market opportunities and challenges. Also, we will conduct interviews with stakeholders, host a panel discussion, and collaborate with our design team partners on unique community-oriented engagement efforts. This on-the-ground knowledge and input will help to ensure that the information collected in this task builds off the legacy of previous planning and community efforts, meets community needs, works to achieve policy goals, and is grounded in market realities. We will collaborate with Studio Zewde who will be conducting engagement in Task 2.2.
- **Identify Potential Future Business Types:** We will focus on demographics, consumer spending patterns, and key site characteristics that various types of businesses are looking for (e.g. site size and configuration, access, visibility, etc.). However, to better understand the nuances of local consumer demand that are often overlooked in traditional site location decisions, we will take a more nuanced perspective of business opportunity and demand. Recognizing of current disruptions due to COVID-19, we will highlight the types of businesses most likely to be interested in the Hill District and which sub areas are most likely to be attractive to those businesses.
- **Identify Workforce Characteristics and Transit Access to Employment:** This analysis will allow the City to better understand the relationship between jobs and skills matching with infrastructure and transit access to major employment centers in areas adjacent to the Hill District. We will identify opportunities for workforce development, job training, and entrepreneurship to advance community wealth generation. We will also evaluate transit access to employment with a specific focus on transit connectivity to employment opportunities in Downtown and Uptown.

Task 1.2 Deliverable: Draft market analysis and trends memorandum. Our approach assumes one round of client review before submitting a final draft, but additional rounds of review can be negotiated.

Task 1.3 Development Capacity and Redevelopment Scenarios

We will use the knowledge from the background research, market analysis, and stakeholder interviews to estimate the potential development capacity in the Hill District, create three redevelopment scenarios for Herron Avenue, and identify opportunities to advance the community's visions for development and building uses. We will:

- **Create a Parcel Inventory and Analyze Development Trends:** We will build a comprehensive dataset of development activity and land transactions by gathering data on the existing uses and characteristics of past and recent development in the Hill District.
- **Identify Opportunity Sites and Refine Subareas:** After completion of the initial analysis and stakeholder interviews, we recommend a work session with ECONorthwest, Mithun, and City staff to identify opportunity sites. In this work session, we will compile information about property value, site size and shape, how much of the site is developed, and the age and type of existing structures with local knowledge to tease out locations with the greatest redevelopment potential. We will also consider broader site characteristics to highlight areas with the greatest potential for housing, mixed-use, and commercial development.

- **Analyze Development Potential:** ECONorthwest will build off existing Urban Footprint data and use a tool called MapCraft. Integrating MapCraft allows our team to evaluate parcel-level development feasibility for dozens of development prototypes to understand how policy alternatives play out in different market conditions, zoning designations, subareas, and corridors. MapCraft creates a dynamic model where we can test the impact of varying key development assumptions, community benefit options, and different zoning and development standards (e.g., use allowances, height, site coverage, FAR, parking standards, etc.). We can test development prototypes to calibrate Urban Footprint for the capacity analysis and then feed our feasibility findings back into Urban Footprint's building types, land use types, and place types. Also, we can incorporate a rent prediction model into MapCraft. A rent prediction model can help estimate the rent for new construction of different development types where there are no observed rents for certain real estate products.
- **Identify Equitable Development and Community Wealth Strategies:** We will analyze opportunities to leverage publicly-owned property to support community benefits and create economic opportunities for the community. These properties present opportunities for redress and redistribution of benefits to communities that were harmed or marginalized by historic investments in the Hill District. We can catalog opportunity sites and develop scenarios for redevelopment that are equitable and create shared prosperity.

Task 1.3 Deliverable: Development capacity and redevelopment scenarios memorandum.

Task 1.4 Corridors Strategy

We will look at how key corridors throughout the Hill District are related to each other from market, urban form, and cultural perspectives. We will evaluate the relationships and comparative advantages between corridors to identify opportunities for different market areas to support the needs of the community and create entrepreneurship/employment opportunities in corridors throughout the Hill District. We will also evaluate the relationships between Hill District corridors and corridors in East Liberty, Uptown, Oakland, and the Strip District.

For Herron Avenue, we will identify commercial and residential redevelopment scenarios to advance the Master Plan's vision to transform the corridor into a commercially viable avenue that benefits the Hill District while serving as a connector from Oakland to Bigelow Boulevard and the Strip District. Building off work in Task 1.2, we will identify potential uses, scales of development, relationships to other parts of the Hill District, and market opportunities for parcels adjacent to Herron Avenue. We will develop an implementation strategy for a commercially viable, community-serving business district that is well connected to adjacent neighborhoods. We will collaborate with the urban design team, the Department of Mobility and Infrastructure, and consultants hired under a separate contract by the Department of Mobility and Infrastructure to identify gaps in the current transportation and transit networks and develop a near-term capital project list to support the vision for Herron Avenue.

Task 1.4 Deliverables: Corridor Strategy Memorandum and Herron Avenue Development Strategy Memorandum.

Effective Strategies

Past public and private sector decisions and investments have harmed the Black community in the Hill District. We will focus on strategies that could be most effective to create economic opportunity, build wealth, and create housing stability for the Black community and create specific scenarios for public, private, and philanthropic collaboration.

MapCraft

In response to legislative efforts of California Assembly Bill 3040, ECONorthwest, MapCraft, and Urban Footprint collaborated to estimate market-feasible new home production on the California's stock of single family parcels if the state were to allow fourplexes on all of these parcels, and characterize how the impacts of this change vary across regions and cities. This analysis leveraged MapCraft's parcel level feasibility and Urban Footprint's land use and policy analysis capacity.

Ideas and Action

Marc Norman from Ideas and Action will lead our analysis and recommendations to assess business supports, needed programs, and funding mechanisms to support community economic development and wealth building.

Task 1.5 Development Strategy

We will craft a phased development and implementation strategy with recommendations organized that are aligned with market potential in different periods. We will integrate recommendations for the development strategy with work conducted in the Urban Design Study in Task 2.5 for a collaborative implementation framework that integrates economic development opportunities and public realm improvements. Building off the district-wide and corridor-specific development feasibility analyses, we will identify regulations and strategies that can achieve development goals for the Hill District.

Our team will evaluate various funding and financing mechanisms including the potential to leverage opportunity zones, a Transit Revitalization Investment District (TRID), and the potential to create new public and partnership-financing strategies. As part of this effort, we will provide economic development, workforce development, and residential and commercial affordability case studies to show successful approaches in other cities that share similar priorities and desired community outcomes with a particular focus on displacement prevention and right-to-return outcomes.

Task 1.5 Deliverables: Final recommendations and strategies report.

TASK 2. URBAN DESIGN STUDY

The Urban Design Study portions of this project will be led by Mithun with engagement and landscape design support provided by Studio Zewde.

Task 2.1 Project Kickoff

We will begin with a team kickoff meeting and an engagement strategy that outlines how community voices will shape the ambitions, priorities, and methods for both the economic development and urban design work during the project.

Task 2.2 Existing Conditions and Discovery

We will build a shared understanding of recent planning initiatives, existing conditions, and key opportunities and challenges for the district. To that end, we will analyze the issues raised in the RFP, rather than a comprehensive analysis that duplicates work done in previous studies. This subtask will be broken into three primary activities, each of which will be synchronized with the parallel activities occurring as part of Task 1:

- **Background research:** This area has benefited from plans like the Greater Hill District Master Plan, Schenley Heights Toolkit, Centre Ave Corridor Redevelopment and Design Plan, and other community organization-led efforts. Drawing upon our familiarity with previous planning processes and conversations with key stakeholders, we will develop an “audit” that summarizes each effort and highlights key takeaways.
- **Stakeholder Engagement:** As part of Task 2.2, we will refine a public participation plan with the client and steering committee that reflects the specific engagement strategies appropriate to the project, bearing in mind COVID health guidelines. We anticipate ongoing engagement with stakeholders to inform our work, and will have two engagement touchpoints during the project.
- **Data Analysis:** We will assess existing conditions, building on existing data and analysis completed through previous planning efforts. Our analysis will

involve a mix of qualitative assessment, secondary data, and GIS-based analysis targeted to the themes highlighted in the RFP plus additional topics. We look at livability, health, and equity factors specific to the Hill District, through the lens of city-wide priorities in Pittsburgh's inequality across gender and race. We will focus on understanding connections across topics (e.g., zoning, public realm quality, environmental justice, and spatial equity) and we will prioritize lived experience over secondary data. Our analysis will be roughly organized into the following framework:

Built Form, Urban Structure, and District Character	Public Realm and Mobility	Open Space and Ecology	Cultural Legacy, Spatial, and Health Equity
- Land use and zoning - Signature uses and "centers of gravity" (e.g., large institutions/employers, shopping, community facilities) - Recent development trends - Block structure, building typologies, and subdistricts	- Sidewalk and bicycle network - Public realm quality - Street hierarchy, traffic patterns, and transit networks	- Topography and viewsheds - Climate and environmental context - Tree canopy and other vegetation - Environmental justice and pollution - Parks access and quality	- Historic resources - Culturally significant spaces and patterns of use - Health root causes, essential services - Spatial equity: inclusion and safety - Employment and land use: job types and health effects

Task 2.2 Deliverables: Opportunities and challenges memorandum and presentation that distill the subtask findings into an easy to read, graphical summary that can inform future phases of work.

2.3 Urban Design and Open Space Concepts

We will build upon the existing urban design framework and principles in the 2011 Master Plan along with the work generated in Task 1.3 to identify the "big moves" that achieve overarching priorities of the prior plan. These include opportunity sites, site-specific strategic infrastructure, open space, or other interventions to support neighborhood regeneration, and improvements to zoning or other policies to accomplish urban design and livability goals. We will develop graphics that illustrate the concepts for a range of audiences. These graphics will provide resources to illustrate the concepts embedded in the development scenarios created in Task 1.3. Our team's experience connecting data tools like Urban Footprint and MapCraft to 3D models and graphics will support this phase of work.

Task 2.3 Deliverables: Urban Design and Open Space concept graphics and other materials that illustrate the potential concepts for a wide range of audiences to be used throughout the project.

Task 2.3

This subtask will cover the elements included in topic 5 on page 11 of the RFP.

Similar to what the economic development and cultural district frameworks applied in thriving ethnic enclaves like Chinatowns, Little Tokyos, and Little Italy's demonstrate, we see the potential for the Hill District's cultural legacy and unique identity to spur local wealth, entrepreneurship, and economic resilience in the community in the 21st century.

2.4 Corridor Strategies

Culture, the arts, and entertainment are not merely dimensions of the Hill District to be memorialized. Through sound economic development paired with culturally-informed urban design, these dimensions can support future wealth generation strategies. The global economic impact of the creative genius of people who come from the Hill District demonstrates an opportunity to leverage that impact locally. Key to this strategy is developing distinct, culturally relevant, and cohesive corridors and nodes.

In parallel with Task 2.3, the team will:

- **Evaluate the current conditions for each corridor**, including a typical section that highlights building and public realm relationships, facilities, and space allocation by transportation mode and mix of uses.
- **Establish a physical framework for investment** that supports the economic development goals for each corridor and a set of strategies that reflect the cultural legacy and livability potential for each corridor. For instance, does the public realm support active storefront businesses and reflect the role this corridor has played in the community historically? Another key aspect of this subtask will be establishing how each corridor fits into the larger framework for the district established in the 2011 Master Plan (and refined through this process).

The deliverable for this subtask will be rolled into the subtask 2.5 Recommendations and Strategies report.

2.5 Recommendations and Next Steps

We will translate the previous phases of work into a set of recommendations that can inform the plan update process. Recommendations will be organized into short, medium, and long-term activities, and are anticipated to include:

- Urban design concepts that extend the principles and strategies found in previous documents.
- Key projects with vision, concept, and development analysis to support implementation.
- Zoning, policies, or other regulatory changes that can achieve study goals.
- Phasing and partnerships to realize recommendations.

Task 2.4 and 2.5 Deliverable: Draft and final recommendations and strategies report and presentation materials as well as working files and key materials that contain relevant imagery, graphics, and other visualizations necessary to help convey the Hill District's legacy and future potential.

TASK 3. CENTRE-HELDMAN PLAZA SITE ACTIVATION PLAN

3.1 Site Vision & Concepts

The purpose of this task will be to establish goals for the site and a vision of the physical characteristics that can support those goals. We will explore how this site can best serve residents and visitors, reflect the cultural legacy and aspirations of the District, and catalyze improvements on adjacent land. This vision will be developed through a mix of site-level analysis and engagement:

- **Engagement:** Working with the steering committee, we will develop an engagement event that will integrate the perspectives and ideas of the community into the site vision. Our team has deep experience with a range of engagement activities, from site-specific temporary activations led by Studio Zewde to distributed engagement through postcards, pin-up walls, digital media, and other tools.
- **Site Analysis:** We will assess the physical character, challenges, and opportunities of the site. We will focus on the integration of the site into the urban context, including public realm & mobility, edge conditions, topography, and patterns of use. The outcome of this subtask will be a vision and initial concepts for the site that will become the basis for site activation strategies.

3.2 Market Study and Development Feasibility

- **Market Analysis:** We will evaluate market conditions and demand drivers for a potential commercial, residential, and community-focused uses. This analysis will help the URA better understand opportunities for tenancing vacant space in the existing commercial center and think about future opportunities for infill development.
- **Retail Demand Analysis:** We will analyze retail demand and identify the trade area market potential to identify gaps and opportunities for commercial services that are missing to better serve the community's needs. This analysis will help the URA understand market support for uses that submitted bids in response to an RFP to fill commercial vacancies at Centre-Heldman Plaza.
- **Development Feasibility:** We will integrate development prototypes and market inputs from Task 1.3 to build two redevelopment scenarios for the site and summarize the financial performance of each scenario. We will work with URA staff to define scenarios that balance market optimization with community objectives and identify the gap funding necessary to fund redevelopment of the site. If the value of redevelopment scenarios is financially feasible, we will look for ways to capture value from development to fund community benefits.

3.3 Site Activation and Development Strategy

The team will collaborate on a strategy that advances urban design, community development, and economic development goals. This strategy will focus on better integrating the site with the community and creating entrepreneurship and business opportunities for existing Hill District residents and business owners. We will create a phased five-year strategy that identifies programs and investments and the order in which they should be implemented to obtain near term wins for the community while keeping in mind the long-term vision for the site identified in Task 3.1. Our team will create a funding strategy that (1) leverages public and private sector investment to provide community benefits on the site and (2) identifies opportunities and challenges to implementing the vision.

Task 3 Deliverable: Strategic Site Activation and Development Strategy.

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REFERENCES

REFERENCES

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ECONOMICS • FINANCE • PLANNING

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FIRM PROFILES



PROJECT HIGHLIGHT:

For the City of Birmingham, Mithun led a nine-member national team of experts during an intense four day charrette, addressing community restoration and long-term recovery and revitalization for the Pratt Community after a devastating EF-4 category tornado destroyed homes and public facilities, and displaced more than 1,000 residents. Mithun engaged with more than 100 members of the community to develop strategies for recovery and long-term redevelopment.

FIRM PROFILES

ECONorthwest

ECONOMICS • FINANCE • PLANNING

ECONorthwest is a consulting firm based in the Pacific Northwest that specializes in economics, finance, and planning. We understand that businesses and governments face difficult decisions about how to make the best use of limited resources. We help our clients make thoughtful, data-driven decisions using tools and methods that meet the highest standards of best practice.

Since 1974, ECONorthwest has served a diverse range of public and private sector clients. ECONorthwest has more than 50 staff members located in offices in Seattle, Los Angeles, Boise, Eugene and our headquarters in Portland. ECONorthwest's experience spans all 50 states and Canada. ECONorthwest is nationally known for policy and development analysis, with a deep understanding of the trade-offs involved in developing development policies and incentives. We have the analytical capacity to analyze complex policy choices across a range of conditions that are sensitive to unique local market conditions. ECONorthwest has a depth of experience in economic development, market analysis, development policy evaluation and calibration; development feasibility analysis; affordable housing and finance; zoning analysis and testing; transit-oriented development; and equitable development. Our team has practical experience developing policies and implementing projects that have leveraged private sector investment to create long-term equitable development outcomes in communities across the country.

At the core of everything we do is applied microeconomics. This perspective allows us to fully understand—and effectively communicate—the benefits, costs, and distributional effects associated with any decision. Our consultants have advanced degrees in a variety of fields, including economics, planning, and public policy; and work on projects ranging from long-range strategy to near-term implementation. Our team members also have extensive prior experience in the public and private sectors, with many of our staff having held leadership roles in planning and urban renewal agencies.

MITHUN

Mithun is an integrated design firm dedicated to creating positive change in people's lives. Mithun works in a wide range of typologies and scales—with a focus on urban environments and places where people live, work and learn. With offices in Seattle, San Francisco and Los Angeles and a staff of more than 190, Mithun's work spans a wide variety of project types, levels of complexity and sizes, and is designed with a focus on health, equity, connectivity and high performance. Their multidisciplinary teams bring integrated and collaborative design thinking to all projects, from mixed-income neighborhood revitalization, to institutional master plans, to innovative urban district plans. The firm's work ranges in scale from large scale urban design and sustainable master planning to the craft of ergonomically responsive site design—creating comfortable spaces for residents, workers and visitors to use each day.

Mithun's experience in implementation is critical to a full understanding of key components for urban design and planning that successfully creates vibrant streetscapes, livable and walkable neighborhoods, and a sense of community and security for residents. The urban planning team brings a strong understanding of the requirements of vertical development, the market and implementation to bear in providing urban design services that are both innovative and viable. They understand that cultural, ecological and financial situations vary from project to project and demand specific design responses, and Mithun approaches each project with a respectful eye to an area's legacy and surrounding context. Their team brings a track record of supporting community development in projects such as the Sun Valley EcoDistrict TOD Redevelopment Master Plan and Healthy Living Initiative in Denver, the Phoenix Edison-Eastlake Choice Neighborhood in Phoenix, and the Resilient by Design Bay Area Challenge in San Francisco, and they expect to advance integrated opportunities through this neighborhood plan.

Ideas and Action

Ideas and Action is MBE certified consultancy currently engaged in more than six cities running financing scenarios for publicly owned land, opportunity sites owned by private developers and speculative projects incorporated into neighborhood and district framework plans. Utilizing and in some cases formulating new financing tools, policies and term sheets, the firm has a broad understanding of the national development landscape and has experience in getting up to speed on specific state and local resources for housing and economic development. Marc Norman, Principal of Ideas and Action has worked on every side of complex transactions from developer to lender to investor to consultant for governmental agencies.

studio zewde

Studio Zewde is a vibrant landscape architecture, urban design, and public art practice based in New York City. The firm's work is lauded for its innovative design methodology that syncs site interpretation with community engagement, a design process powered by narrative, and a dedication to the craft of construction. A Black woman-owned firm, our employees have backgrounds in landscape architecture, architecture, city planning, urban design, sociology, statistics, community organizing, and public art. Our practice is recognized for its ability to design meaningfully for people and their stories in the context of contested narratives and development pressure. Projects like the Mander Rec Center Campus in Philadelphia, Africatown Plaza in Seattle, and the Valongo Wharf in Rio de Janeiro demonstrate the potential for our design work to illuminate the stories of people and place. Our design energy is devoted to the "aesthetics of being" and to creating enduring places where people belong.



PROJECT HIGHLIGHT:

The site for the future First Creek Park is at the civic confluence of Tacoma's new Eastside Community Center, First Creek Middle School, and a new regional hiking trail. For the Trust for Public Land, Studio Zewde has designed a catalytic gathering place, informed by native Duwamish traditions of gathering near the rivers and creeks of the foothills of Mount Tacoma. As of summer 2020, the project is currently under construction.

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MWBE NARRATIVE

Method of Choosing Subcontractors

ECONorthwest believes that our workplace and work products are improved when our staff bring a diversity of perspectives and backgrounds to our work, and have instituted teaming practices to support that goal.

Through outreach and memberships with various organizations, as well as conference attendance and multidisciplinary teaming efforts, we have amassed a roster of firms with exemplary skills that complement our own. ECONorthwest has its own small business certification in several jurisdictions in and out of the Pacific Northwest. We recognized the value of bringing on small, emerging, and disadvantaged business enterprises and actively look for ways to invite COBID firms to join our teams.

MWBE NARRATIVE

Below is a table outlining minority and women participation on our team by firm. We satisfy both the City's goals of 18% minority and 7% women participation and the Hill District Master Plan goals of 30% minority and 15% women participation. Furthermore, **22%** of total budget identified in this proposal will be work conducted by MWBE firms.

Firm	Minority Participation	Women Participation
ECONorthwest	40%	40%
Ideas and Action	100%	0%
Studio Zewde	66%	33%
Mithun	25%	75%

IDEAS AND ACTIONS

New York State MBE Certification: **#61205**

STUDIO ZEZWDE

Studio Zewde is in the process of achieving certification as an MWBE in the City of Houston, where the business was originally formed. Due to delays in the United States Postal Delivery Service, document collection remains an ongoing process towards our certification. Studio Zewde is **100% black woman-owned**.

PRICING METHODOLOGY

PRICING METHODOLOGY

Task	ECONorthwest	Ideas and Action	Mithun	Studio Zewde	Total
Task 1: Economic Development Study					\$103,300
1.1: Project Kickoff	\$2,700	\$2,100			\$4,800
1.2: Existing Conditions and Market Analysis	\$21,200	\$5,200			\$26,400
1.3: Development Capacity and Redevelopment Scenarios	\$24,500	\$1,900			\$26,400
1.4: Corridors Strategy	\$23,400	\$1,300			\$24,700
1.5: Development Strategy	\$18,200	\$2,800			\$21,000
Task 2: Urban Design Study					\$96,200
2.1: Project Kickoff			\$2,000	\$5,900	\$7,900
2.2: Existing Conditions and Discovery			\$15,200	\$7,400	\$22,600
2.3: Urban Design and Open Space Concepts			\$21,900	\$2,300	\$24,200
2.4: Corridor Strategies			\$20,400	\$2,200	\$22,600
2.5: Recommendations and Next Steps			\$17,800	\$1,100	\$18,900
Task 3: Centre-Heldman Plaza Site Activation Plan					\$50,000
3.1: Site Vision and Concepts	\$2,200	\$2,400	\$5,200	\$7,900	\$17,700
3.2: Market Study and Development Feasibility	\$7,800	\$2,400			\$10,200
3.3: Site Activation and Development Strategt	\$6,200	\$7,700	\$6,300	\$1,900	\$22,100
Total Budget	\$106,200	\$25,800	\$88,800	\$28,700	\$249,500
% of Budget	43%	10%	36%	12%	100%

APPENDIX

STAFF RESUMES



TYLER BUMP, PROJECT DIRECTOR

Tyler has been working with cities, business districts and community-organizations to support equitable economic development efforts for over 15 years. Tyler focuses on the intersection of land use planning and real estate investment that advances equitable housing, economic development, and sustainable development goals. To support these goals, he works with clients to develop and implement creative strategies that leverage public and private sector investment through changes to land use and development standards, regulatory requirements, and funding strategies. He also provides advisory services to local governments and business districts to develop and implement strategies that advance economic development, business growth, and community revitalization.

Education

Master of Urban and Regional Planning,
University of Colorado Denver, College of Architecture

B.S. Human Services,
Metropolitan State University of Denver

Areas of Expertise

Land Use Planning
Real Estate Investment
Development Policy
Affordable Housing
Economic Development

Years in Industry: 16

Selected Relevant Projects:

- **Albina Vision Development and Finance Strategy – Portland, OR (2019-On-going).** Tyler is working with an interdisciplinary team to evaluate development feasibility, redevelopment scenarios, and community benefit scenarios to create an equitable development strategy in the heart of the historic Black community in Portland. The goal of the project is to support wealth generation, housing options, and economic opportunity to re-build the cultural hub of the Black community in Portland.
- **Seattle Affordable Middle-Income Housing Advisory Council—Seattle, WA (2019).** Tyler is led an evaluation of policy options and conducting development feasibility analysis to provide recommendations to revise existing housing development standards and tools that will advance goals of creating more middle-income housing in the City of Seattle. This analysis focused on evaluating potential changes to development standards, funding and finance strategies, and regulatory improvements to develop mixed-income multifamily rental, multifamily ownership, and townhomes.
- **Northwest Streetcar Land Use and Development Analysis—Portland, OR (2019–Ongoing).** Tyler is leading a team that is evaluating various land use scenarios to identify a preferred streetcar alignment and station area locations for a new streetcar alignment on the north end of the Pearl District in Portland. This project is using MapCraft to present zoning and policy options to support community benefits such as affordable housing, transit investment, public realm improvements, and infrastructure investment.
- **Kirkland BRT Station Area Planning—Kirkland, WA (2019–Ongoing).** Tyler is currently working with Mithun to lead an evaluation of land use options and conducting development feasibility analysis to provide recommendations to support a station area planning in a rapidly growing community in the Puget Sound. This analysis is focused on transit-supportive development outcomes in an underutilized commercial corridor and using MapCraft to analyze development outcomes, city investment options, and fiscal impacts.
- **Wailuku – Kahukui BRT TOD Corridor Planning—Maui, HI (2019–Ongoing).** Tyler is leading a team that is evaluating market conditions, land use scenarios, development feasibility, and forecasting market demand to create a corridor-wide economic development and value capture strategy for Maui's first high frequency transit corridor.



EMILY PICHA, PROJECT MANAGER

Emily Picha is a Project Manager at ECONorthwest with 13 years of experience in policy analysis, implementation planning, and redevelopment feasibility. Since joining ECONorthwest in 2012, Emily has worked with local governments and other partners to craft solutions for infill development and created implementation plans that are designed to maximize economic returns to communities. She has served as project manager on housing action plans, opportunity site strategies, redevelopment action plans, brownfields policy and redevelopment strategy projects, alternative funding strategies for infrastructure, and housing policy analyses. Through this work, she has worked collaboratively with local governments across Oregon to assess the opportunities and barriers to new development, and how public policy choices can affect change.

Education

Master of Urban and Regional Planning,
Portland State University

B.A. Global Economics,
University of California at Santa Cruz

Areas of Expertise

Policy Analysis

Housing Analysis

Brownfields

Urban Renewal

Opportunity Site Analysis

Development Incentives

Downtown Planning

Public Markets

Years in Industry: 8

Selected Relevant Projects:

- **Wilsonville Equitable Housing Strategy—Wilsonville, OR (2020).** Conducted market analysis and developing a strategic plan that outlines City actions that advance equitable housing in the City of Wilsonville.
- **Gresham Housing Implementation Strategy—Gresham, OR (2019).** Project Associate. Provided policy analysis to support the work of a City-convened Task Force that identified a set of actions that the City could implement to support affordable housing.
- **Southwest Corridor Equitable Housing Strategy—Portland, OR (2018).** Identified funding, partnership, and implementation strategies to support the development of affordable housing along the corridor, in advance of a 12-mile light rail investment from downtown Portland, Oregon to Tigard, Oregon.
- **Metro Affordable Housing Bond Policy Analysis—Portland, OR (2018).** Provided economic analysis to support Metro's stakeholder conversations in advance of the 2018 ballot measure for a regional affordable housing bond.
- **Equitable Housing Strategy—Beaverton, OR (2018).** Assisted with the creation of new city-wide programs to mitigate displacement in Beaverton. This included stakeholder engagement, an inventory of multi-family housing stock, research on national best practices for preserving and creating affordable housing, application of a program evaluation framework to assess the potential impacts of each tool, and assistance in framing the program requirements for implementation.
- **Austin CodeNEXT Density Bonus Calibration—Austin, TX (2016).** Developed a citywide development feasibility tool to determine how the City of Austin can best calibrate its density bonuses to produce affordable housing units.
- **Urban Land Institute Economics of Inclusionary Development Report—Nationwide (2016).** Developed an educational briefing book on the economics of inclusionary zoning.
- **Downtown Seattle Association Ground Floor Retail Strategy—Seattle, WA (2019).** Developed a series of case studies and worked with DSA as they refine their retail strategy.



Education

M.U.R.P. Portland State University

B.A. Economics, Sweet Briar College

Areas of Expertise

Real Estate

Land Use

**Affordable Housing
Policy and Development**

Years in Industry: 3

MICHELLE ANDERSON, PROJECT ASSOCIATE

Michelle joined ECONorthwest as a Project Associate in 2016. She specializes in real estate, land use, and affordable housing policy and development. Michelle is skilled in creating and analyzing financial pro formas, directly engaging with community stakeholders, and employing ArcGIS, SketchUp, and other software to model development feasibility. Prior to joining ECONorthwest, Michelle worked as a Development Associate for a Portland-area real estate firm where she was responsible for both affordable and conventional multi-family housing development. With degrees in economics and urban and regional planning, Michelle is versed in public policy issues ranging in scale from the neighborhood to regional level. Michelle is always eager to improve communities through policy solutions that mutually benefit the public and private sectors.

Selected Relevant Projects:

- **Henderson Affordable Housing Incentive Analysis—Henderson, NV (2020–Ongoing).** Assisting the City of Henderson with identifying program options for affordable housing incentives. This work includes evaluating the regulatory framework, development patterns, community needs, and market conditions to identify program opportunities. In addition to analyzing financial implications of target affordability levels the project will identify feasibility gaps for program funding.
- **Montgomery Park to Hollywood Transit and Land Use Development Strategy—Portland, OR (2019–Ongoing). Project Manager.** As part of a cross disciplinary team, ECONorthwest is helping to identify the land use and urban design strategies, economic development and community benefit desires, and infrastructure funding opportunities leveraged under different transit-oriented development scenarios.
- **Bellevue East Main Zoning Analysis—Bellevue, WA (2018–Ongoing). Project Manager.** Analyzing zoning, development feasibility, and the potential for an incentive-based or mandatory affordable housing program in the East Main area of Bellevue to support future transit-oriented development around a new light rail station.
- **TriMet SW Corridor Planning—Portland, OR (2018–Ongoing). Project Manager.** Providing planning, development, and urban design assistance for the proposed SW Corridor light rail project. This work includes conducting a market study for station areas along the proposed rail alignment, developing a predictive rent model to account for areas that have seen limited new construction, using an innovative methodology to help identify naturally-occurring affordable housing to understand displacement risk and identify opportunities for preservation in the corridor, and analyzing the financial feasibility of transit-oriented development. This project is employing MapCraft Labs.
- **Eugene River Road Corridor Planning—Eugene, OR (2018–Ongoing).** Providing housing and retail market research and analysis of development potential with and without policy and zoning changes. The River Road Corridor Plan will identify and implement changes to land use and zoning to implement neighborhood planning efforts and support potential future transit investments along the River Road corridor in Eugene, Oregon. This project employed MapCraft Labs.



OSCAR SAUCEDO-ANDRADE, PROJECT ASSOCIATE

Oscar joined ECONorthwest as a project associate in 2019. He specializes in transportation and land use planning, research, and policy analysis, across a variety of economic, social, and urban development projects. Prior to joining ECONorthwest, Oscar worked in the Transportation Department for the City of Boulder where he specialized in spatial and data analysis, graphic design, multimodal transportation planning, and community involvement. His recent work experience includes demographic and data analysis, and equitable economic development for the City of Portland. Oscar is an active mentor with ACE (Architecture, Construction, Engineering) Mentor Program.

Education

M.U.R.P. Portland State University

B.EnvD. Sustainable Planning and Design, University of Colorado Boulder

Areas of Expertise

Transportation

Land Use Planning

Policy Analysis

Years in Industry: 5

Selected Relevant Projects:

- **West Seattle & Ballard Light Rail Link Extension—Seattle, WA (2019–Ongoing).** Analyzing TOD opportunities and development feasibility to support transit and agency joint development efforts for disposal of transit right-of-way for the development of affordable housing.
- **Seattle Design Review Program Evaluation—Seattle, WA (2019–Ongoing).** **Project Manager.** Analyzing land use and design review process for private development projects to evaluate effects of a newly passed ordinance intended to reduce review and permitting time. Key recommendations include identifying opportunities for improvements in the development review process.
- **Portland Neighborhood Rent Model—Portland, OR (2017–Ongoing).** Developing a tool to identify parcels in the Portland MSA with opportunities for residential redevelopment based on allowable development entitlements and forecasted rents.
- **Tigard Washington Square Regional Center Update—Tigard, OR (2020–Ongoing).** Providing market analysis, feasibility analysis, land use code audit, and residential displacement analysis to update land use and regulatory framework for the regional center.
- **Juniper Ridge Market Assessment—Bend, OR (2020–Ongoing).** Providing market analysis, opportunities and barriers assessment, and a development strategy framework for an employment subarea in the City of Bend.
- **Prosper Portland Neighborhood Prosperity Network Economic Development Assessment—Portland, OR (2020).** **Project Manager.** Conducted market analysis and evaluating opportunities for equitable economic development in seven priority neighborhood commercial districts. Provide program and investment recommendations to districts and Prosper Portland to advance equitable economic development goals.
- **Brownfields Areawide Planning—Bremerton, WA (2019).** Provided market analyses and guidance focused on revitalizing the area around Callow Avenue. This project includes an opportunities and barriers assessment, as well as advising the City on strategic actions to encourage redevelopment.
- **Erie Town Center Masterplan—Erie, CO (2019).** Conducted market analysis and evaluated development feasibility for a mixed-use town center that includes multi-family residential, mixed-use, corporate campus office, and retail development types. Developed an infrastructure funding and finance strategy for the town center.

Debra Guenther

Partner

FASLA, SITES AP, LEED AP
BD+C

Role: Design Partner



Education

Michigan State University, BLA
University of Denver, Graduate Studies

Registration

Landscape Architect: CA, ID, LA, OR, SD, WA
SITES Accredited Professional
USGBC LEED Accredited Professional

Professional Affiliations and Activities

EcoDistricts, Board Member, 2015–present
/ Landscape Architecture Foundation (LAF),
Board Member, 2008–2017 / LAF Climate
Change Task Force, Board Emeritus, 2017–
present / Downtown Seattle Association Public
Space Activation Committee, 2012–2013 /
Seattle Arts Commission, 2008–2011 / High
Performance Landscape Guidelines: 21st
Century Parks for NYC

As a partner and landscape architect at Mithun, Deb has built a team that brings exceptional quality, critical thinking and award-winning design to projects. Deb seeks to redefine how people experience the outdoors within urban settings. She works to integrate the function and beauty of natural systems into habitable places, showcasing her innate perception of the relationship between people and their surroundings. Her work varies in scale and complexity and includes urban redevelopment, neighborhood planning and green infrastructure systems. Deb is a regular contributor to conversations on equity, resilience and climate change at venues such as Greenbuild, Living Futures, and the Urban Land Institute. Nationally recognized for her leadership on green infrastructure and ecosystem service issues, she was awarded the American Society of Landscape Architects' President's Medal in 2010.

Representative Projects

Sun Valley EcoDistrict TOD Redevelopment Master Plan / Denver, CO

Design partner for the transformation of an isolated neighborhood into a health-focused, mixed-income community including 1,900 units of mixed-income housing and 181,000 sf commercial space.

Swan Creek Park / Tacoma, WA

Design partner for master plan update, design and implementation of \$4 million dollars of improvements to 83 acre upland area of this 323 acre park for Metro Parks Tacoma. Envisioned to be Tacoma's next regional destination and green open space park that also serves the underserved Eastside neighborhood.

Daybreak South Station Sustainable TOD / South Jordan, UT

Landscape architect for the development of a 90-acre master plan and initial conceptual design for a mixed use TOD, street and open space improvements.

Project Green / Austin, TX

Landscape architect for the transformation of five city blocks into a dynamic TOD and diverse neighborhood that includes 2.5 million sf of office, hotel, residential and retail space.

Resilient by Design / North Richmond, CA

One of ten international teams selected to explore multi-benefit designs that turn investments in sea level rise adaptations into opportunities to build health, wealth and home ownership for residents. The Mithun Home Team worked with the North Richmond Community Advisory Board to develop four projects including green infrastructure for sea level rise protection, new models for affordable housing, trail connections for shoreline access, and an urban tree canopy for filtering air and water.

Erin Christensen Ishizaki

Partner

AIA, AICP, NCARB, LEED AP ND

Role: Urban Planner



Education

University of Notre Dame, BArch

University of Washington Northwest Center for Public Health Practice, Public Health Management Certificate

Registration

AICP Certification

Architect: WA

USGBC LEED ND Accredited Professional

Professional Affiliations and Activities

ULI Health Leaders Network, Advisor / City of Seattle Housing Levy Oversight Committee, 2016–present / HBN Healthy Affordable Materials Project, Advisory Committee, 2017–2019 / Congress for New Urbanism, Board of Directors, 2013–2017 / EcoDistricts Protocol, Health and Wellbeing Chair

Erin is nationally recognized for advancing sustainable, healthy development. An urban designer, planner, and architect, Erin's areas of expertise include urban revitalization, EcoDistrict planning, and human outcomes-oriented design. In her nearly 20 years of experience, she has led award-winning neighborhood planning projects across the country enabling communities to achieve lasting vitality and strength. Erin's collaborative listening approach yields projects that support physical and social community, and maximize investment. Erin's work on the Mariposa Healthy Living Initiative has been published widely, and she has helped shape the EcoDistricts Protocol and Enterprise Green Communities Criteria. In 2014, the Urban Land Institute recognized Erin as a Global 40 under 40 Professional.

Representative Projects

Phoenix Edison-Eastlake Choice Neighborhood / Phoenix, AZ

Project director and manager for a HUD Choice Neighborhoods Initiative inclusive planning effort to transform three TOD public housing sites and their surrounding area into a connected, walkable, urban and resilient mixed-income neighborhood.

Hillsboro Old Town Reinvestment Strategy / Hillsboro, OR

Project director and planner for a reinvestment strategy for Old Town, a business and employment district in southwest Hillsboro.

Sun Valley EcoDistrict TOD Redevelopment Master Plan and Healthy Living Initiative / Denver, CO

Planning strategist for a 40-acre redevelopment TOD master plan including 800 mixed-income units of green housing, integration of streetscape, pedestrian, access to river, and district systems. Led Healthy Living Initiative to establish priority health needs and program strategies, design guidelines and implementation tools.

Pratt City, AIA RUDAT Recovery Plan / Birmingham, AL

Project manager and planner as part of pro-bono design assistance team working with the Pratt City community to prepare for recovery after an EF-4 tornado.

Southwest Corridor Communities Area Plan / Portland, OR

Lead health equity planner developing a baseline assessment, cross-cutting design and program strategies to support this largely immigrant community in the face of light rail expansion.

Little Tokyo Sustainable TOD Urban Design Plan / Los Angeles, CA

Project manager and project designer for an inclusive neighborhood revitalization and Cultural EcoDistrict plan catalyzed by a new metro station, supporting existing businesses and cultural facilities, enhanced mobility, new housing, district-scaled energy and water infrastructure and open space network.

Brad Barnett

Senior Associate

Role: Urban Designer



Education

University of Texas at Austin, Master's City and Regional Planning

University of Texas at Austin, Urban Design

University of Alabama at Birmingham, BA, Philosophy and Psychology

Professional Affiliations and Activities

American Planning Association (APA) Member, Smarter Cities Task Force

Urban Land Institute (ULI) Member

ULI Northwest Center for Leadership 2020

Brad is an urban designer with more than 10 years' experience working throughout North America and internationally. He works with a range of clients to create strategies that reimagine urban districts, bringing a unique mix of urban design, data-driven strategy and a context-sensitive approach to neighborhood development. Brad's experience ranges from corridor and district frameworks to neighborhood and citywide plans. His work is grounded in a deep understanding of the forces that shape development, and a belief that design can be a powerful force for creating more livable and equitable communities.

Representative Projects

RhodeMap Rhode Island Sustainability Plan* / Providence, RI

Designer for first-ever statewide sustainability and economic development plan for Rhode Island, including recommendations for neighborhood investment, livable community design and infrastructure investments.

Downtown Houston Development Framework / Houston, TX

District-scale plan that connected near-downtown neighborhoods to economic opportunity through an innovative open space network and key civic investments.

New River Valley Livability Plan* / Blacksburg, VA

Lead planner for scenario-driven approach for rethinking development opportunities and improving quality of life in Blacksburg, VA region.

HUD Sustainable Communities Initiative Equity Assistance* / Various Locations, US

Led a groundbreaking initiative—reaching over 80 communities across the US—to integrate housing and transportation to support sustainable communities.

PlanET Regional Plan* / Knoxville, TN

Planner for visionary plan for metropolitan Knoxville, including development scenarios, GIS analysis, and civic engagement.

Project Naturally Resilient Communities Toolkit* / Boston, MA

Brad worked as part of an interdisciplinary team of landscape architects, planners, and urban designers to develop strategies, graphics, and an innovative approach for helping users connect local needs with applicable strategies that help communities choose nature-based solutions for flooding and sea-level rise in the face of climate change. This was a collaborative effort by leading organizations in resiliency design and planning, and the first ever digital resource collected with over 30 strategies and 20 case studies from around the world.

Nazanin Mehrin

LEED Green Associate,
EcoDistricts AP

Role: Urban Designer



Education

KTH Royal Institute of Technology, MS,
Sustainable Urban Planning and Design

San Francisco State University, Certificate,
Geographic Information Systems

Inspired by cities and their complexity, Nazanin is interested in understanding the way cities tackle environmental, social, political and cultural challenges, especially as they relate to transportation and new mobility planning. As an urban designer and planner, her diverse experience ranges from small-scale architectural design to master planning and urban analytics with GIS. Nazanin is driven to develop visionary tools and strategies to address contemporary urban challenges and actively integrating her planning and design background with urban data analysis and geospatial technologies. Her work has an interdisciplinary design approach with an emphasis on transforming the cities of today into the cities of tomorrow.

Representative Projects

Station Area Plan for I-405/NE 85th Street / Kirkland, WA

Team member for a station area plan that reconfigures a highway interchange into a walkable transit oriented-community around a future bus rapid transit station.

Sound Transit WSBLE Urban Design / Seattle, WA

Team member for urban design around 14 new light rail stations for Sound Transit and Urban Design Frameworks to integrate with surrounding communities in partnership with the City of Seattle.

Amlash City Comprehensive Plan and Historic Design Guideline* / Amlash, Iran

Urban designer and graphics lead for city-wide strategies and guidelines for maintaining and revitalizing the historic city fabric.

Bushehr City Master Plan and Urban Revitalization Project* / Bushehr, Iran

Urban designer for preparation of city master plan and strategies to enliven the city, and communicating this vision with the use of renderings and GIS modeling.

Chabahar* / Tehran, Iran

Urban designer for mixed use development for hotel, commercial and residential buildings.

User Focus Evaluation Framework for Diridon Station* / San Jose, CA

Researcher for SPUR Urban Center conducting research on multi-modal transportation planning and user experience criteria.

Shilat Plaza* / Tehran, Iran

Urban designer for 17,222 sf of public space providing pedestrian accessibility and an urban landmark.

Marc Norman



505 E. Huron Street, #506, Ann Arbor, MI 48104 / 917-647-8944

www.ideasandaction.net / marc@marcnorman.net

Urban planner and organizational leader and independent developer with a 25-year career at the intersection of development, finance, design, planning, and cultural programming throughout the country.

Employment

Currently	President, Ideas and Action, A Consultancy working nationally on housing and community development
Currently	Associate Professor of Practice, University of Michigan Taubman College of Architecture and Urban Planning
2014-2015	Loeb Fellow, Harvard Graduate School of Design 2014-15
2012-2015	Professor of Practice and Director, UPSTATE: A Center for Design Research and Real Estate at Syracuse University School of Architecture
2008-2012	Vice President, Deutsche Bank (DB) Community Development Finance Group
2000- 2008	Managing Director, Duvernay + Brooks LLC, New York (D+B)
1998-2000	Senior Associate, Lehman Brothers, New York
1995-1998	Senior Program Manager, Local Initiatives Managed Assets Corp. (LISC, New York Equity Fund)
1991-1995	Senior Project Manager, Skid Row Housing Trust (SRHT), Los Angeles

Education

1992	UCLA Architecture and Urban Planning: Master of Arts in Urban Planning
1989	University of California, Berkeley: Bachelor of Arts in Political Economy of Industrialized Societies
1987-1988	Institut d'Etudes Politiques, Lyon, France: Urbanism, Geo-Politics

Current Projects (2020)

- Hines Drive Greenway Plan, Economic Development Analysis, Wayne County, MI
- Advisor, Ann Arbor Housing Commission, Acquisition of Senior Housing
- Housing and Economic Development Consultant, Albina Vision Trust, Portland, OR
- Housing and Economic Development Consultant for Detroit Cody Rouge/Warrendale Framework Plan
- Financial Consultant for City of Ann Arbor City Owned Property Development and Disposition Study
- Strategic Advisor on Housing and Community Development Greater Corktown Framework Plan, Detroit

Strategic Planning

- Lead and team member for a variety of engagements with non-profit, municipal and for-profit entities. Specializing in affordable and mixed income housing, economic development taking the form of master plans, RFPs, strategic interventions, financing analysis and preliminary site planning. Extensive work in assisting public entities in structuring development partnerships throughout the United States. (Ideas and Action, D+B).

Development

- Development of 300 units (SRHT). Consultant to numerous development teams and public agencies in structuring and closing over thirty multi-phase, mixed-finance transactions in seven states in partnership with more than 10 development partners and 13 housing authorities (D+B). Independent developer of small multifamily developments.

Lending

- Primary responsibility for structuring and funding loans, tax exempt bonds and tax credit equity to development projects and lines of credit to CDFIs as Vice President at Deutsche Bank (\$300 million closed).
- Responsibility for underwriting and closing predevelopment, construction and mezzanine financing (Lehman, NYEF).

PRINCIPAL

Sara Zewde

Sara is recognized in the industry as an expert in designing landscapes of cultural significance. Sara finds that in considering the relationship between culture, craft, and ecology, there are often many powerful departure points for the design of public space. Sara is the recipient of a number of awards including the 2014 Landscape Architecture Foundation's National Olmsted Scholar, the National Trust for Historic Preservation's 2018 "40 Under 40" list, and a 2020 United States Artists Fellow. Sara serves as Assistant Professor of Practice at Harvard University's Graduate School of Design.

SELECTED PROJECTS

MANDER REC CENTER CAMPUS

Philadelphia, PA

Design Lead for a masterplan for a masterplan to re-envision the 22 acre recreational space within Fairmount Park.

VALONGO WHARF

Rio de Janeiro, Brazil

Design Lead for the conceptualization and development of a network of spaces celebrating the memory and movement of Afro-Brazilian identity and culture.

PLANK ROAD MASTER PLAN

Baton Rouge, LA

Landscape and Urban Design Lead for a master plan study of a five mile long commercial corridor in North Baton Rouge.

GENESEE STREET, FREEDMAN'S TOWN

Houston, TX

Design lead for a streetscape design that speaks to the memory of the neighborhood.

GRAFFITI PIER

Philadelphia, PA

Design Lead for a new waterfront park on the Delaware River that seeks to preserve a street art icon and space of cultural expression.

GOOD LIFE HEADQUARTERS

Syracuse, NY

Design Lead for the landscape and roof gardens of a new mixed-use development and event space for a youth foundation.

THE LIVING ROOM PROJECT

Seattle, WA

Co-designer of an award-winning outdoor public living room installation, blurring



SELECTED AWARDS & HONORS

2020 United States Artists Fellow

2019 Dumbarton Oaks Mellon Fellow

2017 Seattle Design Foundation 1st Prize Entry "Coming Soon"

2016 Venice Architecture Biennale

2016 Robert Rauschenberg Artist in Residence

2014 Landscape Architecture Foundation National Olmsted Scholar

2010 Ross Silerberg Memorial Award in Urban Design

EDUCATION

Harvard University : Masters of Landscape Architecture

Massachusetts Institute of Technology : Master of City Planning and Urban Design

Boston University : BA Sociology and Statistics Minor, Cum Laude

SELECTED TEACHING AND LECTURES

2020 Harvard University Graduate School of Design Faculty

2020 Columbia University, GSAPP Faculty

2018 University of Texas School of Architecture Faculty

2018 Mayors' Institute of Design

2018 National Museum of African American History and Culture Lecture

PRINCIPAL

Leo Miller PLA



Leo brings years of professional experience in landscape architecture and urban design to Studio Zewde. His collaborative design work has transformed multiple urban parks, playgrounds and gardens into valued community assets, often tied directly to local ecological, social and material histories. Leo is facile and experienced in all phases of project design, management and implementation. As a guiding force towards uniquely creative solutions, Leo has made an indelible mark on a wide range of complex landscapes of the highest quality.

SELECTED PROJECTS

BROOKLYN BRIDGE PARK - PIER 2 UPLANDS

Brooklyn, NY
Project manager and designer for the latest and final phase of the Park. The finished work includes a massive earthen sound barrier, accessible water features and spaces for passive park recreation. (MVVA)

BROOKLYN BRIDGE PARK - PIER 3 UPLANDS

Brooklyn, NY
Project designer for the 5 acre parcel of on-structure parkland on the East River. Includes a central lawn, performance plaza, children's sensory labyrinth and 600 trees. (MVVA)

SHED 77

Brooklyn, NY
Project manager and designer for a mixed-use development that repurposed a cluster of five adjacent buildings as new office and retail space. (MVVA)

OBAMA PRESIDENTIAL CENTER

Chicago, IL
Project designer for the forthcoming presidential campus situated in Chicago's historic Jackson Park. Incl(MVVA)

CHELSEA WATERSIDE PARK PLAYGROUND

New York, NY
Project lead for the much beloved playground in Manhattan's Chelsea neighborhood. Project features various salvaged and repurposed materials as innovative play elements including waterplay and an iconic centerpiece. (MVVA)

UNIVERSITY OF TORONTO NEW YORK, NY

Project designer for the renovation of Canada's most famous historic university campus. (MVVA)

CITY AS LIVING LABORATORY NEW YORK, NY

Researcher, builder, and artist assistant for Mary Miss' streetscape installation in Harlem and corresponding exhibition, *Civic Action* at the Isamu Noguchi Museum. (Mary Miss Studio)

REGISTRATIONS & AFFILIATIONS

Licensed Landscape Architect
New York

EDUCATION

Harvard University: Masters of
Landscape Architecture

The New School University:
BS Environmental Studies -
Concentration in Sustainable Design

SELECTED AWARDS & HONORS

2018 ASLA Professional Awards
General Design Award of Excellence -
Brooklyn Bridge Park, MVVA

2013 Penny White Project Fund -
Finalist

2010 Alice Eastwood Merit
Scholarship in Botany