



EXHIBIT A.1 (REVISED)

HAZELWOOD NEIGHBORHOOD PLAN SCOPE OF WORK

TASK 1: ESTABLISH GOVERNANCE STRUCTURE, GOAL, AND VISION SETTING

The Gensler team will participate in a Project Initiation meeting with the City of Pittsburgh, Dept. of City Planning (DCP), members of Greater Hazelwood Community Collaborative (GHCC) and key staff from both entities who are involved and overseeing the effort. At this project initiation meeting, we will discuss project objectives, confirm the scope of services and deliverables, overview the schedule and discuss milestone dates, and review roles and responsibilities for all key project participants.

It is our goal to work with the clients' core team to establish a clear line of communication regarding key dates, deliverables and decision-making for the duration of the effort. We anticipate working closely with the Steering Committee and key stakeholders of Greater Hazelwood to craft a clear, concise and cohesive community engagement.

To position our team to develop the best series of product throughout the process, we anticipate submitting our request for existing data and reports prior to this meeting. At the meeting, we will be prepared to discuss the completeness of background data and determine whether there are any data gaps. The team will summarize input received, including raw materials and key themes.

In order to get a better understanding of the physical conditions and other issues impacting the neighborhood, the Gensler team will tour the Hazelwood neighborhood area with representatives from DCP and select member from the GHCC. In addition, the Gensler Team would like to conduct an interactive session that begins to craft a preliminary series of Guiding Principles. We anticipate that these initial Guiding Principles will be constantly reviewed and revised throughout the planning effort.

In coordination with the city, the team will identify stakeholders and conduct up to three (3) stakeholder interviews. The consultant team will work with the DCP and Greater Hazelwood Community Collaborative to identify the stakeholder Advisory Committee and participate in three (3) Advisory Committee meetings.

Deliverables:

- Confirm project scope, timeline and key milestones
- Identify dates for meetings with DCP, GHCC and the Steering Committee
- Initial review of community engagement approach
- Data collection list and summary project outline
- First draft of Guiding Principles

TASK 2: ESTABLISH THE COMMUNITY ENGAGEMENT STRATEGY

Led by UrbanKind Institute, the Gensler team will work with the DCP, Greater Hazelwood Community Collaborative, and key stakeholders to ensure a meaningful resident and neighborhood participation,



including strategies to reach residents and stakeholders who are traditionally marginalized from the planning process. Our commitment to including human-centered design principles in our community engagement strategy captures input from all segments of interest in Greater Hazelwood. The strategy includes one-on-one interviews, focus group discussions, neighborhood usability and sense of community surveys, livecast community meetings and a dedicated webpage for community information, posts, timelines, and updates. We will work with the client team, throughout the planning process to hone the overall message and strategy.

The community engagement strategy are outlined below:

Work with the client team, throughout the planning process to hone the overall message and strategy

- Review and compile relevant elements and themes from supporting policies and initiatives
- Develop educational materials – including a consistent set of educational talking points
- Design and promote website
- Identify and interview primary informants

Activate local neighborhood level networks (incl. Greater Hazelwood Community Collaborative)

- Conduct topical focus group discussions with Greater Hazelwood Community Collaborative members
 - Develop a set of organizing principles and goals
 - Create a consensus document for organizational endorsement of principles and goals

Identify, engage, and organize neighborhood level sub-groups (seniors, youth, tenants, etc.)

Collect input from neighborhood partners and other interests

- Design sense of community and neighborhood usability survey
- Establish community meeting schedule and formats
- Create hashtags for community participation in live-cast meetings
- Recruit and train youth organizers
- Prepare a written report – summarizing each engagement activity. All summaries and analysis will be posted on the website

All elements of the community engagement will be aligned with the data reporting and recommendations requirements as part of the background research, data collection, and assessment as well as the plan development and implementation. The team will manage meeting logistics, invites and publicity for these meetings. The team will summarize input received, including raw materials and key themes. The team will integrate the input gleaned from these engagements into the design schemes.

TASK 3: BACKGROUND RESEARCH, DATA COLLECTION, AND ASSESSMENT

The team will conduct an existing conditions analysis and give a complete overview of the social, economic, demographic and environmental issues in and around the Hazelwood Community. We will update the neighborhood assets and context map to verify and accurately identify neighborhood amenities and institutions. Documentation will also include the location of retail, commercial, public open spaces and residential development, as well as development opportunity sites.



As part of the analysis, we will specific planning and economic analysis efforts related to the Hazelwood Community within the last 4 years. Special emphasis will be placed on understanding the current plans, including the master plan crafted for the Almono site the 4800 block of Second Avenue, the Gladstone School, and other developments that may impact Greater Hazelwood.

Deliverables:

Formal existing conditions document summarizing the following:

- Existing Land Use Map
 - Residential uses
 - Retail and Commercial uses
 - Parks and open space
 - Education and Institutional uses
- Existing Zoning Map
- Existing Parcel Map
- Existing Property Ownership Map
- Vacant land (public owned land and private controlled parcels)
- Transportation Analysis Map
- Neighborhood and Community Assets diagrams highlighting:
 - Anchor institutions: schools, parks and recreation facilities, health & child care, churches and other faith-based institutions
 - Existing retail and commercial uses
 - Public Transportation (rail, bus routes)
 - Map identifying development opportunities in the study area
- Review of previous planning efforts and economic analysis documents that are specific to Greater Hazelwood
- Evaluation of strengths and weaknesses of the development area or project locations
- Evaluate highest & best use of underutilized and vacant structures
- Demographic analysis highlighting:
 - Population (Trends and forecast)
 - Racial Composition
 - Age Distribution
 - Income and Education
 - Employment
 - Education attainment
 - Crime (Part 1)

TASK 4A: FEASIBILITY ANALYSIS

Led by Mosaic Urban, the team will carefully assess all items in Task 3 and identify gaps in the data, which will be shared and reviewed with the community. Our goal will be to highlight and test the real economic challenges and opportunities within the Greater Hazelwood community, and use these findings as a foundation for an economic development framework. The team will summarize previous planning efforts, and analyze current market trends for residential and commercial trends local and



regional area. In order to get a complete understanding of the economic challenges, the team will conduct a series of stakeholder interviews with individuals and local real estate experts who specialize in community revitalization efforts. At the conclusion of this task, the consultant team will identify a series of investment projects and strategies that conform with a near, mid, and long term vision and economic development strategy for the Greater Hazelwood neighborhood. A key goal is leveraging our findings to identify catalysts and drivers that might spark near-term incremental change in the neighborhood.

Deliverables

- As part of the existing conditions analysis, inventory existing retail establishments (Gensler/LeBlanc). Analyze inventory in comparison to a qualitative understanding of demand to determine categories of retailing that are particularly underserved. (Mosaic)
- As part of the existing conditions analysis, identify existing, competitive retail concentrations outside of the Greater Hazelwood neighborhood which *may* be drawing business from the neighborhood (Gensler/LeBlanc).
- Leveraging the existing condition analysis and a qualitative understanding of the key commercial corridor, identify potential hubs or nodes along on the key commercial corridor where focused catalytic retail and commercial revitalization may occur due to a combination of market (existing and potential activity), placemaking and building stock opportunities. Identify retail categories/retailers which might populate those nodes. Assess and recommend short-term or low-hanging fruit strategies and investments which may spur initial new retail or investment activity. (Mosaic Urban)
- Quantify demand from the residential segment based on typical household expenditure patterns for current households and estimate the incremental demand from anticipated household growth within the market area. (Mosaic)

TASK 4B: ECONOMIC DEVELOPMENT STRATEGY FRAMEWORK

A key component of our economic development frameworking strategy is to have integrated discussions about development and non-development issues. We propose in Hazelwood to have an integrated discussion that explores how Hazelwood entrepreneurs and residents could be trained and prepared to access the opportunities that may result from the redevelopment, neighborhood amenities and urban design proposed in the Neighborhood Plan. Mosaic Urban has used this integrated discussion approach to good feedback in many cities. In Kansas City, Missouri, Mosaic Urban created an urban revitalization strategy that was dubbed a “People +Place” strategy. The strategy’s goal was to identify residents, small business owners and contract workers who could either do the work or supply goods and services for future single family home rehab work projected in the strategy. Mosaic led focus group-type discussions with local non-profits, small businesses, and potential funders to discuss the best approach to ensure that stakeholders could be ready to access the opportunities laid out in the new vision.

Scope and Deliverables

- People + Place Focus group meeting – Local small businesses and entrepreneurs



- People + Place Focus group meeting – workforce development experts and funders (non-profit & governmental) in Pittsburgh area
- People + Place Focus group meeting – Retail brokers and small scale developers
- People + Place Focus group meeting - Government and non-profit small business/entrepreneurship funders and resource providers in Pittsburgh area
- Economic Development Strategy Framework – Includes short qualitative gap analysis (Potential Job and Small business opportunities vs. current skills and capacity) and Economic Development Strategy Framework to close identified gaps and help residents, businesses and stakeholders seize opportunities that will derive from market-based opportunities and final Greater Hazelwood Plan recommendations.

TASK 5: PLAN DEVELOPMENT, IMPLEMENTATION AND PERFORMANCE MANAGEMENT THE CONSULTANT

Building on Task 4, the Gensler team will work the key stakeholders from both Glen Hazel and Hazelwood to craft a long term vision for the Greater Hazelwood Neighborhood. The Gensler design team will develop conceptual framework plans that will inform the overall urban design and economic development vision for the Greater Hazelwood Study Area. A range of residential building types and unit/building sizes, appropriate for, affordable, market-rate rental as well as homeownership, will be explored for the neighborhood. Retail, commercial, institutional and mixed-use buildings will also be incorporated into each draft alternative. The framework planning concepts will also incorporate unifying features, and explore densities that are appropriate for the site and the larger Greater Hazelwood Study Area. In developing the framework alternatives, the Gensler design team will ensure that all design scenarios are compliant with the City of Pittsburgh's Department of City Planning requirements for land use and future development.

The team will create a plan to illustrate how neighborhood improvements should be phased. A phasing sequence analysis will be conducted identifying and prioritizing specific areas for future development over a ten and twenty year period.

Building Massing and Urban Design

Key gateways, nodes and corridors will be fully explored in massing studies to understand building heights, densities, and site positioning. Concepts will be examined and expressed both in plan and three dimensionally. We will illustrate development principles through building massing diagrams, typical sections and elevations. All scenarios will include a plan that will illustrate how development will be phased and proposed in a way that reduces impact on current residents

A Sustainable Approach to Urban Design and Master Planning

The alternative scenarios will demonstrate how the sites can be effectively redeveloped, while respecting the existing character of the surrounding community. To accomplish this, the plans will incorporate a range of established design strategies, including the principles of traditional neighborhood development to create



walkable, diverse communities with linkages to surrounding jobs, shops, entertainment, open space, and public facilities and primary corridors.

Landscape and Open Space Framework

The Gensler team will develop a public realm plan which acts as an armature for development, define a set of typologies for public spaces and streetscapes and design neighborhood circulation for pedestrian and bicycles.

Regardless of their definition or particular characteristics, all spaces will be designed and strategically located to engage people and promote the new image and character of the study area and build upon the existing strengths of the larger community.

Phasing and Implementation

The Gensler team, working closely with the City and the stakeholders from the Greater Hazelwood community, will create a plan to illustrate how neighborhood improvements should be phased. A phasing sequence analysis will be conducted identifying and prioritizing specific areas for future development over a 10 to 20 year period.

The final Neighborhood Framework Summary plan document will include schematic renderings of site plans and supporting illustrations such as 3D perspective drawings and additional diagrams to illustrate the physical layout and planned character of the improved neighborhood. As with prior project materials and deliverables, the associated report will include relevant graphics and supporting narrative to clearly communicate the design concept to the City of Pittsburgh, the Stakeholder Advisory group, stakeholders in the community and potential funding partners. The framework plan will be folded in to a formal document that summarizes the framework planning effort for Greater Hazelwood to facilitate fundraising and community engagement.

Deliverables:

A Summary Document containing the following:

- Final illustrative framework plan
- final land use and zoning
- final phasing plan and development sequencing plan
- a series of three dimensional drawings illustrating character and vision
- preliminary program development program identifying the following:
 - number of residential units
 - retail and commercial square footage
 - development acreage
 - open space acreage
- an outline of the Planning Principles or Guiding Principles for redevelopment
- Core Community Values Statement
- Planning Elements addressing goals, policies and timeframe for strategic development
- Summary of the Economic Development Strategy

Gensler