9.0 APPENDICES

A1.0 CITY WORKSHOP #1 - DECEMBER 20, 2018
A2.0 PUBLIC MEETING #1 - FEBRUARY 11, 2019
A3.0 CITY WORKSHOP #2 - FEBRUARY 22, 2019
A4.0 PUBLIC MEETING #2 - MARCH 11, 2019
A5.0 PUBLIC MEETING #3 - APRIL 16, 2019
A6.0 PUBLIC MEETING #4 - MAY 2, 2019
A7.0 PUBLIC MEETING #5 - MAY 22, 2019
A8.0 PUBLIC MEETING #6 - JUNE 10, 2019
A9.0 CITY WORKSHOP #3 - AUGUST 7, 2019
A10.0 MOBILITY MEETING - MAY 6, 2019
A11.0 INDIVIDUAL COMMUNITY OR NEIGHBORHOOD MEETINGS
A12.0 COMMENTS
A13.0 PUBLIC MEETING #7 - OCTOBER 29, 2019
A14.0 PUBLIC MEETING #8 - NOVEMBER 18, 2019
A15.0 ZONING CODE LOOKUP TABLE
A16.0 REFORESTATION FOR IMP
Attendees: Per sign-in sheet

- Pitt does not anticipate changing previous IMP boundary with the possible exception of the Bouquet Gardens site identified for student housing. Pitt requested guidance on whether this site should be added to the EMI and IMP. Derek indicated that it would be good planning practice to include the site in the EMI.

- Pitt intends to maintain the districts identified in the previous IMP. Direction was given that district boundaries are for Pitt to define in coordination with the Design Guidelines.

- Student housing not allowed in current zoning for Oakland pocket zones / IMP District Boundary – Green Area

- Delivery model for housing in Bouquet

- Pitt has no appetite to make Fifth and Forbes in EMS

- List/Identify properties with 1000ft of EMI Boundary that we own

- Innovation District – Derek – How does Pitt plan to manage engagement with community?

- What’s change in EMI? How are we navigating this process with the community

- Districts are currently historic – City agrees to leave as is. Use district boundaries to our advantage with regards to IMP Guidelines

- Pitt would prefer to provide a range in enrollment growth in the IMP. Previous public presentations indicated no enrollment growth, but flexibility is necessary to meet institutional goals. Direction was given that enrollment is NOT regulatory in the IMP - Pitt should include the best prediction of growth. Ideally enrollment message will be consistent with previous presentations – anticipate no growth but could be X%.

- Be careful of messaging growth – we indicated no growth before and now be careful what you say. Best prediction: 0-10%

- Growth has no legislative ramifications.

- We think it’s 0% but could be as high as 5%. Growth in some areas vs. shrinking in others

- Housing: heading in the right direction. Telling the story that we are just like other companies.

- How are existing buildings currently used? What is the shift in the future? Classrooms, labs, libraries, etc.

- How many student beds need to be built? Ron to provide numbers.
Where are the students coming from? Already in the neighborhood.

Pitt requested guidance regarding the 10-year development sites. Master Plan indicates 0-7 year, 8-15 year and 15+ year development. Direction was given that the IMP should maintain flexibility – the 10-year sites will not all be realized within that time frame.

Regulatory Act 156 for stormwater

Showing examples for Proposed Projects, what could box look like

Use Wellness/Rec as example. Box ourselves in a little bit – what percentage of site is open space

Act 166 will require green infrastructure – energy, SWM, open space.

Questions were raised regarding what part of the Design Guidelines are regulated. Massing envelope may be regulated, master plan conceptual plan should not be regulated and may be included in the IMP appendix. The community presentations should include the master plan as well as the envelope.

The IMP Design Guidelines can define design criteria with text. For example, if text indicates “active ground floor” it will be regulatory so must define what “active” means.

Design Guidelines should commit to some % of the site as open space. Public art should also be identified.

TIG scoping meeting is scheduled in January.

There are many existing TDM programs - questions were raised as to how to build on them. Pitt transportation and parking strategies were discussed – identified as a polarizing issue.

Pitt Sustainability initiatives were presented. Location for SWM should be identified – SW fee being implemented for impervious surfaces. SW retention should be included with each new development.

Environmental Protection Act 167 code update will change state regulations – more stringent regulations anticipated in urban areas. Storm and sanitary should be separated on all new projects. Clarification needed on credits.

How are we doing, preservation vs. new trees? Commit to a process, proposed locations for tree planting

IMP should include aspirational goals and metrics but the specifics of how goals are being met should be submitted with each project.

The Innovation District will not be included in the EMI – it is a market driven effort not controlled by Pitt.

The community will be interested in proposed gateway areas particularly in disadvantaged neighborhoods.

Pedestrian safety at Bellfield was discussed. Pitt may contribute but meeting with city required to discuss phasing and cost sharing.

Meeting with city needed to discuss quantifiable transportation goals.

Process to develop policy around Historic Preservation – How will we evaluate our buildings? Carry out a Preservation Impact Assessment.

Pitt requested that city identify any gaps in information that should be addressed before Workshop 2.
A1.3 Campus Performance Targets

Campus Performance Targets – University of Pittsburgh IMP

For Discussion at 2/22/2019 Meeting

IMP Best Practices sections are used to organize the content below. Energy is addressed in two sections of the IMP Best Practices Guide: 10-Year Development Envelope and Campus Energy Planning. The intent is to holistically integrate energy generation and energy efficiency into the IMP using the 10-Year Development Envelope, with the narrative for these efforts in the Campus Energy Planning section. For the targets below, energy is divided into Energy use and Energy generation.

- **Energy use:**
  - Proposed target: The campus should seek to be carbon neutral by 2040. Commit to enforcing campus EUI standards as part of lease agreements off-campus including leases in forthcoming Innovation District buildings. Commit to re-engaging and perhaps leading the Higher Education Climate Consortium (HECC) to share practices and collaborate on developing solutions with regional academic institutions.
  - Current status: 20% EUI reduction by 2020, 50% reduction by 2030. No 2050 goals. Baseline EUI of 189.3. Committed to keeping EUI flat while buildings and users are added.
  - For discussion: We should discuss a process for the university to determine what becoming carbon neutral would mean. This can be based on looking to other institutions that have made a similar commitment as well as engagement with partners in Denmark. If you can investigate this matter and bring discussion items to the next Performance Targets meeting that would be very helpful.

- **Energy generation:**
  - Proposed target: The campus should seek to be carbon neutral by 2040. This will likely require a commitment to energy planning post-IMP and studying conversion of current energy plants to low- / no-carbon inputs. Phase out RECs over the next decade and replace with local investments in renewables. Commit to fully engaging in energy planning as part of the Oakland and Hill District Plan processes.
  - Current status: 50% from renewables on-site, through PPAs, or through RECs.
  - For discussion: The forthcoming neighborhood planning processes will look at opportunities to develop low- / no-carbon strategies that serve institutional needs but also extend into the adjacent neighborhood areas. The university should consider contributing financially to this process (e.g., partnering with other institutions, foundations, etc. to fund the consultant position). This action would show the university’s dedication to this work and to leading this effort.

- **Infrastructure Plan:**
  - Proposed target: For Tree Canopy, clearly state baseline coverage and commit to a goal that is the actual coverage, not an increased percentage, per the City’s Urban Forest Master Plan. Commit to pursuing ambitious standards such as Sustainable SITES and/or Living Building/Community Challenge. For both Stormwater and Water Use, consider more proactive water management and reuse systems such as Emory University’s Water Hub, or Portland’s Natural Organic Recycling Machine (NORM). Establish habitat restoration goals and a suite of activities to meet those goals. For Open Space, identify areas where community-serving uses will be developed, particularly adjacent to Fifth and Forbes and adjacent to residential areas. Commit to and identify locations for stormwater detention / storage and slow release, particularly for new development / redevelopment.
  - Current status: Water use reduced 50% by 2030. Reduce impervious surfaces 20% by 2030. Divert 25% of stormwater from impervious surfaces. Increase tree canopy 50% by 2030. None related to open space or habitat restoration.
  - For discussion: Consider building on discussions started during the Bigelow Complete Streets project about partnering with PWSA to design and fund green infrastructure projects in the right-of-way and beyond the campus boundaries.

- **Design Guidelines**
  - Proposed target: More targets are forthcoming following a discussion as outlined below. Commit to incorporating bird-safe building design best practices into all new construction and redevelopment projects, perhaps through the design guidelines section of the IMP. More information can be found here, here, and with examples of how to integrate this into design guidelines starting on page 148 of this document.
  - Current status: Design guidelines are being drafted, but Pitt needs more discussion with DCP staff to capture the right level of detail.
  - For discussion: Hold for first meeting.

- **Neighborhood Enhancement Strategy:**
  - Proposed target: Commit to fully engaging in the forthcoming Oakland and Hill District Plan processes, including delaying new development projects that are adjacent to residential areas until the planning processes have developed guidance. Also consider making financial commitments to a limited number of community serving topics with the actual projects and programs to be determined through the neighborhood planning process (e.g., workforce development, overcoming residential energy burdens, supporting local and/or disadvantaged business entrepreneurship, supporting families, affordable housing, etc.). Commit to investments in the public realm such as sidewalk improvements, furnishings, façade improvements, and public art.
  - Current status: Many of the concepts above have been agreed to in principle, but further discussions are need. More clarity is needed about intended investments in gateways to the campus such as Robinson Street, Heron Avenue, etc.
  - For discussion: Be sure to cross-reference proposals from other sections that also respond to community needs. For example, if shuttle services are reconfigured to serve
Oakland residents or new transit services provided, reference that here in addition to the Mobility Chapter. Similarly, if the university commits to a goal of finding homes in Oakland for a percentage of staff, faculty, and graduate students, include that here. These concepts must be vetted through community engagement for the IMP. The university should record input on specific projects or programs and incorporate this into the neighborhood planning process. DCP’s Division of Public Art & Civic Design can provide advice for incorporating public art into the IMP.

• Mobility Plan:
  o Proposed target: Establish current mode share baselines and work with DOMI staff to develop medium- and long-term goals. Commit to regular monitoring and reporting to DOMI including 6 months and 2 years after the opening of the BRT. Present existing mode splits and intent to develop a Transportation Demand Management (TDM) plan to Planning Commission as a part of the IMP submission. Commit to working with other shuttle service providers, the Port Authority, and DOMI to develop and act on transportation scenarios. Ensure transportation staff have appropriate expertise to run programs. Commit to no net parking increase within the City of Pittsburgh. This would include no new parking on parts of the campus in the Hill District, but would not limit regional park and ride discussions as part of the transportation scenario planning.
  o Current status: Pitt has an approved TIS scope for the IMP. As requested by DOMI, the scope will apply a parking-oriented trip generation methodology. Pitt has conducted a transportation survey of students and faculty that will be utilized to develop mode splits for the transportation study and mode share goals for the TDM plan. Information will be shared with DOMI as a part of the preliminary review of the TIS. Status of transportation scenarios with other shuttle provider unclear, but DOMI and Port Authority need to be incorporated into these discussions as early as possible. Staff need more clarity about what mobility-related components of the Campus Master Plan are being integrated into the IMP.
  o For discussion: Transportation scenarios should consider different options to meet the university’s needs to get faculty, staff and students into campus such as sharing / reorganizing shuttle services, subsidizing new transit routes, and cost sharing of park and ride facilities in the region. Consider operating cost per rider in these analyses. Resident needs should also be considered; particularly those of Oakland residents where there is an opportunity to also satisfy Neighborhood Enhancement Strategy requirements. As part of the TDM plan, consider physical and programmatic strategies including Employer Assisted Housing and other methods of helping employees find housing in Oakland and adjacent areas, particularly for lower wage staff who often carry a high transportation burden due to long commutes from lower cost parts of the region. Refer to DOMI’s TDM guidelines. Link the Mobility Chapter and the Design Guidelines by establishing street types and design guidelines for all streets on campus including recommendations for curbside management such as shuttle services, rideshare, bikeshare, etc. Work with the Port Authority to incorporate transit oriented development guidance into the Design Guidelines, particularly for development and infrastructure investments adjacent to future BRT stations.

• Resilience:
  o Proposed target: Work with Rebecca Kiernen from DCP’s Sustainability and Resilience Division to establish resiliency goals that serve university needs.
  o Current status: N/A.
  o For discussion: To be added following discussions.
A1.4 Workshop Presentation Slides

Workshop Agenda
1. Introduction
2. Existing Conditions
3. Needs of the Institution
4. Long-Term Vision and Growth
5. Ten-Year Development Envelope
6. Mobility Plan
7. Infrastructure Plan
8. Neighborhood Enhancement Strategy

1.0 Introduction
1.1 Mission and Objectives
1.2 Requirements
1.3 Planning Context

Pitt’s Mission
• Offer superior educational programs
• Advance the frontiers of knowledge and creative endeavor
• Share expertise with private, community, and public partners

The University of Pittsburgh
• Founded in 1787, the University of Pittsburgh is one of the oldest institutions of higher education in the United States.
• Pitt people have dedicated polls, unlocked the secrets of DNA, lead the world in organ transplantation, and pioneered TV and heavier-than-air flight, among numerous other accomplishments.
• In 2018, for the second consecutive year, the Wall Street Journal/Times Higher Education College Rankings named Pitt as the best public university in the Northeastern United States.

A Change in Pitt’s Leadership
• Previous administration’s legacy:
  – Molded the ship
  – Significantly enhance Pitt’s academic standing
  – Move toward a more competitive benchmark in the university world
• Current administration’s approach and ambitions:
  – Comprehensive strategic thinking and planning
  – Creativity in partnership opportunities
  – Focus on innovation, commercialization, and differentiation
  – Internal and external transparency, collaboration, and engagement
  – Distinctive architecture, accessibility, sustainability

Economic Impact
Top 10 Rankings Impacted by the University of Pittsburgh in Terms of Total Employment, 2015

Previous IMPs
• 2008
  – East Campus District Update
  – Hilltop District Update
• 2009
  – Lower Hillside District
  – South Campus District
  – West Campus District
• 2010
  – Lower Campus District
  – South Campus District

Strategic Plan Process
Timeline – The Plan for Pitt
• February 2015 – Strategic Planning Framework
• March 2015 – Community Input Town Hall meetings
• June 2015 – First draft of the Plan for Pitt presented to Board of Trustees
• September 2015 – Strategic Plan update with community members
• November 2015 – The Plan for Pitt published, meetings held with faculty, staff, and students
CITY WORKSHOP #1
University of Pittsburgh Institutional Master Plan

To lead lives of impact through a supportive environment focused on a

A full list of contributors.

The total legislative process, on average, is 3 months.

Cannot schedule until approved at Planning Commission (true?)

Legislative process typically 4 weeks later because need time for revisions and responses

City council

Desired schedule will also be approved at Planning Commission (true?)

Introduction Meeting, reference to existing committees 3 or 4 weeks later

Standing committee

The total legislative process, on average, is 3 months.

2.0 Existing Conditions

2.1 IMP Boundary

2.2 Existing Properties & Uses

Drivers

- Partnering for impact
- Increasing information
- Sharing the future

Goal 1: Advance Educational Excellence

We aspire to be a university that...

Promote diversity to meet the needs of students through a supportive environment focused on a

- Enhance the outreach
- Serve as a leader in preparing students for employment
- Respect the students' experience
- Ensure access to all students

9.0 | APPENDICES

SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

6/4/2019

6/4/2019
Goal 2: Engage in Research of Impact

- We must be a university that advances the frontiers of knowledge and makes a positive impact on the world through collaborative and multidisciplinary approaches to research that focus on areas of great societal needs.
- Identify and engage in strategic research opportunities.
- Position the University to participate in large research collaborations.
- Expand our computational capacity.
- Expand the impact.

Goal 3: Strengthen Communities

- We must be a university that strengthens our communities:
  - Strengthens our universities: Work continuously to strengthen the University, to our region, and the world around us—by expanding engagements, supporting collaborations, and expanding a global perspective.
  - Strengthen the public service.
  - Foster a culture of data engagement.
  - Increase the economic impact.

Goal 4: Promote Diversity and Inclusion

- We must be a university that embraces diversity and inclusion as core values that enrich learning, scholarship, and the University.
- Transform the campus climate.
- Elevate the student experience.
- Help attract and retain diverse regional populations and University community.

Goal 5: Embrace the World

- We must be a university that engages with the world to explore and address global issues that impact life in the world today.
  - Connect our students and international pursuits.
  - Cultivate globally capable and engaged students.
  - Convene a global community of researchers.
  - Serves and improves our infrastructure.

Goal 6: Build Foundational Strength

- We must be a university that builds a foundation of strong internal culture, a resilient capacity to partner, expanding external trust in our mission and values.
- Build a legacy to enhance the public and partnerships.
- Create a supportive and productive work environment.
- Transform informatics in the nation.
- Strengthen administrative and operational efficiency.
- Enhance our ability to partner.
- Facilitate and support engagement with PSU.

Pitt’s Challenges: Demographic Trends
- High school graduate counts are shrinking university demographic base eroding.
- 85% of graduate position enrollment is international students.

Pitt’s Challenges: Competitive Environment
- The market – raising higher education is saturated (small scale schools, regionals, community colleges, elite Universities).
- Competition for reduced funding (research) is intensifying.
- Serious international competition.
- Higher education is an industry.

Pitt’s Challenges: Reduced Public Funding
- Wavering public support to subsidize students and research.
- In PA – wavering public support for University operations.
- PA in the bottom 3 states of per capita public education spending.
- PA in-top 3 states in rate of shrinking public $8 support.
- 1990: 85% Pitt revenue in public support; 2018: 7%.
- Revenue source for operations is in jeopardy.

How do we overcome these challenges?
- Build from our strengths
  - Best value in northeast (US News) of all publics even if
    highest sticker price in country.
  - Top 5 public university in research $$$ (NIH).
  - A campus where professional schools (business, engineering, law, and health sciences) all in one location.

What Else Do We Do?
- Differentiate ourselves:
  - Strategic Plan on our North Star
  - Community support and Engagement (C2E)
  - Personified Education
  - Research support to private industry.
  - Diversify from traditional sources of support for research
  - Pendulum swing to translational research
  - True Impact E.g. human glue by Dr. Eric Bedmar/? Bio-engineer
- Innovation Institute

What will drive campus space needs?

Predicting Future Enrollment
- We would like to be 100% precise; we cannot.
- Price point affected by waning public support.
- Do we shrink with shrinking public dollars absent new revenue or price increases?
- Unknown direction of research and $5
- Private undergraduate enrollment is way smaller. Reduced revenue = higher price point.
Where Could Enrollment Change?

- Surging disciplines:
  - Computer and Information Science (One Bigelow)
  - Nursing (Medical facilities)
  - Engineering (New facility)
  - Applied Sciences (Renovations)
  - Business (New addition)
- Would like to increase engineering enrollment by 50% to meet market demand... but there is a risk: Research $ vs. space.
- UPMC would like us to double the nursing school size. But there is a risk: investment in medical assets.
- Meeting market demand in surging disciplines will require enrollment reductions in other disciplines.

Range of Growth in Enrollment

- 10-year horizon we anticipate in aggregate a 5% - 10% potential increase in undergraduate and graduate enrollment.
- Faculty and staff expansion is a direct function of this factor.
- Even if price point increases, we predict significant growth in graduate/professional programs – perhaps 30%.

Pitt Today: Existing Conditions

- About 73% of Pitt’s capital investment are in edqg facilities

Facility Needs – What we can Predict

- Connectivity north/south student life corridor
- Connectivity east/west academic corridor
- Decentralized paradigm
- Indoor / outdoor “moments” of great, useful spaces
- Deficiency of space

Current Campus Space Needs by Department

- Student Life Demand / Competition
  - Hillman Library renovation – The library for tomorrow
  - Mega Student union vs. decentralized concept
  - Recreation Center amenities
  - Wellness: Physical and mental
  - Housing typology
  - What we can control:
    - Pitt not “all in” on arms race - we will lose
    - No lazy rivers – not who we are
    - We are not building sushi bars in dormitories

Current Campus Space Needs by Type

- Market Changes in Housing (15 years)
  - Traditional dormitories
  - Then... Suites with single bedrooms and at most 2 per bathroom
  - Technology fuels anonymity
  - Then... Baths come larger, more baths
  - Traditional dorms with small rooms and gang bathrooms with lounges.
  - Connect with Pitt; connect with one another

What makes predicting Facility Needs Challenging?

- Fluctuating research dollars and research emphasis
- Emerging industries
- Housing typology demand
- Changes in technology
- Changes in University leadership
- Athletic program commitments (Title IX; Lacrosse)
- Student life amenity and dining trends
- Political trends: local/state government priorities

What is an institute in Higher education?

- Typically follow emerging or pioneering research trends and dollars
- Could be one room with a desk and computer, could be a department of 25 people, or could be One Bigelow.
- Institute of politics: Huge impact on region e.g. opioid crisis
- Institute of Entrepreneurial Excellence: storefront agency to assist burgeoning local entrepreneurs. Strategic priority
- MOMAC – Dr. Cohen
  - Build strength in high powered computer modeling of data
  - We bring experts in problems to experts in problem solvers

Pitt Must have an ability to react

- Real estate availability
- Leveraging funding: e.g. UPJ $10M Murtha gift Pitt matched to transform ETF to 4 yr. degree
- Shren Institute in BST3
- Tobacco money for health science renovations
- Donors, donors, donors
- Business cycles
University of Pittsburgh Institutional Master Plan

Overview of Findings

- Major
- Student
- Housing
- Key
- Findings

- Student demand to live on campus would be met by the University providing almost 1,000 net new beds within Pitt's current footprint.

- Proposal: New beds in residence halls, new and existing Greek houses, Downtown dormitories, and off-campus student housing.

Outcomes of Implementation Plan

- New
- beds
- for
- students
- on
- campus.

A rapidly changing off-campus dynamic unmet student housing demand.

University of Pittsburgh Greek

Overview of Key Findings: Student Demand

- Pitt needs to be nimble...

In order for Pitt to deliver on its education mission, and its community and economic development potential, we need to function as a "growing concern" that can react to forces that challenge us and bring us vast opportunity.
Maximum Building Envelope

Recreation & Wellness Center Design Guidelines

Recreation & Wellness Center Site Location

TIS Scope Overview
- Considers full 10-year build condition
- Impacts assessed against Future Without Development Counterfactual
- Projected Traffic Volumes and Intersection Capacity Analysis:
  - Background Traffic - growth rate TBD based on coordination with SPC
  - Person trip generation by mode of travel and University population
  - Mode split using Make My Trip Count data supplemented with Pitt survey data
  - LOS, queuing, delay analysis by intersection for Future Without Development and Build Condition
  - Worst case analysis needs TBD based on mapping
- Multimodal (transit, bicycle, pedestrian) and loading/service conditions
- Conclusions and proposed mitigations by mode

Proposed TIS Study Intersections

Pitt – Existing TDM Programs
- Free unlimited rides on Port Authority transit for faculty, staff, students
- Extensive Pitt shuttle system serving Oakland, South Oakland, North Oakland, and Shadyside
- SafeRide program provides guaranteed ride home up to 25 rides/semester
- Bike amenities include lockers, racks, secure bike room, fix it stations
- Pitt recognized as Bronze Level Bicycle Friendly University by League of American Bicyclists
- 5 Healthy Ride bicycle stations on campus, 8 now planned
- Reduced parking permit price for carparks
- Carpool and vanpool options available through Pitt's Commute program

Planned Transportation Projects in Oakland
- BRT service on Fifth/Forbes
- Mobility optimization along Smart Spaces
- Increased P&L for buses in Oakland and Bridgeville tied between downtown and
- Motorcycle adaptive traffic signals, V2I communication at key intersections.

One Bigelow Design Guidelines

Recreation & Wellness Center Design Guidelines

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Potential Strategies
- Targeted marketing, outreach, and education
- Enhanced TDM and support programs
- Enhanced regional park & ride
- Increased direct transit to Oakland
- Improved bicycle facilities
- Enhanced Oakland institutional shuttles
- Shared parking opportunities

Transportation Principles
- No net new parking on campus over life of the plan
- Enhance TDM offerings with goal of reducing SOV mode split and related emissions
- Enhance partnerships with others to improve Oakland transportation options:
  - Lines:
    - Port Authority
    - DfC
    - Others
  - Mobility priorities:
    1. Pedestrian & Transit
    2. Booster & Campus
    3. SOV

Specific Elements Under Consideration: Improved Bike Facilities and Amenities
- Enhanced partnerships, including P&R
- Oakland from South Hills, Shadyside, East Liberty, and Bloomfield
- Opportunities with private developers in Oakland

Specific Elements Under Consideration: Enhanced TDM
- Improved marketing and incentives
- Micro-targeting via TDM coordinator
- Create Pitt or Oakland specific carpool app (leveraging existing app offerings like Split) to increase carpool mode share

Specific Elements Under Consideration: Shuttle
- Work with GTMA and institutional partners (UPMC, CMU, Carlow, Duquesne) to consolidate shuttle services including potentially establishing a single, unified E&M & Meds shuttle service for Oakland/Shadyside
- Work with Port Authority to minimize overlap while maintaining frequency and direct connections

Specific Elements Under Consideration: Shared Parking
- Opportunities with UPMC
- Opportunities with Carlow
- Opportunities with private developers in Oakland
- Opportunities with Pittsburgh Parking Authority

7.0 Infrastructure Plan
7.1 Environmental & Sustainability Goals
7.2 Environmental Protection
7.3 Campus Energy Planning
7.4 Stormwater Management
7.5 Green Building
7.6 Waste Management & Water Conservation
7.7 Open Spaces & Pedestrian Circulation
**Introduction to Sustainability at Pitt**

The University of Pittsburgh defines "sustainability" as balancing equity, environment, and economics so current and future generations can thrive.

**Pitt Definition of "Sustainability"**

**Plans: City & Pitt Section 7.1**

- City Comprehensive Plan
- P4 Pittsburgh Performance Measures
- One PGH Resilience Plan
- One PGH Resilience Plan

**Goal Alignment Section 7.1**

- **Pitt Sustainability Plan Goal: Section 7.1 & 7.3 GHG Emission Reductions**
  - Strive toward climate neutrality, with a goal to reduce GHG emissions 50% by 2030 from 2008 baseline.

- **Pitt Sustainability Plan Goal: Section 7.1 & 7.3 Energy Reductions**
  - Achieve 2030 Challenge goals of 50% reduction below the national average in energy use intensity by 2030 (from 2003 baseline) and establish design standards and operational practices to achieve them.

**Pitt Greenhouse Gas Emissions**

- **Pitt Greenhouse Gas Emissions**
  - Percentage of total emissions by source:
    - **Scope 1 (Direct Emissions)**
      - Transportation: 34,787 metric tons CO2e
      - Combustion: 22,587 metric tons CO2e
      - Electric: 17,800 metric tons CO2e
      - Total: 75,174 metric tons CO2e
    - **Scope 2 (Indirect Emissions)**
      - Electric: 7,775 metric tons CO2e
      - Combustion: 3,286 metric tons CO2e
      - Total: 11,061 metric tons CO2e
    - **Scope 3 (All Other Emissions)**
      - Transportation: 2,140 metric tons CO2e
      - Combustion: 812 metric tons CO2e
      - Total: 2,952 metric tons CO2e

- **Pitt Greenhouse Gas Emissions**
  -inventory year (fiscal)
  -
  -
  -
  -

**University of Pittsburgh Institutional Master Plan**

- SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021
**PITT SUSTAINABILITY PLAN GOAL: ENERGY & EMISSIONS**

- Produce or procure 50% of the University’s electric energy portfolio from renewable resources by 2030.

**PITT SUSTAINABILITY PLAN GOAL: ENVIRONMENTAL PROTECTION**

- Identify Overlay Districts
- Three Districts impact the HP boundary
- Recommend further analysis or provide suggestions on mitigating impacts or risk
- Geotechnical, structural, and planning solutions

**PITT SUSTAINABILITY PLAN GOAL: ENERGY & EMISSIONS**

- 3,000+ trees located
- Tree Preservation
- Provide guidelines for protection
- Geotechnical, structural, and planning solutions
- Monitor trees for serious insects and diseases
- Adopt a landmark tree program to protect existing mature shade trees
- Don’t plant new shade trees within 35’ of existing mature shade trees
- Implement pervious, low impact designs near exposed soils and paved areas
- Provide guidelines for tree preservation
- Manage trees for service exams and disease treatments

**PITT SUSTAINABILITY PLAN GOAL: WATER SYSTEMS**

- Achieve 2030 Challenge goals of 55% reduction below the district average in water use intensity by 2030
- Establish design standards and operational practices to achieve them
- Strive toward a water neutral campus, with a 5% reduction from 2017 baseline
- Reduce impervious surfaces 20% by 2030 from 2017 baseline
- Replace impervious surfaces with gardens, lawns, pervious pavements
- Activity design spaces with 100% green roof in new developments
- Review impact of 100% developments
- Reduce tree canopy 50% by 2030
- Increase tree canopy to 30 acres (approx.)
- Proposed for 2030: 46 acres

**PITT SUSTAINABILITY PLAN GOAL: LANDSCAPE & ECOLOGY**

- Replace 15% of lawn area with indigenous and adapted plants by 2030
- Increase tree canopy 50% by 2030
- Increase canopy to 30 acres (approx.)
- Proposed for 2030: 46 acres
- Already have:
  - 2 Pollinator Gardens
  - 2 Edible Gardens
  - 2 Pervious terraces
  - 3 Rain gardens

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**PITT SUSTAINABILITY PLAN GOAL:** Section 7.4

**WATER SYSTEMS**

- Divert 25% of stormwater from impervious surfaces to reuse, detention, retention, and/or green stormwater solutions by 2030.
- Evaluate existing impervious surfaces for these opportunities and IMP to meet these goals

**ALREADY HAVE**

- 3 Green Roofs
- Benedum
- Falk School
- Nordenberg
- Posvar
- Scaife (In-Design)
- 4 Rain gardens

**PITT SUSTAINABILITY PLAN GOAL:** Section 7.5

**ENERGY**

- Embrace LEED & WELL certifications for our built environment (or better)
  - LEED Silver
  - LEED Gold
  - LEED Certified Projects (12)
  - Evaluate existing water systems

**PITT LEED CERTIFIED PROJECTS (12)**

- Graduate School of Public Health Addition (2018)
- Salk Hall Pavilion (2016)
- Mid-Campus Research Complex – Nuclear Physics Laboratory
- Mark A. Nordenberg Hall (2014)
- Benedum Hall - Phase 2a Renovation (2016)
- University of Pittsburgh at Greensburg, Cassell Hall (2014)
- Biomedical Science Tower - 12th Floor Renovation (2013)
- Mascaro Center for Sustainable Innovation (2012)
- McGowan Institute for Regenerative Medicine (2005)
- Chevron Science Center Annex (2013)

**PITT SUSTAINABILITY RFP EUI & WUI TARGETS**

- Pittsburgh Campus EUI Baseline = 109
  - New Construction
    - Existing: 105,3,361 215
    - Renovated Post-2018: 2,467,068 60
    - New Construction: 1,999,076 20
  - Total: 14,539,505 92.5

**7.7 Street Section: O’Hara Street Example**

- Street Typology
- Public Realm

**University of Pittsburgh**

- Energy
  - Life Cycle Costing
  - ASHRAE 90.1-2016
  - New Construction
    - Existing (minor renovation scope)
    - Existing (major renovation scope)
    - New Construction
      - LEED
      - WELL
      - Energy Target: U.S. Department of Energy 2030 Challenge Goals
      - EUI: 15% reduction over 2013
      - WUI: 20% reduction over 2013
      - Life Cycle Costing
      - Use LEED to evaluate between targets & 2030 goals

**PITT SUSTAINABILITY RFP EUI & WUI TARGETS**

- Existing 10,053,361 115
- 10 Year Capital Plan GSF 2030 EUI Goal
- New Construction 1,999,076 20
- Renovated Post-2018 2,487,068 60
- Total 14,539,505 92.5
8.0 Neighborhood Enhancement

- How does Pitt contribute now?
- What work has Pitt produced?
- Where should Pitt focus moving forward?
- How can the City work with us and we with the City and the community to do better?

8.0 Neighborhood Enhancement

- University provides annual financial support to ONC to assist in covering operational expenses.
- The University provides a grant for the OOS to cover operational expenses.
- The University provides support services to the OOS, including power, the taxes on the parcel and, the payment of the parcel maintenance fee.
- The University provides an annual financial support to ONC to assist in covering operational expenses.

Economic Impact

Top 10 Industries Supported by the University of Pittsburgh in Terms of Total Employment, 2015

- Top 10 Industries Supported by the University of Pittsburgh in Terms of Total Employment, 2015
- Top 10 Industries Supported by the University of Pittsburgh in Terms of Total Employment, 2015

Pitt is highly engaged in neighborhood relations

- Vast participation in and routine engagement with voluminous community based organizations
- Direct financial support for certain organizations – many in Oakland
- Program management focused on neighborhood investment and relations

Pitt’s Project History and Portfolio

- Examples of good design and neighborhood engagement to get there
- Examples of financial, design and management partnerships to achieve mutual goals
- Examples of where we can do better because we can always improve.
- Where we are headed.
Pitt’s Role in Neighborhood Enhancement

- Conducted and sustained community engagement
- Routine dialogue with, and participation in community organizations
- Bringing together stakeholders for project specific initiatives
- Investment and Finances in projects that serve University and community goals
  - Specific Financial…”
- Involved in community engagement
- Strategic deployment of funding for community-based programs
  - Pitt Farmers Markets, Pitt concerts, holiday celebrations
- Neighborhood improvements
  - Strategic housing for neighborhood renewal
  - Urban design
  - Distinctive architecture
  - Strategic housing / mixed-use development

Critical Neighborhood Engagement Obligations

- Projects on the campus edge e.g. One Bigelow.
- Public realm interface, design and improvements.
- Transportation impact on future projects
- Pedestrian safety, mobility and circulation.
- Housing in South/Central.
- Innovation District Liaison.

Housing: Neighborhood Enhancement

- Surge of University housing development will:
  - Reduce demand for multi-family new construction housing.
  - Reduce demand for rental property resulting in product investment or increased home ownership
  - Provide mixed-use, market driven development opportunities to serve students and neighborhood needs.
Innovation District

- Perfect opportunity to leverage assets, build value, and improve conditions.
- Oakland's ID will be unlike others because it will integrate into the neighborhood and not dominate it.
- To be successful, it requires collective belief, passion and accountability.

Innovation District

- Wexford’s aspirations align with Pitt’s which align with the City’s, and when thought through align with community development strategies.
- ID will not be successful absent serious goals for good design, mixed uses, vibrant commercial streets, accessibility, sustainability
- How is the developer held to a higher standard?
- How does the City support by holding other property owners to same standard?

Innovation District: Pitt’s Role

- Bring research domain
- Provide talent
- Develop magnetic programs in life sciences
- Become an anchor tenant
- Forge corporate partnerships
- Facilitate development process in interests of all stakeholders.
- Ensure neighborhood concerns are heard and where valid, reasonable and feasible, they are heeded.

Innovation District: City’s Role

- Champion the concept.
- Promote the program’s tax base, economic, and neighborhood development benefit.
- Work collaboratively on zoning strategies.
- Broker community concerns.
- Challenge developers to reasonably do better.

Wexford Market Position

- 15K Jobs
- 15M SF
- 120 Tenants
- 15K Jobs
- 98%

The Wexford Approach

- Pittsburgh’s Position, Challenges and Opportunities

But Lags Peers in Two Critical Components

Commonly Viewed As Punching “Below Its Weight”
A Closer Look
Reveals
Impressive Fundamentals

And a Growing Regional Innovation Ecosystem

Connecting the Corridor

EAST GATEWAY
One Bigelow Forbes-Fifth

WEST GATEWAY

The Opportunities are Significant

Plus a World-Class Research Enterprise

Connecting the Corridor

Learning

Concept Mapping
Evolving Pitt: View from South Campus

Proposed view looking north

Strengthening Innovation in Oakland

View of Proposed Development at Forbes and Coltart

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A2.0 PUBLIC MEETING #1 - FEBRUARY 11, 2019

A2.1 Sign In Sheet
A2.2 Meeting Minutes
A2.3 Presentation Slides
<table>
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<tr>
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<td>CMU</td>
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<td>SEAN DONELLY</td>
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<td>Bob Fiske</td>
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<td>Lee Wells</td>
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<td>Pat McMahon</td>
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<td>Amy Kern</td>
<td>Pitt</td>
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<td>Lina Destudio</td>
<td>PITT</td>
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<td>Michael Arenzel</td>
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<td>Andrea Borkowycz</td>
<td>ASSISTANT, DRC</td>
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<td>James Williams</td>
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<td>Julie Asciolla</td>
<td>PWSA</td>
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<td>Wanda Watson</td>
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<td>Julie Bannister</td>
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<td>Tim East</td>
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<td>Gwen White</td>
<td>Pittsburgh Parks</td>
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Out of respect for the privacy of attendees, personal contact information has been redacted.
The purpose of these minutes is to document the questions and comments offered by meeting attendees and University responses or action items to specific questions or comments. Where context/purpose is relevant, the name of the commenter/questioner is documented. Documentation here does not indicate the University agrees with or verifies the absolute accuracy of any of the questions or statements. Items identified in yellow will be specifically confirmed/answered/revisited at Public Meeting #2.

**1.0 INTRODUCTION, PLANNING CONTEXT**

- (Q) Will meeting minutes be posted on the website?
  - Meeting minutes will be posted on the website.
- (Q) Carlino Giampolo—Did you (Jim Earle) get the 18 questions issued in October? (18 questions can be found at Oakland Dignity, link B3)
  - Jim Earle—yes he received them.
  - The answers will be published on the website.
- (Q) The in-depth comprehensive impact statement study—should be as extensive as Brooking Report. What are the code requirements?
  - Pitt will confirm in Public Meeting #2.

**QUESTIONS ASKED BY ATTENDEES**

- Code 90503 – is the Quality of Surrounding Maintenance and Enhancement.
- The past Master Plan was more engaging with community—Had over 100 meetings.
- 905.03 D—Protect integrity of adjacent neighborhoods. We want that impact study.
- Environmental Impact Study—requested Code compliance. Code requires to maintain quality or improve adjacent neighborhoods.

**COMMENTS OFFERED BY ATTENDEES**

- Pitt will confirm in Public Meeting #2.

**PRESENTERS**

- Ron Leibow: 1.0 Introduction, Planning Context
- Kevin Petersen: 2.0 Existing Conditions
- Ron Leibow: 3.0 Needs of the Institution
- Kevin Petersen: 4.0 Long-term Vision and Growth
- Kevin Petersen: 5.0 Ten-year development envelope
- Nat Grier: 6.0 Mobility Plan
- Ilona Beresford: 7.0 Infrastructure Plan (Sustainability)
- Sean Donnelly: 7.0 Infrastructure Plan (Environmental Protection & Storm Water)
- Kevin Petersen: 7.0 Infrastructure Plan (Open Space and Pedestrian Circulation)
- Ron Leibow: 8.0 Neighborhood Enhancement Strategy
- Brookings Institute data does not include Oakland residents.

### 2.0 EXISTING CONDITIONS

**QUESTIONS ASKED BY ATTENDEES**
- None

**COMMENTS OFFERED BY ATTENDEES**
- None

### 3.0 NEEDS OF THE INSTITUTION

**QUESTIONS ASKED BY ATTENDEES**
- (Q) The 250 beds Pitt is leasing, how does that fit into the 750 new bed count?
  - Interim solution until new building is built.
- (Q) Is 750 on top of 250 beds?
  - No – when 750 built, 250 lease will stop.
- (Q) What do you mean by de-densifying the Towers?
  - Eliminating rooms on each floor and making lounge space.
- (Q) Are they being demolished?
  - No they are not.

**COMMENTS OFFERED BY ATTENDEES**
- None

### 4.0 LONG TERM VISION AND GROWTH

**QUESTIONS ASKED BY ATTENDEES**
- (Q) Where can our communities get a list of the buildings that Pitt owns?
  - Pitt will bring the list to Public Meeting #2.

**COMMENTS OFFERED BY ATTENDEES**
- None

### 5.0 TEN YEAR DEVELOPMENT ENVELOPE

**QUESTIONS ASKED BY ATTENDEES**
- (Q) Curious about One Bigelow’s height in context of smothering Soldier and Sailors which is an icon of the Oakland Civic Center. Oaklander is a “stain” on the PAA. How far are we getting from original buildings so they are not smothered?
  - The bulk design guidelines will eventually be documented in the IMP. The next two public meetings will vet out those guidelines for One Bigelow.
- (Q) Is One Bigelow a site for the Innovation District?
  - NO
  - RL stated there will be a separate presentation in the near future specific about the Innovation District. POST NOTE: That presentation will be via sponsorship by the OBID.
- (Q) What about the County Health Building? Is that a site for the Innovation District?
  - The County Health building site could be a candidate for the Innovation District development.

**COMMENTS OFFERED BY ATTENDEES**
- None

### 6.0 MOBILITY PLAN

**QUESTIONS ASKED BY ATTENDEES**
- (Q) What is Shared Parking Opportunities noted in strategies?
  - These refer to the opportunities for Pitt to partner with others (institutions and private developers) to create shared parking resources allowing better efficiency of use and potentially intercept traffic before it goes into Oakland or the heart of Oakland.
- (Q) Shuttles – Is that a loop going through the Hollow?
  - It’s the 30A bus going to South Oakland to Frasier Street.
- (Q) Will Pitt consider opening up shuttles to community residents?
  - Evaluating that option is a strategy that Pitt will document in the IMP.
- (Q) The large intercept garage at river to capture cars before they get on campus, is that still on the table?
  - TIS scope & Parking analysis required by IMP is in depth. Intercept garages are being studied. The Oakland Task Force is looking at this as an option as well.
- (Q) Why rework if intercept garage is the right solution?
  - All options are being analyzed and evaluated.
- (Q) Will traffic studies happen while school is in session or in summer when traffic is less?
  - Pitt studied 30+/- intersections for IMP. Data was collected in Mid-October/November.
- (Q) What is direct ride?
  - Non-stop routes from Suburban areas.
- (Q) Why is Pitt supporting a road through Panther Hollow?
  - Pitt has not declared its position for or against this project (Mon/Oakland Connector). It remains under consideration.
- (Q) We haven’t seen the Chancellor oppose this. Why? Pitt wouldn’t defend the community?
  - The project is still being evaluated and under review.
- (Q) Does the parking study document illicit parking?
  - It does not. It would be a challenge to analyze and document.
**7.0 INFRASTRUCTURE**

**QUESTIONS ASKED BY ATTENDEES**

- (Q) Does LEED ever include noise pollution? Benedum and Chevron are some of the noisiest buildings.
  - Will confirm. POST MEETING NOTE: The old 2009 LEED version did not. However, the current LEED V4 version in effect since October 2017 includes a category for enhanced acoustical performance.
- (Q) Any consideration to noise?
  - We consider all neighborhood impacts including noise in project design.
- (Q) There are 2 Edible Gardens – can you confirm the garden locations?
  - Oakland Avenue is one but it recently closed. Currently identifying a replacement location.
  - Will confirm second location. POST MEETING NOTE: Location is adjacent to Darragh Street Apartments.
- (Q) The University had expanded beyond their electrical powers. Duquesne is drilling in our community. What impact will that drilling have on our neighborhood? What is Pitt doing on the site for Duquesne Light?
  - Pitt will confirm at the next public meeting.

**COMMENTS OFFERED BY ATTENDEES**

- None

**8.0 NEIGHBORHOOD ENHANCEMENT**

**QUESTIONS ASKED BY ATTENDEES**

- (Q) Macro-Economic Impact (e.g. charitable donations at $74M, $190 million in local and state tax revenue) – What’s the time frame? Is it every year? How much did the Oakland community get?
  - Pitt will verify. POST MEETING NOTE: The figures are for fiscal year 2017, therefore they are annual figures. The distribution specifically to Oakland of charity, tax revenue, jobs, etc. quoted in aggregate on this slide is not available.
- (Q) Can you provide a list of organizations getting direct financial support from the university?
  - Pitt will provide list at Public Meeting #2.
- (Q) How much of $2 Billion is still available for Capital Improvements that Nordenberg raised?
  - We are not really sure how that can be answered.
- (Q) Who are the Innovation Partners?
  - Wexford Development is the University’s developer partner.
- (Q) How are we investing in Almono Connector?
  - We are not. It is a project under evaluation.
- (Q) What are the University’s recent acquisitions going to be? Former Syria Mosque/UPMC parking lot as One Bigelow? County Health Building?
  - One Bigelow will be mostly academic.
  - The County Health building site could be a candidate for the Innovation District development.
- (Q) Why has the University not supported an amendment to City zoning law that would prohibit students from living in Schenley Farms?
  - The University will confirm the answer to this question at Public Meeting #2.
- (Q) What is Pitt doing to support the Arts? Where are Pitt’s priorities? Where are arts in the Campus Master Plan? Is Bellefield still part of plan?
  - Recognizing the deficiency, the breadth of arts academic programming in the CMP is being reviewed by the new Provost.
- (Q) Plans are to tear down the Music Building, but what’s the plan to replace and enhance it is where Mr. Rogers first broadcasted.
  - That will be revisited in the IMP process and confirmed at Public Meeting #2.

**COMMENTS OFFERED BY ATTENDEES**

- Please remove OCC reference, it is not correct.
- For purpose of the IMP, distinguish the things that are generally useful for the City, Allegheny County Region, versus useful directly to the adjacent neighborhood. The intention of context is to focus on the neighborhood in which it resides. Distinguish the Oakland neighborhood. When we discuss neighborhood, we should just be focusing on the immediate surroundings.
- RL stated that the IMP guidelines require/request documentation of what services Pitt provides, and what impact Pitt has on the Region, the City, and the neighborhood.
No quotations on neighborhood – FOCUS ON OAKLAND.
No acknowledgement of negative impact on housing/neighborhood.
Show Pitt really cares about residential impact.
We are missing the main ingredient which is ignoring/not acknowledging the devastation that has happened to Oakland due to the University.
We don’t believe Pitt cares about the neighborhood of local Oakland.
Zoning mechanism for student housing districts. Students can end up in any location, any neighborhood. Zoning mechanism without a code that says students can’t live in certain areas of Oakland.
Wanda Wilson (OPDC) – commented specifically on dialogue with the community.
  • Pick dates that work better for the neighborhood and better locations. We can help with that.
  • It will be great if we can see the presentation ahead of time so that they can do homework and it be more of a workshop.
  • Pitt will do its best to get information in critical hands before the meeting.
Pitt never talks about the worst litter and trash in the City. We asked Nordenberg to give $4 out of each student tuition payment to address the problem
Brookings Report never engaged with the Oakland community.
Music Department – the Campus Master Plan has a complete disregard for the Arts.
  • Art/Music facility doesn’t have practice spaces. No rehearsal rooms, no recital hall.
  • We have high schools in the area that put Pitt to shame.
  • Not adequate practice spaces – sewage filled spaces when it rains.
  • $SM Project never happened.
  • Don’t tear down the Music Building
  • It’s a benefit to the community if we have Arts.

A Change in Pitt’s Leadership
• Previous administration’s legacy:
  – Resourceful with physical + financial assets
  – More cautious of partnerships
  – Stabilized the ship
  – Significantly enhanced Pitt’s academic standing
  – Left a solid foundation for the future

First Public Meeting Presentation

1. Introduction
2. Pitt’s Planning Process
3. IMP – Process, Schedule, Approach
4. IMP Best Practices Guide 1.0 – 8.0
5. The University as a “GIVING CONCERN” - the needs of the Institute
6. Performance, Impacts, “Connections”
7. Scuola Neri Additions/Renovation Overview
8. Next Steps – expectations

Previous IMP’s
• 2008
  – East Campus District Update
  – French Hill District Update
  – West Campus District
• 2009
  – West Hilltop District
  – Hillside District Update
  – Schenley Park/Museum District
• 2010
  – East Campus District Update
  – West Campus District

1.0 Introduction
1.1 Mission and Objectives (University)
1.2 Requirements (Facing)
1.3 Planning Context
  – 1.4 Process (Public engagement)
The Plan for Pitt
Making a Difference Together
Academic Years 2016-2020

Goal 1: Advance Educational Excellence

Goal 2: Engage in Research of Impact

Goal 3: Strengthen Communities

Goal 4: Promote Diversity and Inclusion

Goal 5: Embrace the World

Goal 6: Build Foundational Strength

Plan for Pitt – Impact on Campus Development

• Enhance the student experience (amenities)
• Promote access and affordability (housing and building improvements)
• Engage in strategic, collaborative research opportunities (collaborative buildings)
• Foster a culture of civic engagement (integrate with Oakland fabric)
• Increase economic impact (catalyst and connections)
• Advancing academic and research excellence (facilitate investment)

Campus Master Plan Goals

1. A Place of Academic Excellence and Innovation
2. An Enriching Student Experience
3. A Distinctive, Welcoming, and Attractive Urban Campus
4. A More Connected, Outward Looking, Engaged University
5. A Place that Seeks Synergy and Efficiency

Campus Development, Organizing Principles

• North-South student life “Braid”
• East-West academic “Braid”
• Decentralization of spaces to collaborate and convey; moments of useful spaces
• Improved Open Space throughout campus
• Porous edges with our neighboring communities
• Enhance Pitt’s identity

Institutional Master Plan (IMP) Process:

• WHAT’S NEW? City’s best practices guidelines
  – Requires significant data collection
  – Documents development impacts and enhancement strategies, processes for addressing and cultivating the same, and processes to evaluate performance moving forward
  – The IMP doesn’t require all the answers, and where it doesn’t it documents the process to get there
  – Pitt is adhering to the spirit and details of this format
• WHAT’S NEW? Pitt is submitting its entire campus
• WHAT’S NEW? Pitt is the City’s largest IMP
## 2.0 Existing Conditions

### 2.1 IMP Boundary

### 2.2 Existing Properties & Uses

- Existing IMP Boundary
- Proposed IMP Boundary
- Current Land Uses within the EMI District, contiguous properties & University owned properties within 1,000' of the EMI District
- Maps including Zoning, Site Plan, Building Uses, Energy, & Parking
- Table 1: Buildings – year built, GFA, height, use, daily users, energy use
- Table 2: Parking Facilities

### 3.0 Needs of the Institution

#### 3.1 Expectations for Growth or Change

#### 3.2 Current & Future Needs for Facilities

#### 3.3 Current & Future Needs for Housing

### Zoning Context

### IMP Boundary + Campus Districts

### Existing Buildings

### What makes predicting Facility Needs Challenging?

- Changes in University leadership (Pitts, AD, S new areas, H.U. Dean)
- Fluctuating research dollars and research emphasis
- Evolving industries and academic trends
- Changes in technology
- Potential Drains: Rare & Unique
- Real Estate availability
- Atlantic region leadership and commitments (New York, e.g. Lacrosse)
- Politicized issues: local + state government funding priorities
- Student demographics and market demand
- Competition
- Housing typology element
- Student life experience and living trends
- Continuing space needs analysis

### Pitt’s Challenges

- DEMOGRAPHIC TRENDS:
  - High school graduate counts are shrinking; university demographic base eroding.
  - “The CHS” 20% reduction in 20 years

- COMPETITION:
  - The market - higher education is saturated (small scale schools, regional, community colleges, elite Universities)
  - Reduced research funding
  - International competition
  - Online education
  - Public higher education is in a community service that is a knowledge industry.

- Student Life Trends (no control):...
- Housing Typology (no control): Last 25 years: Dorms to suites to dorms
- Amenities
- Anonymity vs. connection
- What we can control:
  - Pitt not “all in” in the arms race – we will lose
  - Too key rivers and such bars – it’s not who we are
What drives campus space needs?

- Supporting the plan for fit with space modifiers
  - Maintain and introduce flexibility to learning models and outside the classroom
  - Catalyze and facilitate flexibility in research, increasing innovation
  - Fosters the student experience – shared space

- Materializing, renewing or replacing space conditions
  - Space capacity – anticipated loss
  - Academic pedagogy and technology changes (active learning – increased SF)

- Deficits in space
  - Instructional and learning
  - Residential
  - Student Life
  - Physical Plant
  - Safety

Pitt today: existing conditions

- About 72% of Pitt’s capital investment is in aging facilities
- UPMC Vision and Rehabilitation Hospital at UPMC Mercy
  - $250,000 SF of inpatient space (including ICU, step-down unit, and inpatient beds)
  - Outdoor rehabilitative space, occupational and physical therapy
  - First floor to be updated in 2023
  - Project cost is approximately $250 million

Pitt needs an ability to react?

- Political, legal, local, state government priorities
- Student and funding integrity
- Research dollars: Brain Institute in 2018
- Tobacco money for health science innovations
- Emerging industries and academic trends
- Changes in technology
- Housing trends
- Student demographics
- Student life amenity and dining trends
- New venture availability - Innovation District
- Donors, donors, donors

Predicting future enrollment

- We would like to be 100% precise; we cannot
- Price point affected by waning public support – do we shrink or do we grow?
- What is public support next year, in 5 or 10 years?
- Unknown direction of research dollars (administration priorities)
- Continuing education needs – retaining trends
- Micro-credential – specialized educational programs
- On-line course trends
- What is the status of the future health care delivery system?

Where could enrollment change?

- Surging disciplines
  - Computer and Information Science (two degree programs)
  - Engineering (three facilities)
  - Architectural (two programs)
  - Business (new addition)

- We could increase engineering enrollment by 50% to meet market demand and match competition.
- UPMC would prefer to double the nursing school.

Range of growth in enrollment

- Historical growth was 12% over the last 10 years
- Today, we envision growth to be relatively flat
- For the 10 year horizon, we are planning for an average growth of less than 1% per year in undergraduate enrollment
- We are planning for graduate/professional programs to grow up to 2% per year to support the Plan for Pitt.

How do we overcome external challenges that impact enrollment?

- Build on our strengths:
  - Still best value in northeast (85 finances) of all publics
  - Top 5 public university in NIH research ($250 million)
  - A campus where professional schools (business, engineering, law, and health sciences) all in one location
- Differentiate ourselves:
  - Personalized Education
  - Community support and Engagement (CREC)
  - Research support to private industry
  - Diversity from traditional sources of support for research
  - Pendulum swing to translational research

Institutes – What are they?

- They can be both reactive and proactive
- Could be a bringer together of existing, multi-discipline talent i.e. Institute of politics: Huge impact on region e.g. opioid crisis
- Typically follow emerging, or pioneering, research trends and dollars
- Could be one room with a desk and computer
- Could be a department of 25 people
- Could be a catalyst i.e. Institute of Entrepreneurial Excellence: storefront agency to assist budding local entrepreneurs
- MIMMCO – Dr. Cullen (onebigidea)
  - Build strength in high powered computer modeling of data
  - We convene experts in problems with experts in problem solving

UPMC vision and rehabilitation hospital at UPMC mercy

- 250,000 SF of inpatient space (including ICU, step-down unit, and inpatient beds)
- Outdoor rehabilitative space, occupational and physical therapy
- First floor to be updated in 2023
- Project cost is approximately $250 million

Pitt needs an ability to react?

- Political, legal, local, state government priorities
- Pursue and leverage funding
- Research dollars: Brain Institute in 2018
- Tobacco money for health science innovations
- Emerging industries and academic trends
- Changes in technology
- Housing trends
- Student demographics
- Student life amenity and dining trends
- New venture availability - Innovation District
- Donors, donors, donors

Pitt needs to be nimble . . . yet accountable

- In order for Pitt to deliver on its education mission, and its community and economic development potential, Pitt needs to function as a ‘going concern’ that can react to forces that both challenge us and bring us vast opportunity.
- In return, Pitt needs to commit to engagement processes, and an investment agenda that serve to improve its neighborhood, and as campus projects develop, strategies that affect their impact on the neighborhoods.
5.2 Implementation Plan

- To implement the new IMP, the University of Pittsburgh is completing a 50-Year Financial Risk Assessment of projects, prioritized areas, and proposed funding sources.
- Committee consisting of representatives from the CFO's Office, Facilities Management Department, Provost Office, School of Medicine, University and Food Service and Athletics.
- They will start the priorities for implementation based on the critical needs of the recommendations. (See Schedule/Existing Appropriations)

The University anticipates the IMP will be funded by earning University funds, debt, gifts, endowment, capital funds, and grants.

5.3 Urban Design Guidelines

Strategies for Development of Urban Design Guidelines:

- Windscapes: Identify building height, building area, setbacks, and step backs.
- Open Spaces: Delineate spaces based on existing patterns, pedestrian and vehicular circulation patterns.
- Characteristics: Identify locations for building entries, parking entries, and loading areas.
- Architecture: Suggest appropriate architectural features and materials.
- Public Access: Identify appropriate ground floor uses. Provide guides for street fronts, public space design, pedestrian safety, and tenant requirements.
- Sustainability: Identify supports for sustainable urban strategies.

6.0 Mobility Plan

8.1 Existing Conditions

8.2 Mobility Goals

8.3 Proposal

Transportation Process

- Transportation Impact Study (TIS) evaluates conditions with the development identified in the IMP
- Technical evaluation of transportation elements
- Conducted in coordination with DCP and DOMI (~30-40 intersections)
- Analysis and recommendations from TIS are aligned with IMP to include
- Completed investigations
- Graafing
- IMP focuses on transportation vision, goals, and roadmap for achievement
**SafeRider program** provides guaranteed ride home up to 25 miles.

**Extensive Pitt shuttle system** serving Oakland, South Oakland, North Oakland, and Shadyside.

**Mobility priorities:**
- Enhanced partnerships with others to improve Oakland transportation options:
  - UPMC
  - Port Authority
  - City
  - Others
- Mobility priorities:
  1. Pedestrian & Transit
  2. Bicycle & Greenway
  3. SIB

**Transportation Principles**
- No new parking on campus over life of the plan
- Enhance TDM offerings
- Enhance partnerships with others to improve Oakland transportation options:
  - UPMC
  - Port Authority
  - City
  - Others
- Mobility priorities:
  1. Pedestrian & Transit
  2. Bicycle & Greenway
  3. SIB

**Pitt – Existing TDM Programs**
- Free unlimited rides on Port Authority transit for faculty, staff, students
- Extensive Pitt shuttle system serving Oakland, South Oakland, North Oakland, and Shadyside.
- Safefilter program provides guaranteed ride home up to 25 miles/two ENS.
- Bike amenities include lockers, racks, secure bike room, 613 stations
- Pitt accredited as Bicycle League of American Bicycle
- Healthy Ride bicyclist stations on campus, 6 more planned
- Reduced parking permit price for carpools
- Carpool and vanpool options available through SPC’s CommuteInfo program

**Pitt Faculty/Staff Current Mode Split**

<table>
<thead>
<tr>
<th>Mode</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Walk</td>
<td>44%</td>
</tr>
<tr>
<td>Carpool/Vanpool</td>
<td>17%</td>
</tr>
<tr>
<td>Transit</td>
<td>7%</td>
</tr>
<tr>
<td>Drive Alone</td>
<td>5%</td>
</tr>
<tr>
<td>Bike</td>
<td>8%</td>
</tr>
</tbody>
</table>

**Projected Traffic Volumes and Intersection Capacity Analysis**
- Considers full 10-year build condition
- Mode split using Make My Trip Count data and Pitt survey data
- LOS, queuing, delay analysis by intersection for Future Without Development and Build Condition

**Conclusion and proposed mitigations by mode**
- Multimodal (transit, bicycle, pedestrian) and loading/service conditions
- Conclusion and proposed mitigations by mode

**Shared Parking**
- Opportunities with:
  - UPMC
  - Carlow
  - Private developers in Oakland
  - Pittsburgh Parking Authority

**Potential Strategies**
- Targeted marketing, outreach, and education
- Enhanced TDM and support programs
- Enhanced regional park & ride
- Increased direct transit to Oakland
- Improved bicycle facilities
- Enhanced Oakland institutional shuttles
- Shared parking opportunities

**Specific Elements Under Consideration:**
- **Transit**
  - Work with Port Authority to improve one-seat ride to Oakland from North Hills, especially P&U
  - Work with Port Authority to improve one-seat ride to Oakland from South Hills, especially P&U

**Specific Elements Under Consideration:**
- **Enhanced Park and Ride**
  - Work with Port Authority to provide direct service from North Hills, i.e. Ross P&U
  - Work with Port Authority to provide direct service from South Hills, i.e. Century III Mall
  - Work with Port Authority to determine potential to expand P&U to east, especially along Boulevard and future BRT

**Specific Elements Under Consideration:**
- **Improved Bike Facilities and Amenities**
  - Work with DOD to implement bike lanes (ideally protected)
  - Work with DOD to introduce e-bikes into the Healthy Ride fleet
  - Consider working with DOD or OTMA to establish a dockless e-scooter program in Oakland in conjunction with other institutions
  - Work with Port Authority to improve one-seat ride to Oakland from North Hills, i.e. Ross P&R
  - Work with Port Authority to improve one-seat ride to Oakland from South Hills, i.e. Century III Mall

**Specific Elements Under Consideration:**
- **Shuttles**
  - Work with OTMA and institutional partners (UPMC, CMU, Carlow, Chatham) to consolidate shuttle services
  - Work with Port Authority to minimize overlap while maintaining frequency and direct connections

**Questions + Comments**
7.0 Infrastructure Plan

7.1 Environmental & Sustainability Goals
7.2 Environmental Protection
7.3 Campus Energy Planning
7.4 Stormwater Management
7.5 Green Buildings
7.6 Waste Management & Water Conservation
7.7 Open Spaces & Pedestrian Circulation

Pitt Definition of “Sustainability”

The University of Pittsburgh defines “sustainability” as balancing equity, environment, & economics so current & future generations can thrive.

Goal Alignment section 7.1

Pitt Hydro Commitment

- Local, renewable generation
  - Low impact / run-of-the-river hydro
  - 10/9 MW facility
- Annually
  - ~50,000 MWh
  - ~25% Pitt’s electricity usage
- Long-term PPA

Pitt Renewables

Pitt LEED Certified Projects (12)

- Clinical Research Center (2020)
- William Pitt Union Renovation (2019)
- Robert & Hazel Gluck School of Public Health Renovation (2019)
- David L. Lawrence College of Medicine Renovation (2018)
- Lichtenberg Science Building - First Floor Renovation (2017)
- Construction of Pittsburgh’s Grimm Hall
- PPG Innovation Center (2017)
- University Library Renovation (2015)
- Hillman Library Renovation (2014)
- Biological Sciences Center
- Economics Building (2013)
- William Pitt Union (2012)
- Salk Hall Pavilion (2016)
Pitt Sustainability Plan Goal: Section 7.4 Landscape & Ecology

- ** Already Have **
  - 2 Edible Gardens
  - 2 Pollinator

- ** Proposed **
  - 3.5 acres of edible gardens
  - 3.5 acres of pollinator gardens
  - 1.5 acres of native prairie
  - 3 acres of existing impervious surfaces for future opportunities
  - 4 Rain gardens
  - 4 Stormwater management

Pitt currently commits resources in neighborhood enhancement

- Vast participation in, and routine engagement with numerous community-based organizations.
- Direct financial support for certain organizations - many in Oakland.
- Program management focused on neighborhood investment, neighbor relations, and community development.
- Investment in the built environment.
Pitt’s Project History and Portfolio - Neighborhood Enhancement

- Pitt brings value with its development projects.
- Examples of good design and neighborhood engagement to get there.
- Examples of project partnerships to achieve mutual goals, enhance the community, and create economic value.
- Examples of where we can do better because we can always improve.
- A peak into where we are headed.

Neighborhood Enhancement Programs that support Pitt’s Public and Community Service Mission

- Legal assistance: The law school clinic has provided free legal services to low-income individuals since 1990.
- Nonprofit exposing: The Johnson Institute for Responsible Leadership, in the Graduate School of Public and International Affairs, is in its 8th year of offering the nonprofit clinic.
- Dental Health: The University of Pittsburgh School of Dental Medicine provided nearly $4 million in free savings for patients who self-pays or used mission assistance plans at Pitt’s Dental Clinic in Oakland in a recent year.
- Community Engagement Centers: Pitt is creating Community Engagement Centers in Homewood and the Hill District to anchor its long-term engagement commitments (10 years, minimum) in those neighborhoods.

Pittsburgh ‘Neighborhood’ Enhancement Programs that support Pitt’s Public and Community Service Mission

- Business Development: The Institute for Entrepreneurial Excellence (IEE) has served businesses throughout Western Pennsylvania for more than 25 years.
- Employment: Pitt is partnering with neighboring Carle, Carnegie Mellon, and Chatham universities to launch the University Talent Alliance to serve the economically disadvantaged populations in Homewood and the Hill District.
- College access: The Pittsburgh Admissions Coalition is a college access partnership between the University of Pittsburgh, CCAC, and Pittsburgh Public Schools.
- Data Access: The Western Pennsylvania Regional Data Center is designed to support key community initiatives by making public information easier to find and use.

Oakland Neighborhood Enhancement Programs that directly benefit the neighborhoods

- Host signature volunteer events: Day of Caring and Christmas Day at Pitt which provide over 3500 hours of service at Oakland (2020) leads to the community each year. (9 to 10 such events / year)
- Volunteer workshops: Through the Office of Volunteer students, staff, faculty and volunteer seniors to community organizations throughout the region. (1-10, over 475.000 student hrs. of community service including over 350,000 social work learning hrs.
- Event Totals: Volunteer events to Pitt athletics events to nonprofit partners across Oakland, The Hill District, and Homewood.
- Volunteer workshops: Through the Office of Volunteer students, staff, faculty and volunteer seniors to community organizations throughout the region.
- Health and Physical Well-Being: The Community Integration Center was initiated over the loss of through the Partnership with University of Physical Activity. Free assessments now in Pitt Student Center Hall today now in new location (toward entrance).

Oakland Neighborhood Enhancement Programs for students to learn more into the Greater Neighborhood

- Oakland Partners: Through active, collaborative partnerships with colleagues across Pitt and our Oakland neighbors, the university is able to:
  - Conduct “field to school” block parties in North, South, and central Oakland in order to encourage positive relationship between Pitt students and their neighbors in the community.
  - Provide information to off-campus rentals and responsibilities to students through Tenant Workshop.
  - Encourage participation in community led coalitions and neighborhood group meetings.
  - Sponsor Pitt Pathways to Civic Growth.

Re-Design Neighborhood Enhancement Programs that directly benefit the neighborhoods

- Pittsburgh ‘Neighborhood’ Enhancement Programs that support Pitt’s Public and Community Service Mission
  - Business development: The Institute for Entrepreneurial Excellence (IEE) has served businesses throughout Western Pennsylvania for more than 25 years.
  - Employment: Pitt is partnering with neighboring Carle, Carnegie Mellon, and Chatham universities to launch the University Talent Alliance to serve the economically disadvantaged populations in Homewood and the Hill District.
  - College access: The Pittsburgh Admissions Coalition is a college access partnership between the University of Pittsburgh, CCAC, and Pittsburgh Public Schools.
  - Data Access: The Western Pennsylvania Regional Data Center is designed to support key community initiatives by making public information easier to find and use.
How Does This All Connect?

• How does the ‘Plan for Pitt’ lead to neighborhood enhancement?

• How does the Campus Master Plan vision strengthen Oakland neighborhoods?

Connections – Neighborhood Enhancement

- Plan for Pitt
  - Solving problems not solving disciplines: collaborative
  - Enhanced contribution to translational research
  - Increase graduate programs.
  - Graduate programs in high research, teaching talent.
  - Talent develops research programs.
  - Research platforms attract research BID.
  - Translational research attracts industry partners.
  - Industry partners create jobs.
  - Talent collaborative requires single process designed TechCats 2.0
  - Talent human & demand for wealth and agency
  - Create demand to pay homes, graduate students, researchers, workforce, raise families, invest in neighborhood.

Moving Forward: Pitt’s Role in Neighborhood Enhancement

- Transformation and Innovation: ongoing initiative
  - Ongoing and periodic engagement with community organizations
  - Strengthening relationships for project specific initiatives.
  - Engage developers: desired goals for community-based programs
  - Infuse projects for needed: building, public space, buildings, neighborhood improvement and recreation projects.
  - Incorporate fairs, festivals; other civic engagement projects.
  - Implement projects: development of agreements and strong, effective partnership agreements.
  - Strengthening community and neighborhood renewal
  - Neighborhood planning
  - Strategic housing / mixed use development
  - Innovation District: partnering with industry.

Innovation District – The Ingredients

- Westford’s aspirations align with Pitt’s, which align with the City’s, and we believe align with the neighborhood’s community development strategy. They are, . . .
  - Good design, vibrant streets, community amenities, mixed uses, economic value, jobs, accessibility, sustainability, improved housing stock.
  - Westford’s ID cannot be successful without these ingredients. And Westford would say . . .
  - How does the City and community hold Westford AND the adjacent property owners to an equally high standard?

Innovation District - Pitt’s Role

- Bring research domain
- Provide talent
- Develop magnetic programs in life sciences
- Forge corporate partnerships
- Become an anchor tenant
- Facilitate development in interests of all stakeholders.
- Ensure neighborhood concerns are heard, and where feasible, that they are addressed.

Innovation District - The City + Community’s Role

- Community - Challenge developer to reasonably do better.
- City - broker community concerns.
- All - Champion the concept. Promote/encourage the program’s tax base, economic, and neighborhood development benefit.
- All - Work collaboratively to assure execution of a successful development strategy.

Pitt’s Commitment to Community Engagement

- Continue to seek consistent input and feedback on Pitt’s long-term Oakland campus strategy and implementation strategies, and in particular, from Oakland community and development groups. (See below for more details.)
- City of Pittsburgh, State of Pennsylvania, Commonwealth of Pennsylvania, and federal government agreements provide the framework for ongoing partnerships.
- For each campus development project that potentially impacts adjacent neighborhoods, strategic partnerships among stakeholders are formed through community outreach and engagement including stakeholder meetings to identify issues and potential solutions.
- Formal agreements among stakeholders are formed to identify priorities and strategies to address issues and challenges.

Critical Neighborhood Engagement Obligations

- Mitigating impact and maximizing asset value for projects specifically on the campus edge (e.g., One Bigelow, south, central housing, parking garages)
  - Public realm interface, design standards.
  - Parking
  - Pedestrian safety, mobility and circulation.
  - Community amenity incorporation into high density developments.
Moving Forward: Strategies for Consideration

- Shuttle system efficiency and public access
- Incentives for staff, faculty, researchers to purchase homes in Oakland
- Assisting with code enforcement
- Portal / Entry (Bellefield intersection) improvements
- Invest in SPDC's Land Trust
- Parking enforcement for events
- ADA parking deployment
- Loading zone improvements
- Investments in:
  - Regina Street
  - Almono Connector
  - Soldiers and Sharks

Moving Forward: Next Public Workshops

- Public workshops 2 & 3
- These workshops will provide the public an opportunity to focus on specific topics of the IMP:
  - Urban Design Guidelines
  - Mobility (Parking & Transportation)
  - Neighborhood Enhancement

Questions + Comments

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A3.2 Meeting Minutes

IMP City Workshop Meeting #2

Meeting Minutes

2/22/19

- Public Meeting: March 11th: Reviewed the details and process

- Energy Use
  - City: They cannot dictate energy goals but require Pitt to commit to a process.
  - What does Pitt define as carbon neutral?
  - Aurora: Carbon neutral at the building level by source, not by site - depending on hydropower.
  - We are in the process of defining Pitt’s hydropower.
  - Aurora: 50% reduction is a site reduction.
  - The City needs Pitt to meet their goals for the City to meet their goals.
  - Scott: We were originally told we were not aggressive enough, now we are. To get there it’s not going to be easy.
  - City: We need a common definition of neutrality.
  - Aurora: Scope 1, 2, and 3 is that, second nature defines it.
  - Architecture 2030: 50% below baselines for existing buildings.
  - New buildings: 189.3 campus wide.
  - City: Part of this goes beyond the IMP
    - 1. We need a task force to talk about carbon neutrality - it’s for the campus, but incumbent on the City.
    - 2. Architecture 2030 conversation: hydropower part of the calculation for each building? To be confirmed soon.

- Energy Generation
  - Aurora: RECs will always be part of the solution, so we can’t say we’re going to phase them out.
  - Anything other than solar?
  - Aurora: no urban wind will ever be enough.
  - Rethinking district scale stuff has opportunities.
  - UPMC: We share chilled water and steam.
  - The new plants are not serving the Innovation District - we aren’t becoming a utility.
  - Derek: We need to know more about the energy story for the district.
  - Follow up conversation with City and Scott about UPMC and partnering or creating a task force. Convened by the City, Pitt and UPMC define a process to get to the vision. UPMC and Pitt ties regarding energy efficiency.
  - Innovation District should employ design standards for energy performance. Define how we can impact.
  - Energy planning in Oakland. Where can Pitt lead? Perhaps Pitt consider staffing dollars for City.
  - Need ongoing durability of collaboration:
    - Idea exchange
    - Achievement
    - verification

Out of respect for the privacy of attendees, personal contact information has been redacted.
• Neighborhood Enhancement
  - Ron: Pitt should be getting more credit for the contributions we make with existing programs. We need the City to help send that message.
  - Our Pitt Police - the majority of their calls don’t involve Pitt people. Our contribution deserves documentation.
  - City: The City needs to better communicate with the community about the goals we are supposed to achieve.
  - City: Pitt and the City should have a separate conversation about this.

• Design Guidelines
  - Pitt was originally asked about a separate meeting to discuss design guidelines.
  - Pitt would still like to have one.
  - Pitt will send the City for Derek’s and Kate’s review what we have so far - if it is good we will develop it for all 20 sites.
  - Agreed to an on-line community comment blog for the 10 year development sites.
  - Pitt will develop a slide to distinguish CMP from IMP from PDP for projects.

• Mobility
  - It’s important for Pitt to identify a mode share goal.
  - Who is doing the reporting - office of sustainability? What is the process, what is the frequency, what is the verification and reporting process?
  - Capture the commitment.
  - Expectation of no parking increase on campus. No net new parking in Oakland.
  - As long as you’re adding parking elsewhere AND removing parking from Oakland it’s fine.
  - Is it a performance goal or to reduce overall vehicles?
  - Part of it is Port Authority electrifying their vehicles?
  - There are paradoxes.
  - Monitoring is important.
  - Mode-split is important.
  - Pitt should broaden our dialogue with Port Authority.
  - Add a performance measure that because of the shuttle service these many people were removed from the bus.
  - Say Pitt is committing to a TDM plan, here’s where our faculty and staff live, here’s what strategies there are.
  - The City is asking for a commitment.
  - Align transit to people travel.
  - Tie parking to sustainability goals too.
  - TDM needs an off-line meeting.
  - Mode split goal should reflect sustainability commitment.
  - Where are we putting intercept garages?
  - OK with platitudinal or aspirational commitments and baseline commitments.. Confirm who is responsible for achieving.
  - Address future of autonomous vehicles on-campus.

• Storm water
  - The City will reach out to us to discuss some options.
  - Inch and a half is their standard.

• Infrastructure Plan
  - Pitt has considered overlap in tree canopy.
    - 30% canopy coverage now, our goal is a 50% coverage, which is a 45% increase.
      - They are interested in the 45%.
    - Does Pitt have maps? We will submit the maps ahead of time for early review. Separate submission to City’s arborist expert.. Separate submission to City’s arborist expert.
    - End game: % coverage of trees versus total acreage on campus.
    - They want a baseline analysis of if we think the canopy will grow.
    - Make sure to talk about tree preservation.
    - It would be good to see maps of current and future open space - Pitt will send them before the next performance meeting.
      - We don’t know exactly in some cases i.e. One Bigelow.
      - They are looking for IMP level.
      - Highlight existing, show projected change, show key spaces.
      - Landscape standard guidelines.
      - Do map of areas of opportunity.
    - Make sure open space is a priority and not an afterthought.
  - Link tree canopy coverage plus impervious system.
  - Open space.
    - Document spaces for students.
    - Show where future conversions for open space will be.
    - Show areas of opportunity.
    - Campus wide open space and site specific priorities for development.

• Other Items
  - Note that projects not listed in IMP may trigger an IMP update. Thus be thorough.
  - Consider dark sky lighting.
  - Bird-friendly design.
  - Energy Resilience:
    - That is led by EHS at Pitt, Chris Cassamato is emergency operations.
    - We have operational processes; redundancy for security, tele-data, research, chilled water etc.
    - Bellefield boiler connect with our loop.
  - Sustainability:
    - We are a leader and we have come a long way. What doing versus what documenting.
    - Mon/connector contributes to it and other examples with mobility.
    - Housing close to Pitt in Oakland is a sustainability measure.
    - Connections.
Campus Performance Targets – University of Pittsburgh IMP
For Discussion at 8/7/2019 Meeting

IMP Best Practices sections are used to organize the content below. Energy is addressed in two sections of the IMP Best Practices Guide: 10-Year Development Envelope and Campus Energy Planning. The intent is to holistically integrate energy generation and energy efficiency into the IMP using the 10-Year Development Envelope, with the narrative for these efforts in the Campus Energy Planning section. For the targets below, energy is divided into Energy use and Energy generation.

- **Energy use:**
  - Proposed target: Pitt should commit to carbon neutrality as a goal for its campus and operations and to engaging with other institutions and the City on larger scale commitments that could be made as a group. Commit to enforcing campus EUI standards both in Pitt’s own development projects and as part of lease agreements off-campus including leases in forthcoming Innovation District buildings.
  - Current status: 20% EUI reduction by 2020, 50% reduction by 2030, 80% reduction by 2050? Baseline EUI of 189.3. Pitt is committed to keeping EUI flat while buildings and users are added.
  - For discussion: We should discuss a process for the university and the city to determine what becoming carbon neutral would mean for each and what other partners could be part of such an agreement. This can be based on looking to other institutions that have made a similar commitment as well as engagement with partners in Denmark.

- **Energy generation:**
  - Proposed target: Commit to the Energy Planning Technical Advisory Group (TAG) forming as part of the Oakland Plan process, including the potential need to fundraise with partner organizations and institutions to fund any necessary consultants.
  - Current status: 50% from renewables produced or procured, through PPAs, or through RECs.
  - For discussion: The Energy Tag is in formation stages and Pitt appears to be committed, but more details should be forthcoming by the time of the final Performance Targets meeting. Staff are interested how the AIA 2030 ruling on whether the hydropower can be considered “on-site” was resolved and what lessons can be learned.

- **Infrastructure Plan:**
  - Proposed target: For Tree Canopy, clearly state baseline coverage and commit to a goal that is the actual coverage, not an increased percentage, per the City’s Urban Forest Master Plan. Commit to pursuing ambitious standards such as Sustainable SITES and/or Living Building/Community Challenge. For both Stormwater and Water Use, consider more proactive water management and reuse systems such as Emory University’s Water Hub, or Portland’s Natural Organic Recycling Machine (NORM). Establish habitat restoration goals and a suite of activities to meet those goals. For Open Space, identify areas where community-serving uses will be developed, particularly adjacent to Fifth and Forbes and adjacent to residential areas. Commit to and identify locations for stormwater detention / storage and slow release, particularly for new development / redevelopment.
  - Current status: Targets have been reevaluated after more careful study of potential impervious reductions, tree canopy, stormwater capture, and water use reductions. Landslide and mine subsidence risk and avoidance strategies have been documented. A campus-wide stormwater management and impermeable surfaces plan is being considered, with the intent to keep a running spreadsheet of metrics to aid in tracking overall goals. A similar tool could be used for tree canopy. General stormwater management strategies have been called-out as the best options for different locations. Commitments to tree preservation / planting and sustainability guidelines (such as Sustainable SITES) will be noted as goals for all development projects and included in RFP’s. Community-serving open space areas need to be identified. Strategies for native plant / species diversity need to be further developed and identified.
  - For discussion: Tree canopy coverage goals went from 50% increase to 4% increase after closer study. Further options for increasing tree canopy coverage should be explored – especially in the right-of-way, even if it takes more careful coordination with the City or other entities. Prioritizing tree preservation / plantings early on in development will also help, potentially through establishing a decision-making rubric as described below under Design Guidelines.

- **Design Guidelines:**
  - Proposed target: Language around historic preservation is currently confusing and should be clarified. See note below about the need to assemble a rubric for decision-making around future development decisions.
  - Current status: The Urban Design Guidelines text provides details about how new building design should respond to context both in terms of scale and materials. Bird safe glazing is explicitly mentioned as is a connection between building design choices and energy and stormwater performance.
  - For discussion: As noted in the Environment section, a rubric for early project decision-making would be helpful to show that tree canopy is a primary concern in the location and design of buildings. This rubric may also include the preservation of structures that are significant due to history or architecture. The lighting language references sustainability goals, but should also include a reference to Dark Sky standards that are supportive of habitat. How does Pitt intend to balance desires for highlighting architecture with sustainability goals?

- **Neighborhood Enhancement Strategy:**

**MEETING WITH THE PUBLIC ART AND CIVIC DESIGN STAFF RECOMMENDED**
- **Proposed target:** Commit to fully engaging in the forthcoming Oakland and Hill District Plan processes. This may include delaying projects directly adjacent to residential areas until the planning processes have developed guidance about community desires if these are not evident from the IMP process. Identify programmatic and project commitments to community serving topics. It may make sense in some cases to leave the actual projects and programs to be determined through the neighborhood planning process (e.g., workforce development, overcoming residential energy burden, supporting local and/or disadvantaged business entrepreneurship, supporting families, affordable housing, etc.). Commit to investments in the public realm such as sidewalk improvements, furnishings, façade improvements, and public art—this could be achieved by committing to a public realm plan and/or public art program.

- **Current status:** Based on your May 2 public meeting presentation, Pitt appears to commit to most of the targets above in one way or another. The noticeable missing piece is investment in campus gateways that are also the center of adjacent communities such as West Oakland.

- **For discussion:** A meeting with Public Art and Civic Design staff is forthcoming to discuss Pitt’s new Public Art initiative. It’s important to remember that the Oakland Plan will have a Technical Advisory Group (TAG) focused on improving Oakland as an Arts and Cultural District. Pitt should be part of that TAG and utilize that process to help guide investments over the next 10 years. Be sure to cross-reference proposals from other sections that also respond to community needs. Please ensure that you continue to link the proposed projects and programs to input received through the community process.

  It is no small commitment that Pitt has created and hired the Assistant Vice Chancellor for Campus Planning position and it may be worth including this in the IMP as part of Pitt’s commitment to implementing the projects and programs contained therein in addition to listing the Community Conversations program and CECs.

- **Mobility Plan:**

  - **Proposed target:** Establish current mode share baselines and work with DOMI staff to develop medium- and long-term goals. Commit to monitoring and reporting to DOMI as requested with Project Development Proposals or at the mid-point of the IMP; participate in travel reporting or surveys as requested by the Port Authority and DOMI after the opening of the BRT. Present existing mode splits and intent to develop a Transportation Demand Management (TDM) plan to Planning Commission as a part of the IMP submission. Commit to working with other shuttle service providers, the Port Authority, and DOMI to develop and act on transportation scenarios. Ensure transportation staff have appropriate expertise to run programs. Commit to no net parking increase within the City of Pittsburgh. This would include no new parking on parts of the campus in the Hill District, but would not limit regional park and ride discussions as part of the transportation scenario planning.

  - **Current status:** Pitt has an approved TIS scope for the IMP. As requested by DOMI, the scope will apply a parking-oriented trip generation methodology. Pitt has conducted a transportation survey of students and faculty that will be utilized to develop mode splits for the transportation study and mode share goals for the TDM plan. Information will be shared with DOMI as a part of the preliminary review of the TIS. Pitt has committed to funding an existing conditions study to understand the nature and utilization of the existing shuttle services in Oakland. This study will help to inform DOMI and Port Authority work on the Oakland Plan where a more cohesive strategy can be fully developed and implemented.

  - **For discussion:** No further notes.
A3.3 City Review Comments

Add to City Workshop #2, sent 2/28/19

Hello Pitt IMP Team,

My apologies. Kate did complete her comments in time, but I delayed them in getting to you. Here are comments from Kate, Kara and me.

From Kate Rakus, William Gregory, Corey Layman:

Overall, this format should work. It enables the plan to establish the context before discussing each building. It may also make sense to have a page (or more) on general design guidelines – screening of HVAC, screening of parking, how building additions are handled, etc.

These comments are a preview of what comments we’ll make when we review it in staff design review and for zoning review, but we thought that sending them sooner vs waiting would be helpful. They are obviously not final.

1. Please make sure you are following residential compatibility setbacks and heights of Chapter 916.
2. On primary streets, we will likely request minimum ground floor transparency requirements.
3. In cases where buildings have multiple street frontages, identify the site’s primary frontage and whether active uses are proposed for the ground floor.
4. On streets with high pedestrian volumes, we may request minimum sidewalk widths, where pedestrian pathways may need to be provided on private property if there is not adequate width in the public right of way.
5. For building design, we will expect the section to commit to high quality building materials (although the specific materials do not need to be called out.)
6. If the gross square footage isn’t going to include parking, please include number of parking space maximum.
7. Sites in the Oakland Civic Center historic district need to develop projects’ materials, detailing, and architectural design in compliance with the historic district’s guidelines. In particular, sites 9A and 9B should reference the new construction guidelines of the OCC historic district which can be found HERE.
8. Provide an appendix on proposed construction types and features that need more explanation.

Technical comments on what was submitted. We understand this is a draft, but wanted to make the following comments

1. Page 54, include summary of projects i.e. "IMP has identified four development sites in the Mid Campus District: 9A One Bigelow, 9B..."
2. Page 56, please relate use to zoning code category.
3. Page 60, where is the footnote that “2” goes to under lot size?
4. Page 60, the text under allowable uses is clumsy, but if it reads “Academic, administrative, education”, what is the difference between academic and education?

From Derek Dauphin and Kara Smith:

1. 5.3.1 Strategies...
   a. There are multiple references to view corridors. How are you addressing these in the IMP somewhere else?
   b. Streetscape: Please include furnishings (seating, bike racks, etc.) and public art in this bullet.
   c. Sustainability: Please add habitat restoration as a goal of this work.
   d. Map: I would label the subdistricts with their names on the map. I would also include a legend of building colors.
2. 5.3.9 Mid Campus District Description...
   a. You reference “two Areas of Opportunity” what does this term refer to? The capitalization makes it seem like something in need of a definition.
   b. Aerial: If it was possible to label the buildings on the aerial, I think it would be good. Understand it’s a very small picture.
   c. Map: You are showing the new landscaping project in front of Soldiers and Sailors. I would label that as proposed and a reference to where in the IMP it can be found, or add some text to the caption. Also, please create a legend for building colors.
   d. Architectural inventory: Add some detail about the building height varying from 35’ to 175’ – is this height due to the era of construction, use, etc.? What created this condition?
   e. University Owned Buildings – pictures seem a bit overly clipped and sometimes not straight. The ground floor of these historic structures are important but mostly chopped off. It may be helpful to document some of the architectural details and include them either in this section or in the appendices.
   f. Civic Realm Inventory – A bit confused as to why this is a paragraph instead of the pictures and details similar to how the architecture inventory was treated. We need more detail here to understand the conditions of the civic realm. I’m assuming that your proposals to change the civic realm will be in other sections of the IMP, but you should include existing conditions details in this chapter where you are covering how your buildings will contribute to the civic realm. There is quite a bit of guidance on this in the Best Practices Guide page 8.
3. 9A One Bigelow: This is a good spread.
   a. On the righthand page, the Sustainability text is copied and pasted from the introduction. Is there no specific content for each of the new development sites? It seems like this is an opportunity to integrate your work on stormwater, energy, etc.
   b.Generally, the language in this page is not very prescriptive with lots of "shoulds". Think about being more committal on some aspects of design to give this material more meaning.
   c. For Open Space, please include more about the specific aspects of this open space as we’ve discussed in the past, particularly, who will be the primary users, what type of open space (quiet seating, programmed space, lunch area, gardens, etc)?

Let us know if this raises any issues for you.

Kind regards,

Derek Dauphin
Add to Public Meeting #4, sent 5/3/19

Hi Ron,

Good meeting last night. From the comments, it sounds like you’re striking a good balance between what can be accomplished at the IMP level and what should be left for the neighborhood plan.

I also wanted to confirm that we successfully downloaded the files below as well as those sent along by Sean Donnelly. The remaining items on my previous email are...

**Fourth, public art...** I am glad to hear that you are giving this serious thought and planning for the role it can play in your campus and the rest of the neighborhood. Perhaps this would be a good time to meet with our Public Art and Civic Design manager, Yesica Guerra, to help strike the right balance between commitments in the IMP and what will follow in the neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in Oakland.

**Fifth, energy...** Please make sure we have up to date content here. At our last meeting we discussed the concept of a joint pledge for carbon neutrality, the HECC was going to restart, and we were going to meet with your energy planning staff to discuss joint energy planning. There have been good meetings on each of these fronts, and it would be interesting to know how you see these topics in your IMP at this point.

Derek Dauphin

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Sent prior to City Workshop #3 on 4/17/2019

Hi Pitt IMP Team,

We are working to develop a final set of targets for you to review and work towards for our final Performance Targets Meeting (to be scheduled).

In speaking with staff, it appears there are a few pieces of information that we still need before we can finalize these and send them out to you...

**First, stormwater and open space materials...** Please send the materials outlined in the IMP Best Practices Guide (maps, inventories, etc.) so that we can make sure you are ready for the final meeting on this topic and there isn’t a need for an interim meeting with PWSA and our Environmental Planning staff. Please send along as soon as you have this and I will distribute to appropriate staff on our team.

**Second, design guidelines...** Kate and I sent along comments to you prior to your first community workshop on 3/11 and you also presented an updated version of this last night. Can you send your current draft along to us to review? Also, you previously asked for a separate meeting with Zoning and Planning staff to go through these materials in more detail. Please let us know how you’d like to proceed.

**Third, mobility...** I know you have had meetings with DOMI and the Port Authority since our last meeting. I know VHB sent along materials for review and asked for comments on these. Can you ensure that we have fully updated materials that reflect any feedback from last night’s meeting and your discussions with the Port Authority? As discussed last night, we understand the need to strike the right balance between the IMP and further transportation planning that will happen at the neighborhood level.

**Fourth, public art...** I am glad to hear that you are giving this serious thought and planning for the role it can play in your campus and the rest of the neighborhood. Perhaps this would be a good time to meet with our Public Art and Civic Design manager, Yesica Guerra, to help strike the right balance between commitments in the IMP and what will follow in the neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in Oakland.

**Fifth, energy...** Please make sure we have up to date content here. At our last meeting we discussed the concept of a joint pledge for carbon neutrality, the HECC was going to restart, and we were going to meet with your energy planning staff to discuss joint energy planning. There have been good meetings on each of these fronts, and it would be interesting to know how you see these topics in your IMP at this point.

Let me know if you have any questions for me. As much as we can, we will continue to craft the final targets, but a few of these are important to get before we can complete these and send along to you.

Kind regards,

Derek Dauphin
Hi Sean,

Please find below the comments and questions from PWSA and our Environmental Planning staff based on the materials you sent previously.

I asked them if they need this before the final Performance Target meeting or at that meeting, and they would like to see this before that meeting happens.

General comment: What we’re seeing is existing conditions and high-level goals –but what are those based on? They need to connect the dots and show how they plan to achieve their goals so they can be held accountable when projects come through development review.

Specific questions:

1. Has Pitt had previous issues with landslides or mine subsidence? Have these been documented? What are the plans to avoid issues in future?
2. Given that most of IMP is either undermined or landslide prone / steep slope, what is the approach to green infrastructure? Have existing projects taken these factors into account? What type of GI will be proposed in future, and how will Pitt avoid landslide and subsidence issues if infiltration is increased?
3. Consider showing all environmental overlay layers on same map. Suggest a bolder / different color IMP and campus boundary lines.
4. The proposed pervious coverage map only indicates future project areas –it should also give an indication of future pervious / impervious coverage. Goals state that impervious surface is to be reduced by 20% -show where this is planned to occur. Want to see strategies and potential locations for SWM and impervious reductions.
5. What is existing tree canopy coverage percentage? (Existing tree canopy area divided by total campus area)
6. Goals state that tree canopy coverage is to increase by 50% -show where this is planned to occur.
7. Identify areas where community-serving uses will be developed, particularly adjacent to Fifth and Forbes and adjacent to residential areas.
8. Identify strategies and/or location for habitat restoration. This could be native plant / species diversity goals, plant lists, project areas (such as a pollinator garden), etc.
9. Are there any goals to follow Sustainable SITES or other landscape and construction-related sustainability guidelines?
10. Can you identify any water management / reuse models planned for any particular projects in order to meet the stated 50% water use reduction goals?
11. Clearly show a breakdown of existing impervious versus planned as it looks they are adding some significant impervious on the proposed impervious pervious coverage area map. This is assuming the red dash hatch is new building footprints but they should be specific.
12. Have the maps be broken down to acres.

Kind regards,

Derek Dauphin
A4.0 PUBLIC MEETING #2 - MARCH 11, 2019

A4.1 Meeting Agenda
A4.2 Sign In Sheet
A4.3 18 Questions Answered
A4.4 Meeting Notes
A4.5 Presentation Slides
IMP COMMUNITY INPUT WORKSHOP
March 11, 2019

1. Introductions, who is in the room
2. Public Meeting #1 Recap
3. Neighborhood Enhancement Strategies

To ensure everyone’s voice is heard, we will break up into 5 rotating groups around the five organizing topics below. Table facilitators will report out at the end.

Organizing topics:
1. Economic opportunities
2. Neighborhood quality (e.g. code enforcement)
3. Physical Enhancement (e.g. open space, streetscaping)
4. Retail and Services
5. Housing

** Mobility and traffic (Topic 6) will be a broad topic discussed in depth in meeting #3 rather than tonight.

Questions to consider as we walk through each topic:

- What are some of the ways in which you interact with the University of Pittsburgh every day? We’d like to hear what you like, resources you utilize that are offered by Pitt and experiences you expect throughout the year.
- Where are there opportunities for Pitt to do more of what is useful?
- In what ways are you challenged by being a neighbor to our institution?
- What would be your vision for effective partnership with Pitt?

Report out

4. Campus Developments
- Victory Heights
- One Bigelow
- Bouquet Gardens

5. Recap Next Steps

Institutional Master Planning materials including meeting minutes, presentation slides, and the opportunity to provide additional feedback can be found at https://www.campusplan.pitt.edu/.
The following are questions submitted to the University of Pittsburgh by a community resident:

1) When the streets in the heart of our business district are being decimated by predominantly dormitories, student housing, and university-owned buildings, how can you grow an eclectic, multi-ethnic, longtime residential community?

The University of Pittsburgh is committed to continuing to invest in the Oakland Business Improvement District through direct annual support, partnership for events and programming, and participation through having representatives active on the Board of Directors amongst other activities. While students should be considered part of the residential community and neighbors that contribute during their time in Oakland, single family owner-occupied housing was identified as a priority that the University of Pittsburgh has supported through a $250,000 loan to the Oakland Community Land Trust as well as a $40,000 contribution towards operating expenses for OPDC above and beyond the annual support that Pitt contributes to neighborhood quality of life programming.

2) On July 31, 2015, the city applied for a $3 million dollar grant with the Pennsylvania Department of Community and Economic Development. The purpose of the application was to build a roadway from the old Almono site in Hazelwood, through The Run and Panther Hollow, and to Pitt and CMU. The city stated in the application that it is in partnership with the Urban Redevelopment Authority, CMU, and Pitt. The university never told our community that it opposes this roadway. Why does the university support this roadway knowing that it will have tragic consequences for our two neighborhoods? The chancellor would have the answer.

As of February 14, 2019, the University of Pittsburgh has not taken a position on the proposed Hazelwood Connector project proposed by the City of Pittsburgh. As stated in the February 11, 2019 Institutional Master Plan Meeting, the roadway is one of many different potential variables that may inform specifics within the mobility portion of the IMP.

3) At a December 7, 2015 community meeting concerning the above mentioned roadway, Director of City Planning Ray Gastil said the roadway would traverse the back area of Pitt’s Panther Hollow parking lot. Who at the University of Pittsburgh said to the city that this property could be used for a roadway?

The chancellor would have the answer.

The University of Pittsburgh does not have plans to transition that property into a roadway.

4) Has the university already expanded any of its operations into the Hazelwood neighborhood?

There are currently Pitt affiliated professors and/or researchers working in partnership with Hazelwood community members on specific projects, but to date there are no official “operations” in the Hazelwood neighborhood of Pittsburgh.

5) Whether or not it is a part of the Institutional Master Plan, what future plans does the university have to expand in Hazelwood? The chancellor would have the answer.

Although Hazelwood is a neighboring community to Oakland, The University of Pittsburgh does not currently have plans to expand to the neighborhood aside from the potential for additional community engaged teaching, research, and service partnerships.
6) Our community deserves an independent, honest, in-depth, Comprehensive Impact Statement as to how Pitt’s Institutional Master Plan will affect the Oakland residential community. Why isn’t the university providing this to the community?

The ongoing Institutional Master Plan process as well as the upcoming Oakland neighborhood plan process being led by the City of Pittsburgh are both ways in which the University of Pittsburgh will be able to assess its potential impact on the Oakland community. In addition to the meeting that you attended on February 11, 2019, there will be at least 3 additional opportunities for two way dialogue about the Institutional Master Plan. The University anticipates that any sort of impact statement or study will follow based on the specifics of these plans rather than in advance of all available data being collected and analyzed.

7) At the October 9, 2018 community meeting, Kevin Peterson from Ayers Saint Gross said that building student housing will result in lower rental fees for students than their current residential housing fees. What does a student at the Bouquet Gardens pay the university in monthly rent, and what is the highest monthly rent a student pays at a university dormitory?

On-campus housing is charged per semester rather than per month, a single at Bouquet Gardens is approximately $4250. A single at Bouquet Gardens and Ruskin Hall are tied for the highest rent per semester at $4250. This equates to a monthly rent of approximately $944 if divided over 9 months. According to a number of online sources, the current average cost of a one bedroom apartment in the city of Pittsburgh is at least $1200 a month.

8) According to the U.S. News and World Report, the University of Pittsburgh in 2016 had the dubious distinction of having the highest in-state tuition in the country for a public university at $18,192. The average tuition among the 316 ranked public colleges was $8,893. Why has the university refused our community’s request for the equivalent of $4 of a student’s tuition fee for an environmental program to end our horrific litter and trash problems? The chancellor would have the answer.

The University of Pittsburgh supports neighborhood clean up efforts through direct financial support of Oakland Planning and Development Corporation’s programming.

9) We know the university has its own police force. However, why has the university refused our community’s request to hire individuals to patrol our neighborhoods on weekends to report binge drinking problems, so that residents don’t have to face the fear of retaliation by students for reporting these problems to police? The chancellor would have the answer.

The University of Pittsburgh Police have a weekend impact detail that sends additional officers to patrol the neighborhood every Thursday, Friday, and Saturday. The impact detail is 4-6 additional officers above the regular shift. In addition to the increased police presence, the University of Pittsburgh Office of Community and Governmental Relations regularly participates in Oakland neighborhood meetings and collaborates with the Office of Student Conduct in order to stay responsive to reports of disruptive student behavior.

10) Penn State has 46,606 students at its main campus and only 3,393 faculty. Pitt has 28,642 students at the Oakland campus, but has 5,074 faculty. Penn State receives $860 million in research funds while Pitt receives $550 million. Is the 28,642 figure correct for the number of Pitt students at the Oakland campus?

According to Institutional Research’s Fall 2018 numbers, the University of Pittsburgh’s Oakland campus enrolled 28,673 students (19,330 undergraduate and 9,343 graduate) and employed 5,195 faculty (748 of whom are part time). According to 2018 Economic Impact Report, Pitt received $808 million in research funding in XXXX.

11) Pitt has continuously increased student enrollment. What is Pitt’s future plan for increasing student enrollment?

Pitt’s future undergraduate student enrollment is projected to be flat (no substantial increases) for the foreseeable future, but individual programs will see fluctuation over time. Birthrate trends suggest that the population of American high school graduates, and thus college undergraduates, will be decreasing within the next decade.

12) How does the university’s Comprehensive Master Plan benefit Oakland’s identity as a residential community?

The University of Pittsburgh is committed to actively participating in the City’s Oakland Neighborhood Plan development and through that plan (and our participation in the Oakland planning process) identify strategies for Pitt’s presence in Oakland to be a neighborhood enhancement and to be mutually beneficial for the University and members of the Oakland community.

13) Why couldn’t Nordenberg Hall be converted for use by upperclassmen to help stop the flow of student increases?

Pitt strongly encourages freshman students to live on campus. Nordenberg Hall, a freshman dormitory, helps us to accommodate the nearly 97% of first-year students living on campus. The Institutional Master Plan calls for the development of additional dormitories to accommodate the demand for housing across the student body, including upperclassmen.

14) Decisions made by the university Board of Trustees have a tremendous impact on the lives of Oakland residents. Why can’t our community contact these trustees through university email addresses?

Members of the public seeking to contact Pitt’s Board of Trustees can do so via the Office of the Secretary (osec@pitt.edu)

15) Pitt’s massive Homecoming Week fireworks display is a tradition that never should have begun. No other community in Pittsburgh has such a massive fireworks display so close to their homes that it affects their property and health. Why can’t the university move the fireworks display to another venue outside of our community?

Per fire code, the Pitt fireworks display requires 300 yards of distance from the firework staging area to dwellings and structures in 360 degrees in all directions. To this required 300 yards, Pitt voluntarily adds an additional 25 yards for an abundance of caution. Other similar firework displays, in similar proximity...
to residences, include those used downtown and on the North Side. The location of our firework staging area (Mazeroski Field) exceeds the required safety yardage and also minimizes the number of street closures and traffic disruptions that would be caused by placing the firework display in other parts of campus.

16) Where else in America does a university have ownership of over 90 buildings within its host community?

Urban-located institutions within the American Association of Universities that have similar student enrollments to Pitt occupy similar numbers of buildings to the University of Pittsburgh’s Oakland Campus:
- University of Chicago lists 149 buildings within its building directory
- Columbia University lists 121 buildings within its building directory
- Georgia Tech lists more than 106 buildings within its central region of campus according to its online campus map
- Boston University’s two primary campuses (located in the City of Boston and Town of Brookline) contain 320 buildings according to their 2009 accreditation report published online

17) What other community in America has lost more than 80% of its residential population due mainly to a university’s presence?

Additional research will have to be completed in order to identify communities that have faced a residential population decline as a result of a University’s presence.

18) What is the university’s higher priority: Dignity for Oakland residents, or never-ending expansion of the university? Choose one.

The University of Pittsburgh is committed to a thriving Oakland for all.
• Upgrade Canard field
• Junction Hollow could use Pitt support
  o Connection to park
  o Storm-water management
• Park amenities
• What’s happening at Fitzgerald and Trees
• Regular shuttle trips to major centers on evenings/weekends
• Extend shuttle to Oak Hill
• Community shuttle access
• Anti-litter program
• Do more mailings for programs
• Literacy rates: focused efforts
• Talk to DOMI about pedestrian safety: 4 way stops, etc.
• Make availability of space more usable
• Pitt should support inspectors in the community
• Recycling pop ups for glass
• Sodexo: change to recyclable materials
• Reaching out to businesses and landlords
• More street trees in Oakland
• More open space and commons
• Eliminate plastic bags completely
• Greater investment in anti-litter programs
• Perception of crime: will Pitt extend its reach
• Support tuition for Osher classes
• Market partnerships better, make available to partners
• Expand block parties, market them
• Creating interesting pedestrian experiences
  o Design standards, public art
  o Safety
  o Barriers between peds and vehicles
• Create helpline for community – name it, make it easy
• Add requirement to working in community to undergrad experience
• Impact of construction on a neighbor
  o Construction schedules
  o Noise
  o Pedestrian access
  o Traffic patterns
  o Compatibility of design of historic district
• Pitt police response
  o Has improved
  o Opportunities to do better
  o Approve students to live off campus
• Revoke off-campus living privileges of bad actors
• Work with individual landlords to proactively ensure properties are following code
• Resources to invest in common spaces and facades
• Quality of life for students: living conditions
• Osher: we love it
• Encourage a small supermarket
• Grandparent program that supports them as caregivers
• Affordable education for neighborhood residents

HOUSING
• Support OPDC’s Land Trust – modifications needed
• Explore incentives for faculty, staff, and researchers to buy a home in Oakland
• Disconnected communities – students and residents
  o Neighborhood block parties
• Oak Hill – wants to see more Pitt students in his neighborhood
• Interested in more incentives to live close
  o Chose to live further away because of limited quality supply
• High rents
• Trash in Oakland (ward and simple)
• University of Notre Dame model – repair and sell to faculty and staff
• Pitt is an inner city campus
• Oak Hill resident
• Rental properties are a challenge – parking and parking
• How to “man” the parties
• Communication – more
• Concerns about the land trust structure – what are the barriers that prevent lower income people to own houses – employment
  o Like the mission
• Party – more supervision – it is better
  o More direct supervision
• Encourage more connections
  o Block party is good
• more programs for non-students to live in neighborhood
• Can the University help support affordable housing
• Pitt should invest in keeping more long-term residents – value of maintaining a strong neighborhood
• More collaboration between Pitt and community
• Study of quality of life within 2 mile radius
• Reach out to long-term residents – create a calling to address to cohesiveness of neighborhood and quality of life issues
• Crime is fairly low
• Student affordability is key
  o What can we do to help
• So much displacement by high rental
Move off campus housing has pushed people out

- Few landlords invest in the property
- Massively provide safe cheap housing on campus
- Incentivize home ownership and long-term residents – make Oakland viable
  - Forgivable loans
  - Down payment help
- Off campus RA
- Code enforcement – support a dedicated person
  - Over-occupied single family
  - Trash
- West Oakland/Oakhill – target athletes, connect with teams
- More green space and streetscapes, sidewalk
- What does Pitt do to support rent and registry
- More awareness – 3 people to a house
- No advertising on Pitt off campus website
- How does Pitt support housing insecurity for students?

RETAIL AND SERVICES

- Such as the Market on Forbes, Verizon, PNC
- Market on Forbes
  - Open to all – “overpriced, boutique and we need an Aldi’s”
  - No parking, geared to students
  - 30% now non-students
- Grocery – more affordable
  - “some like students, some can’t tolerate”
- Publicize market and other retail about what is open to non-students
- Shop n Save/Aldi comparison
- Look at demand for retail
- Movie theater
- Bakery
- Dry cleaner
- Shoe repair/tailor
- Grocery store (affordable)
  - Overpriced Market on Forbes and poor selection
  - Store location is difficult
- Utilize fitness facility
- Groceries and hardware (True Value) require to leave community
- Subsidy by University to offset cost of space for support to retail/services
- Special consideration to local entrepreneur/ownership, esp. women and minorities
- “Grown up dining” not just pubs
- Child care facilities
- East End Food Cooperation
- Grow Pittsburgh local produce resource

Retail that encourages neighborhood entrepreneurship/owners
- Help small businesses ownership
  - What are barriers and how can they be removed?
- Small food carts? – short-term, temporary business license
  - The Pete Event Center
  - Game day permit/event
- If neighborhood has positive economic opportunities then inconvenience of Univ/parking/etc. is mitigated
- Lower cost of entry into retail and services
- Location? Prime at venue and side streets
- Service to enable people to take advantage of the opportunity – pathway to success
- Forbes variety, grocery
- Bakery
- Grocery store
- Movie theater, clothing
- Historic, 60s
- Destination retail
- Opportunities for LOCAL businesses
- Financially viable/subsidy for small local owned
- Affordability of retail space
- Vacant retail space at Skyview
- Can University facilities be more available to the community? Rec facilities? Osher classes, Trees Hall
- Subsidized/free tuition local home owners
- Art gallery etc. – central events posting for everything
- Grocery store
- Osher
- Like ROOTS – new restaurant
- Pitt could influence Schwartz family to do something for empty church – total eyesore (Atwood and Bates) and other properties (starting to make improvements) “Large landholder as obstacle”
- Semple St. between Bates and Ward – support retail, eyesore
  - 1960s – small grocery
    - Hair dresser
    - Butcher
    - Shoe repair
    - Hardware
- East End Food Co-Op (Now at Meade and Braddock)
  - Consider opening a branch in Oakland
  - Co-op started in Oakland +/- 1970

PHYSICAL ENHANCEMENT (E.g. gateways, open space, Complete Streets, wayfinding, streetscaping)
- Community center.
- No stadium
• Oakcliffe Greenway/promenade.
• Mon/Oakland Connector stop at Jonaire/Boundary Streets for neighborhood access.
• All development thoughtful about storm water.
• Proactively cooperating.
• Picking up garbage in neighborhood e.g. Ward/Semple
  - Foot bridges over roads
  - Foot/bike/car conflicts
  - Traffic
  - Crosswalks
  • Not a fan of footbridges.
• Sustainable buildings
• Replace buildings. Mistakes of the past.
• No Bouquet II architecture for future housing; residential look.
• Complement great architecture in Oakland.
• NOT the Oaklander.

**QUESTION:** What going in place of Trees Hall?
- No parking at Trees Hall
- North portal congestion during games
- Not sure why a 25 year building is a tear down.

**QUESTION:** What about the arts?
- Incorporate Public art e.g. first African American woman graduate with a PHD.
- Public realm attractions; engaging; climb on; color

**QUESTION:** What does Pitt own land wise at Frick Fine Arts?
- Get utility out of our open spaces. Active use. Manage storm water. All open space opportunities.
- Broader sidewalks.
- Double the number of trees to plant.
- Work with PPC to recycle trees during building demolition.

**QUESTION:** Do we use dog-friendly salt?
- Like how we take care of sidewalks.
- Louisia Street like it. Pedestrian most important without obstacles.
- One Bigelow built in scale with neighbors with City Beautiful in mind.
- LEED IV noise adherence.
- Andrea: butterfly garden + goats with this project. NOW: $10K. Get information.
- Pitt marching band facility.

**QUESTION:** Control costs for building - what’s the plan for it?
- Stephen Foster statue, Irvin’s Hall. Engage African American community; engage diversity.
- Cross-cultural diversity; 1 floor versus white culture more floors (WPU student program offices).
- Usable green space.

**QUESTION:** How many parking facilities on campus?
- Build community center with mental health, music appreciation/therapy, art programming. (Improve) Lower Hill literacy rate via programming.
- Invest in existing spaces.
• Place in community engagement center to get minutes because not all have technology. Give to neighborhood organizations to distribute.
• Oakland is international community. Display flags reflecting diversity.
• Access to commercial kitchen.
• Two day vendor license for events where community has access to prepared foods to sell.
• Improve accessibility.
• Improve connections to Hill on Center Avenue. “Build bridges”.
• Improve retail northern campus adjacent to the Hill, example cafe at University Club.
• Market what is publicly accessible now.
• Too many restaurants. Limited diversity.
• Not welcoming facades.
• Cafe outdoor dining; like Schenley Plaza.
• Conflict kitchen.
• Outdoor seating.

**QUESTION:** Why mow hillsides?
- Native species (e.g. paw paws, hazelnuts) and cook with it.
- Color in plantings.
- Pitt - public art policy.
- “Instagrammable” moments with art.
- Green roofs as usable space.

**ECONOMIC OPPORTUNITIES (e.g. Talent Hiring Alliance)**
- More open with what opportunities exist. Better listings. (More publicity of what opportunities exist.)
  - Market through CEC’s. Notify community groups.
- Building trades. Property Management certifications. (Programs that connect residents to employment/apprenticeships in the Building trades.)
- More frequent neighbor discussions about concerns. Monthly is good.
  - Transparent report back.
  - Tracking of concerns.
- Fear of advertising landlord housing to students. Allow More?
  - Actually more discretion needed. Not Pitt News. (Pitt news publicizes housing opportunities that accommodate more students than complies with code.)
- Identify and pay attention to residents staying in the community.
- Entrepreneurship programs for young to old.
- Expand Talent Alliance to the trades. Work with corporate partners to scholarship (Oak Hill).
- Create paths for continued student volunteering in local community groups.
- Presentations about Pitt research. Learning sessions. (Offer presentations about Pitt research. Learning sessions for the broader community.)
- General - the question about non-student zoning wasn’t just about Schenley Farms. Needs to be corrected.
- Money for research is short-term. (Monetary incentives form people to participate in research studies is short-term; we need long-term economic opportunities.)
• Create jobs dedicated to hitting residents to connect to residents, outreach workers. Communicating programs. (Create jobs dedicated to residents to connect residents as outreach workers who are responsible for communicating programs.)

• Participate as a host for the summer learn and earn program.

• Create a cohort for a particular population (e.g., single moms) specifically in coding/Al with supportive services. (e.g. childcare)

• Better push out of IEE. (Better publicity about small business development programs offered through the Institute for Entrepreneurial Excellence.)

• Connect (with and) support organizations with their policy advocacy on fair housing.

• How are we leveraging Pitt’s capital (reach/network) to publicize what neighborhood groups are working on?

• Highlight small businesses/entrepreneurs (community cohort) listed in Pitt publications. (Highlight small businesses/entrepreneurs as a community cohort in Pitt publications.)

• On-line, e-newsletter especially within Oakland. (On-line, e-newsletter publicizing these programs especially within Oakland.)

• Recognize small businesses at football/basketball. 80 points $2 off at Grandma B’s. Coupons in booklets.

• Mental health support on the road to employment.

• Understand and educate what makes a healthy economic community.

• Entrepreneurship.

• Human development parallel to housing development. (Human development must parallel housing and economic development.)

• Create trades apprenticeships geared to building in Oakland in conjunction with unions.

• Building improvement menu and grant improvements e.g. facade. (Bring back the building improvement mini-grants e.g. façade program.)

• Once entrepreneurs exit incubator stage (provide) transition (support) to stay local.

• Two day license. Short-term food licenses. (Create opportunities for two-day, event business licenses. Short-term licenses so that residents can take advantage of game-day/event traffic.)

• Share (campus) commercial kitchen space for small businesses in food.

• Explore what economic justice looks like.

• Students (part of student experience) used to start businesses as pop-up/test ideas. (As part of student experience, students used to start businesses as pop-up/test ideas. Return to this.)

• Subsidize rental rates for storefronts. Reinvigorate small retail spaces (throughout the neighborhood).

• Childcare flex hours in Oakland. Super hard, super $ (cost). To hold a job you need quality, affordable child care.

• Really interested in what we/Pitt is doing for young kids/youth in neighborhood especially south Oakland.

• Teens in West Oakland.
Housing

* Support co-op land trusts.
* Protect common food and communal spaces for small businesses.
* Share commercial kitchen space for small businesses in FoodLab.
* Explore what economic justice looks like.

Housing

- Support co-op land trusts.
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Housing p2

- Support co-op land trusts.
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Housing p3

- Support co-op land trusts.
- Protect common food and communal spaces for small businesses.
- Share commercial kitchen space for small businesses in FoodLab.
- Explore what economic justice looks like.

Students used to start businesses as pop-up/food vendors.
Subsidized rental rates for young people.
Reimagine small retail spaces.

Children in Oakland - super cool kids.

Really interested in what we're doing. For young kids.

Teenagers at West Oakland.
Neighborhood Quality

Grass roots, new movements
Complete streets
Make it easy to walk, bike, live in the area.
Consider all areas of the University.

Impact of construction on our quality of life:
- Construction schedules
- Noise
- Pedestrian access
- Traffic

Please encourage opportunities to do better for the local environment:
- More local access to green spaces
- More pedestrian-friendly streets
- More bike-friendly streets

PTT, public transportation, needs more
- Bus stops need to be more frequent
- More bike lanes

Park improvements:
- More access to green spaces
- More pedestrian-friendly streets

Quality of life for students:
- The University needs to improve
- More pedestrian-friendly streets
- More bike lanes

Affordable education for all students:
- More financial aid
- More scholarships

Neighborhood Quality

00 more readings for programs
- Literacy rates: focused efforts
  - Test & explain about pediatrics
- Safety: why you do it
  - Make availability of space more usable
  - PTT: support in the community
  - Recycling pop-ups for less
  - Cedar: change to recycle material
  - More open space & community
  - Multi-use areas

Crime in our neighborhood
- Perception of crime: will affect our reputation
  - Support for other areas
  - More partnerships with local businesses
  - More social events
  - More pedestrian-friendly streets
  - More bike lanes
  - More open space & community
  - More local access to green spaces
Physical Enhancement

A116 University of Pittsburgh Institutional Master Plan
SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

A4 | PUBLIC MEETING #2
SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

9.0 | APPENDICES
Retail and Services

- Small scale economies of scale
- High volume, low profit margin
- High turnover, low investment
- Complexity to maintain
- Lack of planning and coordination
- Lack of liquidity

- Limited growth potential
- Limited market access
- Limited competition

- Limited variety
- Limited options
- Limited resources

- Limited flexibility
- Limited adaptability
- Limited scalability

- Limited sustainability
d- Limited resiliency
- Limited innovation

- Limited customer base
- Limited market share
- Limited brand recognition

- Limited financial resources
- Limited human resources
- Limited operational resources

- Limited technical resources
- Limited regulatory resources
- Limited legal resources

- Limited social resources
- Limited cultural resources
- Limited environmental resources

- Limited economic resources
- Limited political resources
- Limited institutional resources

- Limited technological resources
- Limited natural resources
- Limited human capital resources

- Limited financial capital resources
- Limited human capital resources
- Limited operational capital resources

- Limited infrastructure resources
- Limited human capital resources
- Limited operational capital resources

- Limited institutional resources
- Limited human capital resources
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Outstanding Questions - Public Meeting #1

1. Canho Gampels - Did you (Jim Egan) get the 18 questions issued in October? (18 questions can be found at Oakland [lightly, Vis-A-Vis].
   - Yes, the answers are published on the web site.
2. The in-depth comprehensive impact statement study should be as elaborate as the Statement Report. What are the code requirements?
   - The code requirements can be found at hotchg.org/#hotex
3. Where can our communities get a list of the buildings that Pitt owns?

   - We will bring this list to Public Meeting #2. (List is also listed on web site.)

Examples of Enhancement Strategies

- Incentives for staff, faculty, researchers to purchase homes in Oakland
- Assisting with Code enforcement
- Portal / Entry in Balfour intersection improvements
- Studio space efficiency and public access
- Invest in OEO's Lead Tool
- Parking enhancement for events
- ADA parking improvements
- Loading zone improvements
- Investment to:
  - Higher Bandwidth
  - Sidewalks and Lears

Moving Forward: Pitt’s Role in Neighborhood Enhancement

- Neighborhood Enhancement: Pitt’s responsibility to improve the quality of life in the community includes:
  - Partnerships for targeted strategies
  - In-service training for university employees
  - Opportunities for community and university goals
  - Community Development and Economic Development
  - Neighborhood Services and local partners

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Neighborhood Enhancement Strategies

1. Economic Opportunities
2. Neighborhood Quality
3. Physical Enhancement
4. Retail and Services
5. Housing

Pitt’s Commitment to Community Engagement

1. Continue to work collaboratively to identify and prioritize projects and programs that will benefit the community.
2. Involve the community in the planning and development process.
3. Establish partnerships with local schools, businesses, and community organizations to support the community
4. Develop community-based initiatives to identify and implement new strategies that benefit the community.
5. Engage community members in decision-making processes to ensure that the community’s needs are met.

Critical Neighborhood Engagement Obligations

- Minimize neighborhood impacts
- Maximize value of campus development projects (e.g., One Bigelow, south/central housing, parking garages)
  - Public realm interface
  - Community amenity incorporation
  - Parking
  - Pedestrian safety, mobility and circulation.

Outstanding Questions - Public Meeting #1

4. The University has expanded beyond their electrical power. DUquesne is drilling in our community. What impact will that drilling have on our neighborhood? What is Pitt doing on the site for DUquesne Light?
   - DUquesne Light brought property to full utilization
   - Benefits include: education, research, and public improvement plans
   - Plans to be presented at Public Meeting #2. Information is also listed on the web site.

Second Public Meeting Presentation

1. Introductions
2. Public Meeting #1 Recap
3. Neighborhood Enhancement Strategies
4. Campus Development
5. Recs Next Steps

Moving Forward:

University of Pittsburgh Institutional Master Plan

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- Minimize neighborhood impacts
- Maximize value of campus development projects (e.g., One Bigelow, south/central housing, parking garages)
  - Public realm interface
  - Community amenity incorporation
  - Parking
  - Pedestrian safety, mobility and circulation.
Neighborhood Enhancement Strategies
Questions to consider as we walk through each topic:
• What are some of the ways in which you interact with the University of Pittsburgh every day? We’d like to hear what you like, resources you utilize that are offered by Pitt, and experiences you expect throughout the year.
• Where are there opportunities for Pitt to do more of what is useful?
• In what ways are you challenged by being a neighbor to our institution?
• What would your vision for effective partnership with Pitt?

Campus Development

ONE BIGELOW – DESIGN GUIDELINES

BOUQUET GARDENS

Existing Conditions

Proposed Development

BoUQUET GARDENS (OAKARD AVE) – DESIGN GUIDELINES

Workshop Focus Sites

maxIMUM AREA

400,000 GSF

Residential, Retail, Commercial, Academic, Parking

ALLOWABLE USES

Academic, administrative, education, residential or parking.

STEP BACKS

Complies with Residential Compatibility height and setback standards for portions abutting RM‐H:
Sennott Street: 5 ft (contextual to existing conditions)
zoned EMI and RM (multifamily residential, high density).
50 ft step back at 40 ft height, 100 ft step back at 50 feet height.
Schenley Farms community.
60 ft height.
Oaklander Hotel, 30 ft.
Lytton Street, 15 ft (contextual to Oaklander Hotel/University Center)

SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

9.0 | APPENDICES

6/4/2019

4
Moving Forward: Next Public Workshops

- Web based feedback on development sites
- Public Workshop #3
  - This workshop will provide the public an opportunity to focus on specific topics of the IMP:
    - Mobility and Traffic (Parking & Transportation)
    - Neighborhood Enhancement Feedback
**Meeting Minutes**

**University of Pittsburgh**

**Institutional Master Plan**

**Public Meeting No. 3**

**April 16, 2019**

**MEETING MINUTES**

**PRESENTERS**

Ron Leibow  
Nat Grier (VHB)

**DOCUMENTED NOTES**

1. Is Parking/TIS limited to the boundary of the study, i.e. Bates Street?  
   a. Yes, because the IMP does not anticipate or control change beyond /not within University’s control
2. Will construction on Hill include competition (athletic) venues? Increased spectators?  
   a. New Lacrosse field  
   b. Cap is a replacement
3. What is the ability for the University to address traffic issues beyond the study limits?  
   a. Enhancement – neighborhood enhancement strategies  
   b. Multiple entities dealing with different areas and issues  
   c. IMP documents impact of development on existing conditions
4. Concern of growth at 1% year over year and pressure placed on neighborhood parking and walking  
   a. Process to police illegal parking?  
   b. Forum to discuss, process to identify solutions through dialogue
5. Intersection 31 to 33 back up not identified as even minor congestion –resident experience contradicts and expanded 28 through 35 resident experiences significant congestions and it is not reflected  
   a. Will recheck data
6. Seems problem may not be students but faculty/staff. Does study include UPMC?  
   a. All of those people/trips are being counted  
   b. UPMC/hospital unique with visitors who are not familiar with city routes, so they are a 3rd population  
   c. Vehicular path is not well marked  
   d. Vehicular comprehensive wayfinding will follow 1st priority of pedestrian wayfinding
7. Add disability access to “curb” management dialogue
8. Is the University leveraging partnership with shuttle service?  
   a. Community access to shuttle TBD
9. Shuttle service and transportation details and (recommended) solutions not in the IMP/presentation  
   a. Presentation too general  
   b. Analysis of routes/shuttles needed even though shuttles extend beyond TIS boundary

*Out of respect for the privacy of attendees, personal contact information has been redacted.*
c. Mobility section must be included in IMP and needs community input

10. Neighborhood Enhancement section of IMP needs to identify and recognize negative externalities

11. Bus route 71A service used to be limited to Oakland only – 71C or 71A may serve Oakland and not continue downtown

12. How is 2% SOV vs 98% walking student arrival calculated?
   a. Survey and permits
   b. Just because walking doesn’t mean the students don’t have cars
   c. Compare traffic counts during to break time

ADDITIONAL NOTES

- Does the analysis track people outside of the EMI district? It does not
- CORRECTION: Indoor track will have 1,500 spectator seating
- During basketball games, Bates Street backs up to Bouquet Street.
- Better traffic management for events at the Pete.
- Report data after confirmed? Will in final report.
- Need to address existing parking conditions in the neighborhood; study residential parking; number of city permits issued to students.
- (Q) Student housing development should keep up with enrollment. Housing numbers new construction will be confirmed.
- There are negative externalities that come with the shuttle system and they need addressed.
- (Q) Confirm how the 97% of students that do not drive get to campus? Will confirm.
- Traffic study should be considered in between semesters too.
- The no net new parking commitment does not help and may increase parking in the neighborhood.
- (Q) The Port Authority circulator stopped because of Pitt shuttle? Needs confirmed.
MEMORANDUM

University of Pittsburgh
Community Meeting

April 16, 2019
6:00 PM EST

Purpose:

This memorandum pertains to proposed renovations to Scaife Hall, situated on the University of Pittsburgh’s campus in the neighborhood of Oakland at the intersection of Terrace & Lothrop Streets. A proposed addition and renovation to Scaife Hall is currently included in the University of Pittsburgh’s new Institutional Master Plan (IMP), which will be submitted to the City for review later this year.

By way of this public meeting, we are announcing the SCAIFE HALL renovation will depart from the current IMP process effective tonight, Tuesday, April 16, 2019, to pursue an alternative path for compliance through a variance that will allow for expansion and improvement not shown in the IMP FINAL REPORT dated January 29, 2010.

The alternative path for compliance will align with the Division of Development Administration and Review under the purview of the City of Pittsburgh, Department of City Planning. As such, we intend to appear before the Zoning Board of Adjustment for hearing and action to complete the Zoning process, Design Review, Community Outreach, and other regulatory requirements to initiate and complete the proposed development.

Community Process:

The University of Pittsburgh intends to convene public meetings with neighborhood groups, community organizations, and institutions including, but not limited to: the Oakland Registered Community Organizations (RCO) (which is OPDC), CARLOW University, UPMC, and West Oakland Neighborhood Group.
### Third Public Meeting Presentation

1. Introductions
2. Update
3. Schedule
4. Previous Public Meeting Questions
5. Transportation & Mobility (presentation & discussion)
   - Existing Conditions
   - Future Corridors & Routes
   - Vehicle and Pedestrian Strategies
6. Outreach and Development Guidelines
   - Stakeholder feedback
   - Public Meetings
7. Next Meetings

---

### Outstanding Transportation and Mobility Suggestions / Questions Public Meetings #1 and #2

- Look for bike lanes to be implemented
- Transit stops for future
- Regional transportation projects such as extending westside
- Small stations for Dot ride
- Commuting and bike access
- Trails as an option for pedestrian and bike accessibility
- Bikeway along the right of way
- Barriers between pedestrian and vehicles
- Bike parking as an option
- Bus stops and bike stands
- bicycle
- Bike racks
- Bike storage
- Bike racks
- Bike parking

### Mobility Analysis & Documentation for IMP

**What’s Different?**

- Two pieces: Transportation Impact Statement (TIS) & Mobility Chapter (M)
- Transportation Impact Statement (TIS) evaluates conditions with the development sites identified in the IMP
  - Technical evaluation of transportation elements
  - Impacts to be considered with IMP and TIS (interrelationships)
- IMP focuses on broad transportation conditions and a specific vision
- Goals and strategies for achievement
- Analysis and recommendations from TIS are aligned with IMP to include
  - Quantifying
  - Proposed mitigation

---

### Outstanding Questions - Public Meeting #1 and #2

1. What’s going in place of Texas Hall?
   - In the long term, using a multi-purpose building with indoor/outdoor facilities
2. What is the building going to be used for?
   - The design for the building is pursuant to the time, however, the design guidelines are flexible enough to develop a building of a higher elevation than the current building
3. What about the site?
   - The new building footprint is in the academic program’s vision for the existing site and green space as aligned with the University’s Strategic Plan. It responds to public community. New building will remain and the site will be improved and integrated into the site for development
4. What does Pitt own land wise at Frick Park Arts?
   - The University has a land license with the City of Pittsburgh for the facility

---

### Outstanding Questions - Public Meeting #2

1. What’s going in place of Frick Park Arts?
2. Will there be a big new building at the O’Hara District?
3. Are the buildings in the update?
4. How much can you walk?
5. Bus stop, pedestrian, bike infrastructure
6. Is there a bike-friendly street as it is used primarily to use in a large-scale operation such as Pitt?
7. What can you build?
8. Control points for building, what’s the plan for it?
9. Why more buildings?
10. Why move the library?
11. What’s the plan/what’s the vision for this area?
12. What’s the plan for the site?
13. What’s the overall building site for the site?
14. What’s the vision for the site?

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### Transportation & Mobility System Required Documentation

- Existing Parking
- Roadway Network
- Transit Network
- Bicycle Network
- Existing Mode Split
- Existing Transportation Demand Management (TDM) Programs

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### Existing Conditions

- Two pieces: Transportation Impact Statement (TIS) & Mobility Chapter (M)
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- IMP focuses on broad transportation conditions and a specific vision
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  - Proposed mitigation

### Existing Parking Summary

- Pitt Currently Controlled Parking Spaces within EMI District
  - 3,987 owned spaces
  - 203 leased spaces
  - 4,189 total spaces
**Roadway Network**

**Transit Network**

**Institutional Shuttle Network**

**Bicycle Network – Citywide**

**Bicycle Network – Oakland**

**Existing Mode Split**

**TIS Scope Overview**

**Transportation Data Collection**

**TIS Analysis Boundary**

**TIS Study Intersections**

**Intersection Evaluation – AM Peak**

**Existing TDM Programs**

- Free unlimited rides on Port Authority transit for faculty, staff, students.
- Extensive Pitt shuttle system serving Oakland, South Oakland, North Oakland, and Shadyside.
- SafeRider program provides guaranteed ride home up to 25 rides/semester.
- Bike amenities include lockers, racks, secure bike rooms, Biki stations.
  - Pitt recognized as Bronze level Bicycle Friendly University by League of American Bicyclists.
  - 6 healthy ride stations on campus, if more planned.
  - Reduced parking permit price for carpools.
- Carpool and vanpool options available through Pitt’s Commuter Info program.

**TIS Analysis Boundary**

**Intersection Count Information**

- Supplemented by UPMC data collected in Spring 2018.

**Travel trends based on surveys conducted as part of Campus Master Plan process**

- Mode
- Preferences

**TIS Study Intersections**

**Intersection Evaluation – AM Peak**
University Population Growth

- Historical university population growth was 1.1% per year over the last 10 years
- Going forward, we envision growth to be consistent with historical growth
- Growth factors for the TIS:
  - ~1.0% per year for undergraduates
  - ~1.8% per year for grad students
  - ~1.0% per year for staff
  - ~0.5% per year for faculty

Future Parking: Guiding Principles

- Replace parking losses on 1:1 basis
  - Anticipated loss of 1,630 spaces with implementation of 10-year development program
- No net new parking on campus
  - Relying on effective TDM strategies to serve population growth
- Focus replacement on existing locations
- Favor new locations at campus edge (university & partnership sites)

Intersection Evaluation – PM Peak

Existing Conditions

Questions

Future Conditions & Needs

Planned Infrastructure Projects

Ten-year Development Parking Sites

Future Parking – Replacement Sites

Future Parking – Replacement Sites

Future Parking – Replacement Sites

Future Parking – Replacement Sites

Future Parking – Replacement Sites

Future Parking – Replacement Sites

Rec/Wellness Garage
~450 Spaces

Victory Heights Parking
~400 Spaces

One Bigelow Parking
~250 Spaces

Bouquet Gardens Parking
~200 Spaces

Crabtree Parking
~150 Spaces
Future Parking – Replacement Sites
Fraternity/Falk Garage ~180 Spaces (Test of remainder)

Parking Replacement Strategy
• Phasing projects to minimize parking disruptions (e.g., Victory Heights)
• Large development projects strive to deliver parking first
• Currently securing temporary local & remote parking sites for during construction
• Working with partners to identify alternative event parking (e.g., VA garage)
• Evaluating partnership opportunities (e.g., Carlow, UPMC)

Future Traffic Conditions With IMP PM Peak

TIS Trip Distribution

Future Traffic Conditions Without IMP PM Peak

Future Traffic Conditions With IMP PM Peak

Future Traffic Conditions Without IMP AM Peak

Future Traffic Conditions With IMP AM Peak

Future Conditions & Needs
Questions

Mobility Goals & Strategies

Pitt’s IMP Mobility Goals
Goal 1: No net new on-campus parking
Goal 2: Reduce Single Occupancy Vehicle (SOV) mode share by 4%
Goal 3: Enhance & leverage partnerships to improve mobility options
Goal 4: Position Pitt (constituency & transportation network) to adapt to changes in the University, Region, and Society
Goal 5: Verify & improve program performance

Mode-share Goals

Goal 1: No Net New Parking
• Cap parking spaces on campus
• Advance parking management techniques to optimize utilization of existing inventory and minimize need for replacement parking
Goal 2: Reduce SOV Mode Share
- Designate a dedicated TDM Coordinator to manage the University’s TDM Program
- Organize all transportation-related resources and information into a centralized location
- Encourage the use of non-SOV modes through financial incentives and parking fee structure
- Encourage investments in public transportation that serves Oakland constituencies

Goal 3: Enhance & Leverage Partnerships
- Coordinate with DOMI on an ongoing basis to improve bicycle and pedestrian access to campus
- Coordinate with Port Authority on an ongoing basis to improve transit access to campus (service routes & public funding)
- Identify and execute opportunities to optimize the shuttle network
- Increase internal and external dialogue, communication, and cooperation on the University’s TDM Program

Conclusions
- Pitt is prioritizing reducing the neighborhood impact of its transportation needs
- Pitt’s parking development strategy is designed to minimize neighborhood impacts
- Preliminary TIS analysis shows Pitt’s 10-year growth agenda does not increase congestion
- Pitt’s transportation strategy leverages assets and partnerships to enhance mobility in Oakland

Urban Design Site Development Guidelines
- Conduct ongoing monitoring and evaluation
- Conduct ongoing marketing and education related to transportation options
- Provide the Pitt community with TDM and travel program support, with refinements as needed to meet changing preferences and demand

Opportunities for Community Input
- Pitt’s vision for campus development to support its strategic plan
- Institutional Master Plan
- Project Development Plan
- Public approval process reached by City Planning for Pitt to advance each development project over 20,000 SF

Questions + Comments

Site 6C | Posvar Hall Addition

Site 9D | Crabtree Hall Redevelopment

Questions + Comments
<table>
<thead>
<tr>
<th>Date</th>
<th>Event</th>
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<tbody>
<tr>
<td>Dec 9</td>
<td>Real Estate/Tenant Meeting</td>
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<td>Dec 16</td>
<td>Master Planning and Design Community Engagement</td>
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<td>Jan 13</td>
<td>Feb 6: Performance Goal Meeting</td>
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<td>Feb 18</td>
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<td>Mar 11</td>
<td>March 11: Sexual Harassment Prevention Training</td>
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<td>Apr 15</td>
<td>April 15: Transformation Goals Meeting - Transportation</td>
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<td>May 20</td>
<td>May 20: Public Meeting - Campus Design Guidelines</td>
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<tr>
<td>May 27</td>
<td>May 27: Sustainability/Design Guidelines Meeting</td>
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<tr>
<td>Jun 10</td>
<td>June 10: First Review of Institutional Master Plan Report - May Draft</td>
</tr>
<tr>
<td>Jun 17</td>
<td>June 17: First Review of Institutional Master Plan Report - May Draft</td>
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Lina Dostilio Statement on behalf of the University of Pittsburgh:

Within the city’s IMP guidelines, the actions institutions take to address their impact on surrounding neighborhoods are called “Neighborhood Enhancements.” As part of Pitt’s IMP process, some of you have suggested that our neighborhood enhancements begin by the University acknowledging its impact on the communities that border our Pittsburgh campus. On behalf of colleagues from across the University who plan and implement on-campus housing, off-campus living, transportation and parking, facilities management, and community and governmental relations, we want you to know that we hear you. The University of Pittsburgh has impacted your neighborhoods as it has grown over its 110-year history in Oakland, through our campus developments and their associated construction processes, our students who live in privately-owned housing off campus, parking and transit needs of our students, staff, and faculty, and the ways in which the campus acquired property on its campus edges. The by-products of our size and growth can create challenges for residents who live close to us. They can also create benefits, if our programs and services that are open to the community are well publicized, accessible, and thoughtfully engaged with our neighbors. Proximity to a vibrant campus, major employer, and institution of life-long learning can be a substantial opportunity for our neighbors. In recognition of the impact we make, we are committed to continuing our work to address concerns as you share them with us and we are committed to enhancing the positive contributions we make to the quality of life in your community.

1. Mr. Giampolo stated the following: I am requesting once again that my email of March 10, 2019 with the document “Investigations Needed by Oakland Residential Community” be given to each member of the Board of Trustees. If the request is not being honored, then our community wants a letter from Chancellor Patrick Gallagher as to why. That letter should also be made a part of the minutes.

2. Pit should put their negative impacts on the website.

3. The University should restrict students to live in certain neighborhoods. Isn’t there legislation proposed for this? The community wants conversations.
   a. Paul S: University is willing to have a conversation about this legislation.

4. Litter – The University should give the community $4 out of student tuition to handle the litter – SOUL program. See OaklandDignity.com.

5. Concerned that no net new parking will force people to park in the neighborhood.

6. During holidays there is plenty of parking, and during the school year there is no parking. That should be studied.

7. OPDC wants to work with Pitt to establish performance measures.

8. Shuttles – TDM and sustainability, the University should set goals and strategies.
9. One Bigelow:
   a. Will there be a population location shift?
      Yes certain departments will collaborate in the building.
   b. Will One Bigelow house non-University staff?
      c. SCI will be a main tenant. There will be no non-University students for this department.
   c. Parking to be included is less than today’s 350 count and is for current parking patrons.
   d. Why can’t green space be by the neighborhood vs. in the middle?
      i. That question will be reconciled during design and community engagement.
   e. There is a concern about noise during construction.
   f. Will it block the view of the Cathedral? Why can’t it be 10 stories vs. 17? It will affect property values. It will affect the view from Lytton Ave.
      i. That question will be reconciled during design and community engagement.
   g. There is a concern about noise during construction.
   h. Will it block the view of the Cathedral? Why can’t it be 10 stories vs. 17? It will affect property values. It will affect the view from Lytton Ave.
      i. That question will be reconciled during design and community engagement.
   i. The University will look into these concerns for this development site.
10. Are there statutory laws for Pitt police enforcing parking codes?
   a. Pitt Police can only enforce parking on Pitt property.
11. West Chester University has implemented zoning practices to protect housing values.
12. What about building re-use?
   a. The University’s Campus Master Plan has 70% of improvements as renovations.
13. Hydropower:
   a. Are you still working on Hydropower?
      i. Yes, the University will secure 25% of electrical use energy annually from this renewable resource.
   b. Will it be less expensive?
      i. It is unclear the long-term cost model due to market conditions.
   c. Where is the cost/money for the Hydropower coming from?
      i. University funds.
14. We had a grocery store and now it’s gone. We had two grocery stores, now a residential community can’t support one.
15. We would like the Board of Trustees to answer our concerns.
   a. How do we get a letter to them/contact them?
      i. Send correspondence to the University of Pittsburgh’s Office of the Board of Trustees.
   b. Can we get a schedule of their meetings?
      i. Meeting dates can be found on Pitt’s web site.
16. You said Pitt doesn’t want to expand but also that you want to expand retail services – there needs to be a balance.
17. The Innovation District should be in Uptown.
18. Will housing keep up with enrollment?
   a. The University housing construction agenda is meant to keep up with enrollment changes knowing not all students live in University housing.
19. Panther Hollow community would like the University to state they will not allow a roadway through Panther Hollow.
20. Pitt - The transportation project path is not settled so the University has not taken a position.
21. The University should downsize and leave Oakland.
Address parking and transportation concerns: Pitt will . . .

Enhance Pitt's Transportation Demand Management (TDM)

- Designate a TDM Coordinator to manage the University's TDM program, centralize information, and monitor and evaluate performance
- Encourage and incentivize students not to bring cars, and move toward restriction as Pitt implements its parking deployment and allocation strategy
- Increase opportunities for flex-work, telework and tele-learning institution-wide by frequently reviewing Pitt’s new Remote Work Policy
- Increase Pitt’s mode share away from SOV through parking management strategies, and education

Improve parking management and optimize opportunities:

- Ease future traffic congestion by capping parking spaces on campus at current inventory count. “No net new parking” on campus
- Enhance parking management through fare structure, higher utilization of existing inventory, space allocation and flexibility strategies
- Partner with Oakland institutions (e.g. UPMC and Carlow) to develop shared garages and multi-modal sites at the campus edge
- Work with the Port Authority to:
  - Enhance bus service to, from, and within Oakland
  - Identify opportunities, and participate in partnerships for new or expanded, regional park and ride locations in urban and suburban areas underserved with one-seat rides due to legacy public transit cuts
  - Support the implementation of the Port Authority’s Bus Rapid Transit Program.

Address parking and transportation concerns: Pitt will . . .

Enhance mobility:

- Improve South Oakland circulation by bringing Louisa Street through to Bouquet as part of student housing project
- Work with DOMI to improve mobility options for bicycle and pedestrian access in Oakland
- Plan and implement effective curbside management when developing projects

STUDY the following to further alleviate parking and transportation impacts on the neighborhood:

- Accessibility across campus along with general curb management strategies that will evolve with future mobility demands for shared services, on-demand ride-sharing, vehicle electrification, and reduction in SOV. Partner with business district and neighborhood where appropriate
- Options to help address parking in neighborhoods and residential enforcement
- Ways to improve ADA parking and loading campus-wide and adjacent neighborhoods
Address parking and transportation concerns: Pitt will . . .

- Convene a shuttle and ride-sharing system study to:
  - Explore opportunities with institutional and private partners to optimize operations
  - Examine partner operations’ role in the neighborhood
  - Consider broadening community access
- Bring forth data collection and analysis into the Neighborhood Planning Process
- Develop and implement effective strategies that improve the University’s shuttle system and:
  - Ensures an efficient operation
  - Serves student safety and access, and facilitates employee mobility
  - Is considerate of community access and neighborhood encroachment

Address parking and transportation concerns: Pitt will . . .

- Working with PAT, DOMI, City Planning, OTMA, OBID, OPDC, Private partners launch a shuttle and ride-sharing system study to:
  - Explore opportunities with institutional and private partners to optimize operations
  - Examine partner operations’ role in the neighborhood
  - Assess PAT operational capabilities to serve neighborhood needs
  - Consider broadening community access
- Bring forth data collection and analysis into the Neighborhood Planning Process
- Develop and implement effective strategies that improve the University’s shuttle system and:
  - Ensures an efficient operation
  - Serves student safety and access, and facilitates employee mobility
  - Is considerate of community access and neighborhood encroachment

Current (Revised) IMP Schedule

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<th>Date</th>
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<tr>
<td>November 2021</td>
<td>University Public Meeting</td>
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Opportunities for Community Input

Pitt’s Commitment to Community Engagement

- Continues to work community input and feedback on Pitt’s additional and current strategies. Please contact the Community Engagement office for more information.
- Every participant who comes to Pitt planning events. Public engagement events access to accessibility and planning events by connecting them to the community and Pitt’s leadership.
- Increases public participation in community engagement events and workshops. Attend the Pitt planning events to learn more about these events.
- For each project that potentially impacts the adjacent neighborhoods, publics can engage community stakeholders, and these groups discuss design and development.

Neighborhood Enhancement Strategies: The engagement and evaluation process

1. Identify key stakeholders throughout the community
2. Structure community groups and neighborhoods
3. Balance on expectations and concerns
4. Strengthen how Pitt can do better and do more
5. Inform leadership where Pitt needs to prioritize initiatives and resources
6. Challenge leadership to think broader and act broader
7. Develop recommendations
8. Encourage Pitt to lead on a portfolio of strategies to work with the community

Pitt’s Leadership on the portfolio of strategies to work with the community
Moving Forward

The conversation does not end tonight.
• The Office of Community and Government Relations
  • Paul Supowitz, Lina Dostilio, Jamie Ducar, and Kirk Holbrook

What we heard...

Pitt’s Neighborhood Enhancement Strategy should

1. Alleviate Pitt’s Impact on the Neighborhood
2. Enhance Pitt’s Impact on the Neighborhood
3. Improve community access to Pitt program and facility resources

What we heard...

1. Alleviate Pitt’s Impact on the Neighborhood
   • Improve connections with the community
   • Reduce litter
   • Support greater enforcement
   • Address parking and transportation concerns

Improve Connections with the Community: Pitt will... 

• Establish a meeting network under the umbrella of “Community Opportunities” to academics, neighborhood committees, and civic groups to better understand neighborhood and community desires, and work to ensure academic resources and facilities are not overwhelming to surrounding communities

Address Neighborhood Litter: Pitt will...

• Strengthen Oakland’s Green Oakland Student workship program with OPDC to curtail and encourage recycling
• Continue to support the “Cultivate a Garden” program to address student move-out debris
• Continue to promote student’s opportunities to OPDC’s Neighborhood jobs and staffing capacity for OPDC’s Clean and Green program

Address Neighborhood Litter: Pitt will...

• Continue to support OPDC’s Glean and Feeder program
• Develop metrics and ministry monitor effectiveness of all programs

Support greater enforcement: Pitt will...

• Provide funding and work with the City to incentivize a full line of enforcement for Oakland to address non-compliance of abandoned vehicle towing
• Continue cross-training of Pitt Police as the point of contact to report unacceptable behavior,崽崽 enforcement priorities, etc.
• Strengthen EDR’s communication with Pitt Police and Student Conduct to address systemic community issues, enforce sanctions of neighborhoods programs, and improve responsiveness to community concerns
• Expand standard for taking off campus properties in CMIC’s Long and grade
• Collaborate with the City and community groups to facilitate and increase professionalism of expanded property permits
• Address expand/expand neighborhood concerns. Off of CMIC’s Long and grade Quarter

Address parking and transportation concerns: Pitt will...

• Enhance Pitt’s Transportation Demand Management (TDM)
  • Bring one or two TDM interns to manage local and regional TDM programs, innovate solutions, and research new strategies
  • Encourage and incentivize students not to drive cars, and, more broadly incentivize Pitt employees for walking, biking, and active transportation
  • Increase opportunities for work, research and limited transportation outside by frequently congestion-free green, Brown Route

• Enhance parking management and optimize opportunities
  • Base parking tariffs improvements by relying parking plans on Campus at current inventory count.
  • Conduct and long-term ‘parking
  • Collaborate with the City and community groups to jointly reduce on-campus parking, higher collection of housing inventory
  • Enhance and expand retail village, shared garage, and multi-modal
  • Collaborate with Oakland institutions (e.g. UPMC and Carlow) to develop shared garages and multi-modal

Address parking and transportation concerns: Pitt will...

• Consume a shuttle and ride-sharing system study to:
  • Explore opportunities with institutional and private partners to optimize operations
  • Expand parking operations’ role in the neighborhood

• Consider the development of community access and neighborhood engagement

Address parking and transportation concerns: Pitt will...

• Consume a shuttle and ride-sharing system study to:
  • Explore opportunities with institutional and private partners to optimize operations
  • Expand parking operations’ role in the neighborhood

• Consider the development of community access and neighborhood engagement

Address parking and transportation concerns: Pitt will...

• Consume a shuttle and ride-sharing system study to:
  • Explore opportunities with institutional and private partners to optimize operations
  • Expand parking operations’ role in the neighborhood

• Consider the development of community access and neighborhood engagement
Strength connections with the community for University related development projects: Pitt will...

- Maximize dialogue with the community for Pitt development projects situated on the campus edges and adjacent to neighborhoods
- Proactively engage OPDC as a potential development partner for South Oakland development projects
- Identify benefits for university developments (e.g., grocery, daycare, fitness, etc.) that serve residential market.
- Work with Innovation District partners to provide retail opportunities for "local" business and entrepreneurs

Improve the Built Environment: Pitt will...

- Fund, and implement a complete street design on key university-downtown routes
- Implement Bigelow Boulevard: University district connections is $1.9 million
- Designing with sustainability, security and a positive public art design for Bigelow Boulevard
- Work with neighborhoods to establish Bigelow Boulevard Complete Streets design on Bigelow Boulevard

- Improve University property improvements from the Gumpus-Maker Plan that also serve a public benefit
- Plan tear-gate grade separated crossings that are applied at key projects
- Advance walking and multi-modal connectivity in the university campus
- Add and enriching connections to Duquesne Hill and elsewhere - from walking, biking, auto, etc.
- Find ways to celebrate architectural diversity and building movement

- Adopt Campus Design Principles that reinforce the character for places within the Oakland Civic Center Master District as we promote inventive and contemplative urbanism and urbanism for new development sites.

Improve the Built Environment: Pitt will...

- Complete the reconfiguration of the main academic and administrative center.
- Expand the University’s two parking requirements to include street uses.
- Work with Oakland community development groups for the creation of an identity between the community and the university at campus edges
- Study the campus public realm in a master planning context to identify opportunities for enrichment when design investment - eavesdropping, art, vitrines, etc.

Promote Oakland Neighborhood Homeownership/Residency: Pitt will

- Improve supply, reduce student demand, advance opportunities for Oaklanders and employees, enroll new numbers of downtown

APPROACH
- Invest in OPDC’s Community Land Trust
- Deals with OPDC and other stakeholders to integrate the program to serve long-term and retail
- Serve as a group to identify potential for long-term and retail
- Rent a group to identify potential for long-term and retail

REWARDS AVENUE
- More amenities bring that choice of students and rent demand into Oakland neighborhoods
- Increase student retention of students in the downtown
- Expand the student demand of students in the downtown
- Increase student retention of students in the downtown
- Improve the student retention of students in the downtown

- Focus funding for enhanced student retention of student-occupied, neighborhood housing

Enhance Pitt’s Commitment to Sustainability: Pitt will...

- Strengthen ontological relationships for climate-related initiatives
- Partner with the City and PUC to create energy, performance and efficiency for energy planning grant in 2023
- Pittsburgh 2020: District leaders work to make the city a national energy leader by 2020 with multi-family, industrial, commercial and institutional buildings
- District leaders partner with University to create climate smart strategies and initiatives as part of PWSA-Sustainable University District
- Be a regional leader in climate energy district

APPROACH/OUTCOMES
- Strengthen the commitment to sustainability and climate action
- Improve public visibility and small business development programs
- Increase awareness of community access to Pitt facilities and programs: Pitt will...
- Open all buildings on campus to public meetings and events
- Promote and create opportunities for "local" businesses and entrepreneurs: Pitt will

- Identify and support small business owners and entrepreneurs, with special consideration to women and minority races, that are interested in increased access to and working with the University of Pittsburgh
- Approve University Conferences & Pitt News about creating community partnerships for local businesses in Pitt portfolios
- Establish collaborative shared commercial facilities for University buildings, especially those adjacent to residential areas
- Promote "local" businesses and historical retail business locating to the Innovation District facilities
- Work to identify "local" business opportunities with Pitt facilities as a driver
- Contribute a process for partnership and to identify sustainable resources
- Work with Pitt to recognize small businesses at alumni events

Enhance Pitt’s Commitment to Sustainability: Pitt will...

- Apply rigorous sustainability guidelines in developing the campus built environment (for example)
- Require projects to match stringent energy performance requirements prior to a review by the City of Pittsburgh’s sustainability
- Increase new capacity for PWSA
- Require LEED and/or indigenous and adaptive crops to 2030
- Maintain at least 10% of landscaped area in accordance with PWSA Standards for Green Landscaping by 2034
- Reduce impervious by 20% by 2035
- Reduce 25% of stormwater from impervious surfaces via rain, detention, retention, and/or green roof water systems by 2030

What we heard...

3. Improve community access to Pitt program and facility resources

- Increase accessibility of community access to Pitt facilities and programs
- Grow Existing Community Programs
- Promote and create opportunities for "local" businesses and entrepreneurs
- Create paths and programs for continuing student volunteering in local community groups.
- Establish ways to make Pitt facilities more accessible

Discussion
Promote and create opportunities for “local” businesses and entrepreneurs: Pitt will . . .
- Work with the city to create opportunities for new local business licensees.
- Support local and independent businesses or PItt residents can take advantage of locally.
- Work with the City to establish appropriate location opportunities for local food carts and trucks.
- Host Pitt and Construction Management training curriculum for local minority, disadvantaged and small businesses. Three 11-hour sessions are also intended to continue as business networking opportunities.
- STUDY Facilities management’s opportunity to work with local and new leadership to develop strategies that ensure new members to approximately represented opportunities in MPA District 5.
- STUDY developing a “flexibility family” type space/management in University center for local business opportunities.

Grow select community programs: Pitt will . . .
- Facilitate connections between our campus partners and the community to enhance and expand programs offered for neighbors.
- Establishing partnerships.
- Environment impact.
- Provide better communication about - and connection to - current community services programs.
- Impact/long-term sustainability.
- STUDY of available community services in the neighborhood for potential partnerships.
- Convene the University and School of Dental Medicine in order to develop potential partnerships for services to University and School of Dental Medicine students.
- STUDY how to create new partnerships between the University and School of Dental Medicine.
- Establish a food bank distribution center in the neighborhood.
- Continue the Pittsburgh Public Affairs “School to Work” program for students with disabilities to work in Pitt facilities.
- STUDY opportunities and strategies to make more Pitt facility spaces and facilities available for programs that serve community residents (ex. university facility access, community events).
- STUDY how to create new partnerships between the University and School of Dental Medicine.
- Provide opportunities for Oakland and Hill District residents to attend Pitt sporting events.
- Establish a food bank distribution center in the neighborhood.

Create paths and programs for continuous student volunteering in local community groups: Pitt will . . .
- Maintain student learning opportunities Pitt/PA.
- Continue hosting signature volunteer events: Day of Caring and Christmas Day at Pitt which provide, Be a Good Neighbor Day: Pitt Makes A Difference Day.
- Continue volunteer assistance through the Office of Pittserve and Community and Governmental Relations-students, staff, and faculty provide volunteer opportunities to community organizations throughout the region.
- Leverage the Office of Sustainability to mobilize volunteers for community efforts.

Establish ways to make Pitt facilities more accessible: Pitt will . . .
- Provide opportunities for Oakland and Hill District residents to attend Pitt sporting events.
- Establish a food bank distribution center in the neighborhood.
- Continue the Pittsburgh Public Affairs “School to Work” program for students with disabilities to work in Pitt facilities.
- STUDY opportunities and strategies to make more Pitt facility spaces available for programs that serve community residents (ex. university facility access, community events).
- STUDY how to create new partnerships between the University and School of Dental Medicine.

Oakland Neighborhood Planning Process
- Pitt offers financial support to multiple neighborhood organizations and programs. Use this process to re-evaluate current investment and establish a plan that serves a greater need.
- Define Pitt’s commitment to Oakland neighborhood, energy planning.
- Flexibility of Pitt shuttle system strategies.
- Better understand the opportunities to address quality of life issues that enhance value to today’s Oakland, and respect the rich cultural heritage of this long standing neighborhood.

Pitt’s Role in Neighborhood Enhancement
- Research Incentives of Pitt’s neighborhood impact.
- Collaborate and engage in community engagement.
- Direct contribution of funds to community organizations and/or programs they manage.
- Invest in Pitt facilities and projects that serve University and community.
- Create and funding for others to invest in neighborhood renewal or to leverage Pitt’s investment of assets, resources and funds.

A6.5 City Review Comments

Hi Ron,

Good meeting last night. From the comments, it sounds like you’re striking a good balance between what can be accomplished at the IMP level and what should be left for the neighborhood plan.

I also wanted to confirm that we successfully downloaded the files below as well as those sent along by Sean Donnelly. The remaining items on my previous email are...

Fourth, public art... I am glad to hear that you are giving this serious thought and planning for the role it can play in your campus and the rest of your neighborhood. Perhaps this would be a good time to meet with our Public Art and Civic Design manager, Yovita Guerra, to help strike the right balance between commitments in the IMP and what will follow in the neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in Oakland.

Fifth, energy... Please make sure we have up to date content here. At our last meeting we discussed the concept of a joint pledge for carbon neutrality, the HECG was going to restart, and we were going to meet with your energy planning staff to discuss joint energy planning. There have been good meetings on each of these fronts, and it would be interesting to know how you see these topics in your IMP at this point.

Derek Dauphin
A7.0 PUBLIC MEETING #5 - MAY 22, 2019

A7.1 Sign In Sheet
A7.2 Meeting Minutes
A7.3 Presentation Slides
University of Pittsburgh
Institutional Master Plan
Public Meeting No. 5
May 22, 2019
MEETING MINUTES

Table 1: Upper Campus

- Group 1
  - Access to Falk School trail (site 4A) potential impacts of 2x basketball courts
    - Show trail map on site plan
  - Consider parking strategies that would not allow/restrict student parking from hilltop facilities
  - No football on hilltop
  - Address illegal right turns on Robinson/Fifth Ave.
    - Bus noise along Robinson St. – West Oakland concern
- Group 2
  - Need specific bus/shuttle service to access events on the Hill for Lower Campus
  - Walkway access connecting recreation center to Petersen Events Center (site SC)
  - Dick Groat – name athletic facility after him
  - Potential to include tennis courts as recreation space
  - Make sure we have access up and over the hill – indoor as well as outdoor connection
- Group 3
  - Public access to open spaces (at street level)
  - Lost amenity – public access (streamline access/remove barriers)
  - SC – keep green
  - SB – 200’ tall x 950K GSF is big (it’s already on top of the hill)
  - Best views of Oakland and Pittsburgh – what public access can there be to take advantage of these views? (outdoor and indoor spaces)

Table 2: Mid-Campus

- Group 1
  - One Bigelow – too high
    - Consider context – not height of top of Soldiers and Sailors but lower
  - Respectful of neighbors – but open space adjacent to Bigelow/neighborhood
  - Consider iconic view of Cathedral
  - Outstanding architecture – as appropriate for Bigelow location
  - Information Sciences Building is an important period example – not environmental to demolish and rebuild
  - Sustainability does not equal demo and rebuild
  - All sites appear to have largest envelope possible
• Group 2
  o 9B – performance space retained in O’Hara Student Center
  o Contextual doesn’t mean matching existing
  o Introduce color, materials that are more contemporary
  o Why so much growth if enrollment is not significantly increasing? Who is served?
  o Parking is a need but not at the expense of community functions (Trees Hall, Community Leisure Learn)

• Group 3
  o Fifth Ave entry from GPSh steps ADA accessibility and parking from Fifth
  o ADA accessibility overall

Table 3: Lower Campus

• Group 1
  o BK site appropriate for residence hall site
  o Preserve Pitt community garden near Bouquet so visible (move it to have to, but relocation)
  o Purchase Bouquet/Dawson for community garden
  o Pedestrian only Oakland Ave Forbes – Sennott
  o All pedestrian only opportunities
  o Bouquet Gardens residence hall – 6D open space less internal and more part of public realm
  o 6A – open space different landscape/some public realm
  o Ramp not stepped
  o Ramps vs. steps
  o 6B – Hillman Library height
  o Active Hillman 1st floor to engage “buzz” of Schenley Plaza and library too! (neighborhood planning)

• Group 2
  o “Green” circulation line through Academic Success Center
  o Frame the sculpture (yellow)

• Group 3
  o What period of time will be eliminate student parking passes?
**A7.3 Presentation Slides**

**Public Meeting #5 Presentation Agenda**

**Urban Design Guidelines**

1. Introductions
2. General Guidelines Overview
   - Site of the New Design Guidelines
   - Specify Development and Use Standards
3. District Guidelines - Breakout
4. Breakout Summary Reports
5. Next Steps

**Current (Revised) IMP Schedule**

**Neighborhood Enhancement Strategies:**
**The engagement and evaluation process**

1. **Listening** - Stakeholders throughout the community
2. **Understanding** - Community issues and concerns
3. **Reflected** - on opportunities and constraints
4. **Summarizing** - how Pitt can do better and do more
5. **Identifying** - leadership where Pitt needs to prioritize initiatives and resources
6. **Choosing** - leadership to think broader and act bolder
7. **Pilot projects**
8. **Reverted** - recommendations from Pitt leadership on a portfolio of strategies to share with the community

**What we heard . . .**

**Pitt’s Neighborhood Enhancement Strategy should**

1. **Alleviate** Pitt’s impact on the Neighborhood
2. **Enhance** Pitt’s impact on the Neighborhood
3. **Improve** community access to Pitt program and facility resources

**Opportunities for Community Input**

**CAMPUS MASTER PLAN**
- Pitt’s master campus development to support its strategic plan

**INSTITUTIONAL MASTER PLAN**
- Legislative instrument required by the zoning code for institutions having single land uses; it documents Pitt’s 30-year development intentions

**PROJECT DEVELOPMENT PLAN**
- Public approval process required by City Planning for Pitt to move the master development project over 25,000 SF; it documents Pitt’s strategic design

**CITY-NEIGHBORHOOD PLAN**
- City Planning’s extensive planning process to engage stakeholders in defining boundaries for city, colleges, neighborhoods, and assets for the development of shared

**TABLE 2 - GROUP 2**

- The engagement and evaluation process
- Understanding community issues and concerns
- Reflected on opportunities and constraints
- Summarizing how Pitt can do better and do more
- Identifying leadership where Pitt needs to prioritize initiatives and resources
- Choosing leadership to think broader and act bolder
- Pilot projects
- Reverted recommendations from Pitt leadership on a portfolio of strategies to share with the community

**Table 3 - Group 2**

- What people of the will be eliminated student party places

**Table 3 - Group 3**

- What people of the will be eliminated student party places
5.3 Urban Design Guidelines

5.3.1 Goals of the Urban Design Guidelines

5.3.2 Architectural Guidelines

5.3.3 Site Development & Civic Realm

Campus Master Plan

5.3.4 District Guidelines

Ten-year Development Envelope
A8.0 PUBLIC MEETING #6 - JUNE 10, 2019

A8.1 Sign In Sheet
A8.2 Meeting Minutes
A8.3 Presentation Slides
University of Pittsburgh
Institutional Master Plan
Public Meeting No. 6
June 10, 2019
MEETING MINUTES

Please note that answers to the following comments are forthcoming.

Edit: October 2019, answers to questions are provided in red.

1. City requirements for compatibility setbacks – how are these being met? Don’t appear to have dimensions on diagrams
   • We will comply and post diagrams
   • City review will confirm we have met compatibility requirements
2. Size of development should be more transparent. How are you mitigating the impact on the neighborhood?
   • Will make sure setbacks are shown
   • Will confirm City reviews for completeness
3. Where is Hillside Housing?
   • N & E of LRDC in and around University Drive
4. How many units will be offline during construction?
   • Tower de-densification will be phased – 180 beds over 3 summers
   • Hillside and Central Oakland in operation before Forbes
5. Ron will show the One Bigelow development in compliance with zoning code as required by IMP zoning code process
6. In depth comprehensive impact study – independent (Brookings Institute study)
   • Is Pitt going to provide independent impact study? [website question + answer]
7. Questions not answered (Carlino Giampolo):
   • Who are University staff who answer community questions and comments?
     o CGR coordinates with Facilities Management and consults with other units at the University such as housing, transportation, student affairs, purchasing, as needed in order to respond to questions and comments.
   • What are the negative impacts?
     o Please see Lina Dostillo’s statement on behalf of the University of Pittsburgh: https://www.campusplan.pitt.edu/sites/default/files/IMP-Public-Meeting-4-Meeting-Minutes-5-2-19.pdf
     o University acknowledge of Edward Litchfield (1965) forward negative Pitt impact on community to present?
       o Please see Lina Dostillo’s statement on behalf of the University of Pittsburgh: https://www.campusplan.pitt.edu/sites/default/files/IMP-Public-Meeting-4-Meeting-Minutes-5-2-19.pdf

1 Typically, this process has not attributed comments and questions to individuals, but Mr. Giampolo requested that the record reflect questions asked by him. And given the quantity of questions, we agreed it was appropriate.
• March 10, 2019, email given to each member of the Board of Trustees. If not done, want letter from Chancellor as to why it was not given.
  ○ All correspondence to the Board of Trustees can be sent to the Secretary of Board.
• Give neighborhood the University email addresses of the Board of Trustees members
• Send notice to every resident of Oakland – why has University not given a written notice?
  ○ We believe this question is regarding how The University works closely with community partners and the city to ensure that the IMP meetings have been appropriately publicized including announcements at community meetings, OPDC’s monthly development review meeting. Additionally, hard copy binders of all information related to the IMP were available at four different points throughout the Oakland and West Oakland neighborhoods.
• Does the University support a roadway through Panther Hollow? No proper answer given. Roadway will destroy community. Yes or no for support.
  ○ The University has attended meetings organized by the City and PWSA. The City and PWSA would have information related to the dates of those meetings. [Link to the original answer about University’s position stated within IMP notes/records].
• Has the University met with City or other organization to discuss Panther Hollow roadway? If so, dates and attendees need to be provided.
8. SB on OC Lot, now 130’ high down from 200’. Clarify the height relative to existing buildings since site itself is on a hill.
10. TIS online when reviewed and acceptable to City.
11. Disagree with assumption and method of TIS, SOV is not source of commuter cars student or otherwise. Cars and parking congestion result from students who have cars but do not necessarily use them to get to campus – they are residents (off-campus) with cars.
12. Cannot be addressed with TIS but is a neighborhood enhancement for enforcement
13. Impact of residential parking on “conclusions” slides
14. Acknowledge that TIS is not improving over course of new development – just maintains status quo
15. Student free zones would alleviate problems by controlling where students can live
16. What are the OPDC community benefit lists of “asks” from University? Community benefits requested from Pitt by OPDC.
17. Request free parking for long-time residents of Oakland in Pitt or UPMC garages – agree or disagree
18. Parking permit policy requested for Pitt and CMU [post on website]
19. Noise reduction/control component of LEED v.4 Noise Pollution
• All projects going forward will be under v.4
20. Questions/comments from Carlino Giampolo:
  • Student contribution $4 per student for trash/litter control – to OPDC?
    ○ [answer on website] Will Pitt support?
  ○ The University has worked with OPDC and OBID and has provided funding to address litter issues and continues to work programmatically internally and with partners to develop strategies to address litter and move-in/out clutter.
• Historical markers on each block from Halket St. to Bigelow Blvd, along Forbes and Fifth of what there was in the 1970s as community heritage. Support nor not support?
  ○ There is an established Commonwealth of Pennsylvania process for historic markers to be created. The University is happy to participate in those efforts and conversations or discuss other means of recognizing Oakland history.
• Community losing identity – Pitt banners limited to 100’ from Cathedral?
  ○ The University is currently engaged in internal discussions regarding banner locations and will work through the established RCO process to engage the broader community in this discussion.
• Litchfield name removed from 3 buildings?
  ○ The University has a process for addressing issues of concern regarding the naming of buildings. At this time, there has been no movement toward removing the Litchfield name from University buildings.
• Neighborhood voice on Innovation District left out, may not want – why was community not included? Why didn’t University support community involvement?
  ○ The University advocates for the inclusion of community input on all development processes, and there have been and will continue to be opportunities for community input by the entities developing properties within the Innovation District. Pitt is just one of several entities active within the development of the Innovation district.
• Number of students enrolled in Pittsburgh Promise
  ○ 8,843 students have been funded through the Pittsburgh Promise [www.pittsburghpromise.org]
• Neighborhood Impact Study – need experts in many different fields to evaluate. Will the University support a Neighborhood Impact Study?
  ○ The University will actively participate in such an impact study.
21. Where is money coming to fund the IMP? What is estimated cost to implement projects? Also when University didn’t have $4 per student for trash issue – only contributed $25K prior to IMP meetings
22. Notes posted requested as questions + ANSWERS
1.0 Introduction

1.1 Mission and Objectives (University)

1.2 Requirements (Zoning)

1.3 Planning Context

1.4 Process (Public engagement)

The Plan for Pitt
Making a Difference Together
Academic Years 2009-2020

A Change in Pitt’s Leadership

• Current administration’s approach and ambitions:
  - Comprehensive strategic thinking and planning
  - Creativity in partnership opportunities
  - Focus on innovation, commercialization, and differentiation
  - Internal and external transparency, collaboration, and engagement
  - Enhanced commitment to distinctive architecture, accessibility, sustainability

A6.3 Presentation Slides

Sixth (Final) Public Meeting Presentation

1. Introductions

2. IMP Best Practices Guide 5.0 – 8.0 Submission Summary
   a. Review highlights of all chapters
   b. Review critical decisions on “what we learned”
   c. Review specifics of new design guidelines commentary

3. What Pitt is currently working on

4. Next Steps

Plan for Pitt – Impact on Campus Development

• Enrich the Student Experience (amenities)
• Promote access and affordability (housing and building improvements)
• Engage in strategic, collaborative research opportunities (collaborative buildings)
• Foster a culture of civic engagement (integrate with Oakland fabric)
• Increase economic impact (catalyst and connections)
• Advancing academic and research excellence (facilities investment)

Institutional Master Plan (IMP) The Process:

• What’s NEW?
  - City’s Best Practices Guidelines
  - Challenges institutions to go further – beyond zoning law
  - Requires significant data collection
  - Documents development impacts and enhancement strategies and processes to evaluate performance

• Pitt is submitting its entire campus
• Pitt is the City’s largest IMP

Campus Development, Organizing Principles

• Connectivity: North/South student life; East/West academic “spine”
• Decentralization of spaces to collaborate and converge; moments of useful spaces
• Improved Open Space through campus
• Focus edges with our neighboring communities
• Enhance Pitt’s identity
• Plant-making
• Distinctive Architecture
• Accessibility and Sustainability

Institutional Master Plan (IMP): Pitt’s Approach

• This next step is the critical path of Pitt’s planning continues.
• Adheres to the spirit and intent of the City’s Best Practices Guidelines, while we need City’s cooperation, set the standard for institutions in the City.
• Emphasizes Pitt’s role as an educational “catalyst”
• See small for what Pitt is a major city.
• Reaffirms we have impact and commit to strategies to mitigate and enhance
• Do not expect content from meeting to meeting.
• Integrate decision-making to benefit both parties.
• Document everything and share it publicly available during the process.
• Solicit feedback at all ways.
• Support, listen, reflect, adjust, present
• Confirm we are the leader.
• Presentations are not summaries or conclusions. They transform the actual task that will go into the final document with ultimately being made based on public feedback.
• Consent to the discipline that the dialogue does not end – it continues.

Campus Master Plan Goals

1. A Place of Academic Excellence and Innovation
2. An Enriching Student Experience
3. A Distinctive, Welcoming, and Attractive Urban Campus
4. A More Connected, Outward Looking, Engaged University
5. A Place that Serves Synergy and Efficiency

Distinctive Architecture

Porous edges with our neighboring communities

Pitt’s Campus Master Plan

Campus Master Plan Organizing “Braids”
What makes predicting enrollment and facility needs challenging?

- Changes in University academic leadership (President, S vice deans, H.S. Dean)
- Fluctuating research dollars and research emphasis
- Emerging research and academic trends
- Changes in technology
- Potential Downs, Business Cycles
- Real Estate conditions and availability
- Changes in athletic program leadership (AD) and administrations (e.g., AACC, UC, Pitt)
- Pneumonia, impact of state government funding priorities
- Student demographics
- Student expectations and program demand (department versus counties)
- Student travel trends (decreases in number)
- Higher Education Competition

Range of Growth in Enrollment

- We would like to be 100% precise; we cannot
- Historical growth was 12% over the last 10 years
- TODAY, we envision growth to be relatively flat
- For the 10 year horizon, we are planning for an average growth of less than 1% per year in undergraduate enrollment
- We are planning for graduate/professional programs to grow up to 2% per year to support the Plan for Pitt.

What are the known drivers of Campus Space Needs?

- Pitt’s challenges for managing enrollment
  - PRELIMINARY FINDINGS
    - 2015; 33% Pitt revenue is public support; DECR 7-
  - DEMOGRAPHIC TRENDS
    - “The next 20 years:” high school graduate reduction in 30 years
  - COMPETITION
    - The ranked - higher education is saturated
    - Reduced research in funding
    - International students
    - On-line education
    - Online delivery of research dollars and administrative priorities
    - Continuing Education needs - retrenching trends
    - Micro credentials – specialized educational programs

- How Could Enrollment Change?
  - Surging disciplines
  - Computer and Information Science (the Biggie)
  - Nursing (clinical facilities)
  - Engineering (new facility)
  - Advanced Sciences (science buildings; new addition)
  - We could increase engineering enrollment by 50% to meet market demand and match competition.
  - UPMC would prefer we double the nursing school.
  - Meeting market demand in surging disciplines requires enrollment reductions in other disciplines and . . .
  - There is cost and risk in doing so.

In planning for campus development, Pitt Needs to be Nimble . . . yet accountable

- In order for Pitt to deliver on its education mission, and its community and economic development potential, Pitt needs to function as a going concern that can react to forces that both challenge us and bring us vast opportunity.
- In return, Pitt needs to commit to engagement processes, and an investment agenda that serves to improve its neighborhood and as campus projects develop, strategies that affect their impact on the neighborhood.
5.3 Urban Design Guidelines

- Identify appropriate architectural features and materials.
- Affordable strategies for street level entries, pedestrian access, and loading/service access.
- Open space: identify appropriate patterns for streets, pedestrian and vehicular circulation patterns, and new corridors.
- Engage internal stakeholders during the master planning process, including community partners, public agencies, and other stakeholders.
- Sustainability: identify appropriate pedestrian and vehicular access.
5.3.1 Goals of the Urban Design Guidelines

- Foster the design of building and landscape projects to be in harmony with the campus environment.
- Enhance the visual experience of the campus and its surroundings.
- Highlight the Cathedral of Learning as a focal point.
- Align with the Building Principles of the 2019 Pittsburgh Campus Master Plan.
- Emphasize the pedestrian character of the campus.
- Enhance the pedestrian experience.
- Guide the design of building and landscape projects.
- Evaluate the impact of new developments on the existing campus environment.
- Provide a framework for future developments.
- Ensure the inclusion of public art.

5.3.2 Architectural Guidelines

- Building height and massing should be contextual with the surrounding neighborhood.
- Building setbacks help to achieve the desired scale of individual structures.
- Building setbacks help to maintain view corridors and maintain appropriate scale with the context.
- Campus Design Principles will be adapted to the new PIM and landscape framework.
- High-quality design and construction are fundamental to the campus environment and should be maintained with new development.
- Building forms and styles should be contextual and compatible with the campus character.
- Material, color, texture, and glazing can contribute to a cohesive and contextually appropriate design.
- Building form and style may vary but material, color, texture, and glazing can contribute to a cohesive and contextually appropriate design.

5.3.3 Site Development & Civic Realm

- Promote the design of building and landscape projects to be in harmony with the campus environment.
- Enhance the visual experience of the campus and its surroundings.
- Highlight the Cathedral of Learning as a focal point.
- Align with the Building Principles of the 2019 Pittsburgh Campus Master Plan.
- Emphasize the pedestrian character of the campus.
- Enhance the pedestrian experience.
- Guide the design of building and landscape projects.
- Evaluate the impact of new developments on the existing campus environment.
- Provide a framework for future developments.
- Ensure the inclusion of public art.

Comments: Public Meetings + Online

General Urban Design Guidelines:
- Public access to open space and university facilities.
- Incorporation of contextual design.

Specific Ten-Year Development Sites:
- Height reductions on specific ten-year development sites.
- Open space location.
- Architectural and visual elements of existing buildings (e.g., Information Sciences Building).

Specific Guidelines in Urban Design
- Student parking and shuttle service opportunities.
- Pedestrian circulation between upper and lower campus.
- ADA accessibility.
- Community gardens.

Questions + Comments

6.0 Mobility Plan

6.1 Existing Conditions
- Transportation impact statement (TIS) & Mobility Chapter (6) of IMP.
- Transportation Impact Study (TIS) evaluates conditions with the development sites identified in the IMP.
- Technical evaluation of transportation elements.
- Proposed mitigations (with ODOT and DCDM) for intersections.
- BIP focuses on broad transportation conditions and a specific vision.
- Goals and strategies for achievement.
- Analysis and recommendations from TIS are aligned with IMP to include.
- High-quality.
- Proposed mitigations.

Existing Conditions
Existing Parking Summary

- Pitt Currently Controlled Parking Spaces within EMI District
  3,990 owned spaces
  202 leased spaces
  4,192 total spaces

Roadway Network

Institutional Shuttle Network

Transit Network

Existing TDM Programs

- Free unlimited rides on Port Authority transit for faculty, staff, students
- Extensive Pitt shuttle system serving Oakland, South Oakland, North Oakland, and Shadyside. Pitt students have access to CMU and Chatham shuttles
- SafeRider program provides guaranteed ride home up to 25 rides/semester
- Bike amenities include lockers, racks, secure bike room, fix-it stations
- Pitt recognized as Bronze Level Bicycle Friendly University by League of American Bicyclists
- 14 Healthy Ride bikeshare stations in Oakland
- Reduced parking permit price for corporals
- Carpool and vanpool options available through MPC's Commuter's program
- MPC promotes MPC's Emergency Ride Home program for corporals and vanpool participants

Existing Mode Split

- Faculty/Staff
  - SOV, 45%
  - Walk, 5%
  - Bike, 4%
  - Transit, 38%
  - Carpool, 7%

- Students
  - SOV, 3%
  - Non-SOV, 97%

TIS Scope Overview

- Considers full 10-year build condition
- Impacts assessed against Future Without Development Condition
- Full account for MPC, smart spaces signal optimizations
- Projected Traffic Volumes and Intersection Capacity Analysis
  - Background traffic - growth rates from SPC/DOMI
  - Person-trip generation by mode of travel and university population
  - Mode split using Make My Trip Count data and Pitt survey data
  - LOS, waiting delay analysis by intersection for Future Without Development and Build Condition
- Multimodal (transit, bicycle, pedestrian) and loading/service conditions
- Conclusion and proposed mitigations by mode

TIS Analysis Boundary

Existing Traffic Modeling Results
Future Conditions & Needs

University Population Growth
- Historical university population growth was 1.1% per year over the last 10 years
- Going forward, we envision growth to be consistent with historical growth
- Growth factors for the TIS:
  - 1.0% per year for undergraduates
  - 1.8% per year for grad students
  - 1.0% per year for staff
  - 0.5% per year for faculty

Future Parking: Guiding Principles
- No net new parking on campus
- Anticipated loss of 1,630 spaces with implementation of 10-year development program
- Favor new locations at campus edge (university & partnership)
- Phasing projects to minimize parking disruptions
- Large development projects strive to deliver parking first
- Currently securing temporary local & remote parking sites for during construction
- Working with partners to identify alternative event parking
- Evaluating partnership opportunities (e.g. Carlow, UPMC)

University Population Growth

Future Parking Concept – Replacement Sites

Ten-year Development Parking Sites

No Build Scenario – Traffic Results

TIS Findings
- The Pitt IMP will have minimal impact to the surrounding roadway network
  - New construction is not for expanded tenanting or programs
  - Due to IMP’s commitment to no net-new parking on campus and thus negligible growth in vehicle trips
- The Pitt IMP will expand and promote the use of alternative modes to commute to campus
  - Ambitious TDM Goals and Strategies
- No direct recommendations aimed at improving traffic operations; Pitt will continue to dialogue with the City, community and other area institutions to assess and improve mobility in greater Oakland

Mobility Goals & Strategies

Pitt’s IMP Mobility Goals
- Goal 1: No net new on-campus parking
- Goal 2: Reduce Single Occupancy Vehicle (SOV) mode share by 3.4%
- Goal 3: Promote & enhance partnerships to improve mobility options
- Goal 4: Position Pitt (constituency & transportation network) to adapt to changes in the University, Region, and Society
- Goal 5: Verify & improve program performance

 existing Traffic Modeling Results

Future Parking Replacement Sites

Build Scenario – Traffic Results

Mobility Goals & Strategies
Pitt is prioritizing reducing the neighborhood impact of its transportation needs. Pitt’s parking development strategy is designed to minimize neighborhood impacts. TIS traffic analysis shows Pitt’s 10-year growth agenda does not increase congestion. Pitt’s transportation strategy leverages assets and partnerships to enhance mobility in Oakland.

**Questions + Comments**

**Highlights**

- Advance parking management techniques to optimize utilization of existing inventory and minimize need for replacement parking.
- Designate a dedicated University TOM Coordinator.
- Encourage the use of non-SOV modes through financial incentives and parking fee structure.
- Encourage investments in public transportation that serve Oakland.
- Coordinate with DOW to improve bicycle and pedestrian access.
- Coordinate with Port Authority to improve transit access to campus.
- Identify and execute opportunities to optimize the shuttle network.
- Plan and implement effective carshare management.
- Align Pitt’s transportation policies with sustainability and resiliency plans.
- Conduct ongoing monitoring and evaluation.
- Conduct ongoing marketing and education related to transportation options.
- Conduct ongoing monitoring and evaluation.

**Conclusions**

- Pitt Sustainability Plan Goal: 50% reduction in GHG emissions by 2030
- Pitt Sustainability Plan Goal: Energy & Emissions
  - Produce or procure 80% of the University’s electric energy portfolio from renewable resources by 2030.

**Goal Alignment**

- Conduct monitoring to track 80% target by 2030.
- Increase the use of renewable energy for on-site generation.
- Continue to monitor and evaluate energy usage and emissions.
- Ensure alignment with the Port Authority and City’s energy management strategies.

**7.0 Infrastructure Plan**

- **7.1 Environmental & Sustainability Goals**
- **7.2 Environmental Protection**
- **7.3 Campus Energy Planning**
- **7.4 Stormwater Management**
- **7.5 Green Buildings**
- **7.6 Waste Management & Water Conservation**
- **7.7 Open Spaces & Pedestrian Circulation**

**How Pitt’s Sustainability Efforts Impact the Neighborhood**

- The less energy we use, the better the air quality in Oakland.
- The better we manage stormwater, the less flooding downstream.
- Our continued greening of campus reduces heat island effect and improves health and wellness.
- As an advocate for shared ride sharing and public transit, we reduce traffic congestion in Oakland.
- As Pitt improves bicycle and pedestrian conditions, everybody benefits.
Pitt Hydro Commitment

- Local, renewable generation
  - Low-impact / run-of-the-river hydro
  - 10.0 MW facility
- Annually
  - >50,000 MWh
  - >25% Pitt's electricity usage
- Long-term PPA

Pitt Sustainability Plan: Section 7.2
Environmental Protection

Potential canopy growth strategies:
- Plant New Habitats
  - Replacement areas for planting rain-garden / tree fill sites
  - Include under utilized areas and consider the public realm

Tree Preservation:
- Best practice for tree preservation are protected in the 2030 Mitigation and Monitoring Commitments are encouraging to keep grades.

Pitt Sustainability Plan: Section 7.4
Stormwater Management

Goals to Lessen Stormwater Impacts

Existing Conditions Baseline Data
- Energy performance and site analysis

Maps indicating significant and native
- Provide areas for urban agriculture

Replace lawn surfaces with plants that are better adapted plants

Pitt Sustainability Plan Goals: Section 7.4
Landscape & Ecology

- Avoid replacing lawn areas with indigenous and native plantings
- Replace lawn surfaces with plants that are better ecological conditions
- Provide integrated visual elements to traditional curb grown (e.g. Precambrian hedge)
- Choose plants that require moderate soil and water levels
- Provide areas for urban agriculture

Pitt Sustainability Plan: Section 7.4
Stormwater Management
Goals to Lessen Stormwater Impacts

Pitt Sustainability Plan: Section 7.2
Environmental Protection

Herbaceous/Gravel Perennial Ditch Kits
- Low-maintenance
- Underutilized Areas
- Shovel Basins

Herbaceous/Gravel Perennial Ditch Kits

Pitt Sustainability Plan: Section 7.2
Environmental Protection

Pitt Sustainability Plan: Section 7.4
Stormwater Management

Pitt Sustainability Plan: Section 7.4
Stormwater Management
Goals to Lessen Stormwater Impacts

Pitt Sustainability Plan RFP EUI & WUI targets

Pittsburgh Campus EUI Baseline = 109

<table>
<thead>
<tr>
<th>Pittsburgh Campus EUI Yearly Goal</th>
<th>EUI Goal</th>
<th>2030 EUI Goal</th>
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<td>Existing</td>
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<td>Remodeled Post 2018</td>
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<tr>
<td>New Construction</td>
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<td>Total</td>
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</table>

* Includes research areas out-of-the-box technology in full goals.
* Includes infrastructure, repair, leaks, leaks, and waste reduction.
Explore partnering opportunities to enhance publicly-owned canopy areas and increase tree planting.

Flag significant canopy areas for current care and future protection.

Protect and maintain existing canopy areas through construction.

Create new opportunities for planting, maintenance, and protecting trees throughout the campus.

Retail
• Hospitals
• Colleges and Universities
• Restaurants
• DOT
• Personal Care Services
• Hotels
• Other
• Wholesale Trade
• Mixed

Pitt Sustainability Plan: Section 7.4
Landscape & Ecology
- Basic Increase Tree canopy
  - Identify opportunity areas within the Tree Area
  - Development zones that are currently under-planted
  - Highlight significant canopy areas for current care and future protection
  - Explore opportunities to enhance publicly-owned canopy areas to increase canopy coverage.

Questions + Comments

8.0 Neighborhood Enhancement Strategy

- Document Current Strategies
  - How does Pitt engage today?
  - What is Pitt's macro-economic impact?
  - What programs does Pitt operate currently?
  - Where does Pitt commit its resources locally for Neighborhood Enhancement?
- Document Future Commitments
  - What is Pitt's engagement strategy moving forward?
  - What are the positive and negative neighborhood impacts of Pitt's development vision?
  - What programs is Pitt planning for next 10 years?
  - Where should Pitt commit its resources to improve the neighborhoods for permanent residents and businesses?

Neighborhood Enhancement Approach

Partnerships

Neighborhood Enhancement Strategies:
The engagement and evaluation process
1. Identify stakeholders throughout the community
2. Identify community issues and concerns
3. Identify opportunities and constraints
4. Establish how Pitt can be better and do more
5. Identify leadership where Pitt needs to prioritize initiatives and resources
6. Establish leadership to think broader and act bolder
7. Develop recommendations
8. Ensure commitments from Pitt leadership on a portfolio of strategies to work with the community

Pitt's Commitment to Community Engagement

- Continue to seek community input and feedback on Pitt's long-term Oakland campus vision, particularly through a series of community meetings and engagement strategies specific to projects identified in any master plan they are implemented.
- Help the campus and surrounding community partners create a more sustainable and vibrant campus neighborhood through the engagement and evaluation process. This includes community engagement strategies and mechanisms to support the long-term development of resources shown earlier. All are to the adoption of the plan.
- For each campus development project that potentially impacts the adjacent neighborhood, create specific community engagement plans and scheduling that.
- Engage community stakeholders to identify issues of concern and develop strategies that.
- Establish a process for communicating outcomes of partnerships for targeted strategies.

Pitt currently commits resources that serve Neighborhood Enhancement

- Vast participation in, and routine engagement with numerous community-based organizations.
- Direct financial support for certain organizations – many in Oakland.
- Program management focused on neighborhood investment, neighbor relations, and community development.
- Investment in the built environment.

What we heard...

Pitt's Neighborhood Enhancement Strategy should
1. Alleviate Pitt's Impact on the Neighborhood
2. Enhance Pitt's Impact on the Neighborhood
3. Improve community access to Pitt program and facility resources

$820 million in research dollars
$2.6 billion+ economic output of top-tier industries Pitt supports including:
- Colleges and Universities
- Restaurants
- DOT
- Personal Care Services
- Hotels
- Other
- Wholesale Trade
- Mixed

Macroeconomic Impact (2017)

$190.75 million
$74.3 million
$29.436 million
Pitt Total Impact to Odds Thousands of Dollars
What we heard...

1. Allegheny Pitt’s Impact on the Neighborhood

- Improve connections with the community
- Reduce litter
- Support greater enforcement
- Address parking and transportation concerns

(The Highlights) Pitt will...

- Continue programs for students to better integrate into the Oakland Neighborhood (e.g. Eastside Pitt Neighborhood Block Party programs)
- Provide information on campus rental rights and responsibilities to students
- Continue to support “Cruiser for Green,” “Keep it Clean Oakland,” UCPD’s Crime and Safety program, and staffing capacity for UCPD’s Clean and Green programs
- Provide funding and work with the City to keep live on call false code enforcement officer for rental to address new occupied and dislocated issues
- Establish standards for listing off campus properties: OP-CampusLiving webpage
- Convene with the City and community groups to jointly limit issuance of residential parking permits
- Enhance Pitt’s 911/Transportation Demand Management (see Mobility Factor)

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What we heard...

2. Enhance Pitt’s Impact on the Neighborhood

- Strengthen connections with the community for University research and development projects
- Improve the built environment
- Promote homeownership/Residency in Oakland
- Increase Pitt’s commitment to sustainability

(The Highlights) Pitt will...

- Modifications and the community for Pitt development projects situated in the campus edge and adjacent to neighborhoods
- Work with Innovation District developers to provide retail opportunities for “local” business and entrepreneurs
- Implement university property improvements from the Campus Master Plan that also serve a public benefit
- Establish a University Public Art Initiative to display public art on several campus as part of project development
- Working with SMART and PAV, convene a strategy and stakeholder forum with community stakeholders
- Strengthen external relationships for collaborative initiatives: Partner with the City and UCPD to improve energy performance and efficiency in energy planning; continue Pitt’s partnership with the City in a wide variety of energy performance/efficiency issues.

(The Highlights) Pitt will...

- Promote the creation of market opportunities for radio businesses and entrepreneurs
- Develop and implement park across campus with attention to new and existing park development
- Continue Community Leisure Learn program in new recreation facility
- Continue the Pittsburgh Public Schools “School to Work” program for students with disabilities to work in Pitt facilities
- Continue Community University Learn program in new recreation facility
- Continue programs for student volunteers

Pitt will... Study the following:

- Accessibility across campus along with general curb management strategies that will evolve with future mobility demands
- Options to keep students parking in neighborhoods and residential affordability
- Ways to improve AOA parking and loading campus wide and adjacent neighborhoods
- Establish off campus/Residential Liabilities
- The applicability of existing modeling; campus wide design; construction, operations, maintenance, and performance standards to large leases and joint ventures.
- A campus wide “One Water” strategy that holistically considers potable, sanitary, storm, and reused water to achieve water neutrality campus wide
- Program opportunities that incentivize University faculty and staff to establish Oakland residency; including a rent to own program, low interest loan program, etc.

Pitt’s Role in Neighborhood Enhancement

- Responsible steward of Pitt’s neighborhood impact
- Collaborate and engage in community engagement
- Direct Contributions
- Invest in Pitt programs and projects that serve University and community goals
- Contingent and Eligible
- For others to invest in neighborhood renewal or to leverage Pitt’s investment of assets, resources and funds.

Pitt’s Role in Neighborhood Planning Process

- Pitt offers financial support to multiple neighborhood organizations and programs. Leverage this process to re-evaluate current investment and reposition in a way that serves a greater need.
- Define Pitt’s commitment to Oakland Neighborhood, energy planning
- Finalize University shuttle system strategies
- Better understand opportunities to address quality of life issues that enhance value to today’s Oakland and respects the rich cultural heritage of this long-standing neighborhood.
Questions + Comments

What Pitt is Currently Working On
- Planning
  - 18 months strategic plan
  - 12 months campus Master Plan
  - 6 months MP preparation
  - 6 month City review, Planning Comm., Council
  - Planning workshops
- But... we continue to be a “growing concern”
- Current Projects
  - South Hall sustainability, fits in the box, distinctive architecture
  - Prentiss Spink’s Creative
  - Hillman Library
  - Bigelow Blvd at WPP (communications, sustainability, urban design)
  - Soldiers and Sailors Memorial park
  - Recreation Center (sustainability, distinctive architecture)
  - Hillman housing neighborhood development
  - Connect space sense and stormwater plan
- Wexford: Pitt uses a transaction

What Pitt is Currently Working On
Application of commitments and doctrine in the IMP:
- Design Guidelines
- Communication
- Accessibility
- Sustainability
- Partnerships
- Place-making
- Public realm
- Connectivity

Innovation District – The Ingredients
- Wexford’s aspirations align with Pitt’s, which align with the City’s, and we believe align with the neighborhood’s community development strategy. They are: . . . .
  - Good design, vibrant streets, community amenities, mixed uses, economic value, jobs, accessibility, sustainability, improved housing stock.
- Wexford’s ID cannot be successful without these ingredients. And Wexford would ask: . . . .
  - How does the City and community hold Wexford AND adjacent property owners to an equally high standard?

Innovation District – Pitt’s Role
- Bring research domain
- Provide talent
- Develop magnetic programs in life sciences
- Forge corporate partnerships
- Become an anchor tenant
- Facilitate development in interests of all stakeholders.
- Ensure neighborhood concerns are heard, and where feasible, that they are heeded.

Campus Development: IMP What we heard
- Accessibility
- Distinctive architecture
- Local businesses
- Open space
- Urban design
- Stormwater management
- Infrastructure
- Sustainable energy planning
- Campus development
- Pedestrian friendly
- Trail systems
- Public realm
- Etc.

Design Guidelines Application – Scaife Hall

Scaife Hall
**Design Guidelines Application – Scaife Hall**

New development conforms with Design Guidelines

**Scaife Hall - Pitt’s Enhancement to the College of Medicine**

**Soldiers and Sailors: Partnership, sustainability, accessibility**

**Comprehensive Planning, Sustainability, Accessibility**

**Petersen Sports Complex**

Bigelow: Partnership, Complete Streets, improve public realm, urban design standard, sustainability (storm), communications

**Comprehensive Planning, Sustainability, Accessibility**

**Bigelow: Partnership, Complete Streets, improve public realm, urban design standard, sustainability (storm), complete streets.**

**Comprehensive Planning, Sustainability, Accessibility**

**Bigelow: Partnership, Complete Streets, improve public realm, urban design standard, sustainability (storm), complete streets.**

**WPU Grounds: urban design standard, sustainability**

**Comprehensive Planning, Sustainability, Accessibility**

**Accessibility, Sustainability, connectivity, place-making**
In Closing . . . .

Summary of Safety Issues

- Five crashes between 2014 - 2018
- Pedestrian Exposure: crossing length too long
- Multiple conflicts on west leg, including ped-vehicle and vehicle-vehicle
- Geometry contributes to safety issues
- Aggressive driving behavior

The City is Considering Options

- DOT work with PIT to investigate alternatives
- Geometric improvements
- Signal phasing
- Short-term solutions
- Long-term with BRT solutions
- Design and implementation

What are the Next Steps for the IMP Process?

- Post the PM #6 information on the web and binders
- Post all public comments received up to 6/10/19
- Provide final infrastructure information to the City
- Participate in final (3rd) City Performance Meeting with staff
- Make draft FINAL submission to the City for final review
- Address comments and secure staff approval and referral
- Planning Commission process
- City Council sub-committee and final approval

Thank you for listening . . .
It was a pleasure listening to you!
Performance Targets Program – University of Pittsburgh, Meeting 3

Comments on University of Pittsburgh IMP from Q&A at 8/7/2019 Meeting

Infrastructure

Stormwater

- Proposed amendments: Look at Dellrose Street in Carrick as a good example of how permeable pavers have been used to control water flow after rain events. Could speak with firms who designed Dellrose Street (MS Consultants) and Opti, who provides valve controls and real-time flow monitoring. PWSA has used Opti on Panther Hollow Lake. Suggest pre- and post-construction monitoring in sewers. If Pitt can show reduction in stormwater flow to PWSA, then Pitt has the potential to add sanitary flows for development in the future. There are Pitt faculty also interested in studying and monitoring stormwater flow on this hillside, so there is capacity to do this monitoring internally.

Stormwater management may be looked at in a number of smaller zones rather than the whole campus area due to difference in topography but goals will be tracked on campus-wide level.

- Current Status: Appreciate the hillside and green stormwater infrastructure on the hillside. District approach to stormwater management is great and will be important for tracking project-by-project SWM against the larger plan.

- Final Considerations: Need to consider materials for hillside stormwater flow as it relates to difficulties surrounding potential later repairs and/or construction, particularly of utilities. Look at feasibility of stormwater tree pits to help control flow.

Environment and Open Space

- Proposed Amendment: Suggest focusing on native planting and diversifying plants with a potential for reducing lawns where strategic. Should also consider incorporating neighborhood-facing open spaces as part of the porous gateways to campus.

- Current Status: Strong focus on tree conservation and street tree planting. Pitt has established a pervious/impervious baseline and any reduction will be tracked against that. Pitt would like to see credit given if they purchase street trees that the city doesn’t have to pay for.

- Final Considerations: Pitt is considering options for reducing the number of student vehicles parked on streets in order to make more space for street trees, particularly in residential areas. Uptown also has substantial goals for increasing tree canopy, but finding partners to help overcome barriers to doing this has been a struggle. For Oakland, there is an opportunity for collaboration between Pitt and the City to plant more trees in all areas. Pitt has pursued this strategy previously, getting grants from utility company to plant trees. The first step could be the IMP referencing an on-campus program around tree canopy goals and strategies that could later be used in other parts of the neighborhood if/as identified through the Oakland Plan.
process. Resource and financial constraints surrounding the planting of street trees are a critical consideration.

Mobility

- **Proposed Amendment:** Pitt is in a position to say they want to remain SOV-neutral and want to achieve 4% growth in transit usage, but can’t get there alone. There will be a larger mobility strategy and central point of contact in the IMP. To facilitate this, request to share TDM with Port Authority and other players. TDM should be pulled out and public-facing.

- **Current Status:** VHB has done its homework regarding mode share. Need to find a way to simplify it and state goals and targets in simple terms. It would also be helpful to show mode shares in terms of people. We want to know more about how these goals will be achieved. Shuttle users are a fairly small share of faculty, staff, and students, lumped in with transit for presentation purposes. There are about one million shuttle users annually, Pitt is looking at streamlining them and collaborating with other institutions to minimize the number of vehicles and trips. Tried to take performance-based approach, looking at numbers to take reasonable approach and lay out strategies for a roadmap to changing transit option. Strategies are regional and are identified in the plan.

- **Final Considerations:** Pitt needs to consider what it is doing to encourage people who depend on parking to find a new way to get to campus, especially given that parking will be constrained in the next few years due to construction. Pitt will need to ensure that these changes are long-term and users won’t revert to car trips after construction is over. Need more specifics on where walkers and vehicles are coming from to then extrapolate this to the larger Pitt population. It would be worthwhile to think about what’s next on the horizon and where – what’s the next 44U that can increase transit or access? We can work collectively on aligning on this. There are three potential avenues for constraining trips: every single new trip is a multi-modal trip; existing trips are taking place with multi-modal, or some combination of the two. What does Pitt need to communicate to Port Authority to ensure public transit can accommodate the inevitable growth in people? Current plan says Pitt is not growing, but that can predict about 10-11% of growth in the next ten years. Senior leadership at the university would say enrollment remains flat, but Pitt is presenting what they may grow up to. The neighborhood plan is a great forum to accelerate thinking around encouraging people to live in Oakland. Once they understand the housing strategy can leverage it into encouraging new employees to consider it as a place to live.

Any plans to convert streets into pedestrian-only areas will be alluded to in the IMP; those are identified in the plan master plan. Pitt-owned streets to close to vehicular traffic may require a revised IMP; City street would not trigger this same requirement. It doesn’t matter what street it would be, but would want to make sure that the “right” street is closed, either as part of IMP or neighborhood plan.

- **Proposed Amendment:** Communicate baseline data and data collection at the beginning of the section. Provide a cheat sheet for Planning Commission and the City so that we can review future projects against your campus goals. This should cover various topics and not just energy, such as the stormwater icons you include on a site-by-site basis. This might also help inform City efforts to review private development against adopted city goals/target which has already started in Uptown. This will expand the impact of the work on this topic by Pitt and the City.

- **Current Status:** Excited about commitments in plan and data to back up the decision-making and goals and pathway to achieve those goals. It’s information that the city already has but will be communicated more clearly and tracked.

- **Final Considerations:** How is Pitt expecting to track these goals over time? At what interval? Will it be publicly available? Sustainability Dashboarding Project will focus on stewardship goal, earliest pieces out this fall. Building-specific information may be up there. That would include whole building, annual information and campus-level rollup of energy and water. Information will also be project-by-project for new projects and should be able to show impact on new buildings on IMP and energy consumption, as well as how it figures into citywide energy consumption and tracking.

- DCP is increasing its ability to create iterative conversations surrounding energy and sustainable buildings through the Performance Targets Program and others that are under development. We’re at an important point with the Oakland energy conversation, with regards to energy and capital investments to move sustainable change. Outside the IMP, it would be interesting to identify additional opportunities to collaborate on policy and programs that support collective efforts to review private development against adopted city goals/target which has already started in Uptown. This will expand the impact of the work on this topic by Pitt and the City.

Energy Use

- **Proposed Amendment:** Communicate baseline data and data collection at the beginning of the section. Provide a cheat sheet for Planning Commission and the City so that we can review future projects against your campus goals. This should cover various topics and not just energy, such as the stormwater icons you include on a site-by-site basis. This might also help inform City efforts to review private development against adopted city goals/target which has already started in Uptown. This will expand the impact of the work on this topic by Pitt and the City.

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A9.3 City Guidance

Hi Pitt IMP Team,

We are working to develop a final set of targets for you to review and work towards for our final Performance Targets Meeting (to be scheduled).

In speaking with staff, it appears there are a few pieces of information that we still need before we can finalize these and send them out to you...

First, stormwater and open space materials... Please send the materials outlined in the IMP Best Practices Guide (maps, inventories, etc.) so that we can make sure you are ready for the final meeting on this topic and there isn’t a need for an interim meeting with PWSA and our Environmental Planning staff. Please send along as soon as you have this and I will distribute to appropriate staff on our team.

Second, design guidelines... Kate and I sent along comments to you prior to your first community workshop on 3/11 and you also previously sent us an updated version of this last night. Can you send your current draft along to us to review? Also, you previously asked for a separate meeting with Zoning and Planning staff to go through these materials in more detail. Please let us know how you’d like to proceed.

Third, mobility... I know you have had meetings with DOMI and the Port Authority since our last meeting. I know VHB sent along materials for review and asked for comments on these. Can you ensure that we have fully updated materials that reflect any feedback from last night’s meeting and your discussions with the Port Authority? As discussed last night, we understand the need to strike the right balance between the IMP and further transportation planning that will happen at the neighborhood level.

Fourth, public art... I am glad to hear that you are giving this serious thought and planning for the role it can play in your neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in campus and the rest of the neighborhood. Perhaps this would be a good time to meet with our Public Art and Civic Design manager, Yesica Guerra, to help strike the right balance between commitments in the IMP and what will follow in the campus and the rest of the neighborhood.

Fifth, energy... Please make sure we have up to date content here. At our last meeting we discussed the concept of a neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in the neighborhood plan where we are expecting to have a Technical Advisory Group focusing on the role of arts and culture in Oakland.

Hi Sean,

Please find below the comments and questions from PWSA and our Environmental Planning staff based on the materials you sent previously.

I asked them if they need this before the final Performance Target meeting or at that meeting, and they would like to see this before that meeting happens.

General comment: What we’re seeing is existing conditions and high-level goals –but what are those based on? They need to connect the dots and show how they plan to achieve their goals so they can be held accountable when projects come through development review.

Specific questions:

10. Has Pitt had previous issues with landslides or mine subsidence? Have these been documented? What are the plans to avoid issues in future?
11. Given that most of IMP is either undermined or landslide prone / steep slope, what is the approach to green infrastructure? Have existing projects taken these factors into account? What type of GI will be proposed in future, and how will Pitt avoid landslide and subsidence issues if infiltration is increased?
12. Consider showing all environmental overlay layers on same map. Suggest a bolder / different color IMP and campus boundary lines.
13. The proposed pervious coverage map only indicates future project areas -it should also give an indication of future pervious / impervious coverage. Goals state that impervious surface is to be reduced by 20% -show where this is planned to occur. Want to see strategies and potential locations for SWM and impervious reductions.
14. What is existing tree canopy coverage percentage? (Existing tree canopy area divided by total campus area)
15. Goals state that tree canopy coverage is to increase by 50% -show where this is planned to occur.
16. Identify areas where community-serving uses will be developed, particularly adjacent to Fifth and Forbes and adjacent to residential areas.
17. Identify strategies and/or location for habitat restoration. This could be native plant / species diversity goals, plant lists, project areas (such as a pollinator garden), etc.
18. Are there any goals to follow Sustainable SITES or other landscape and construction-related sustainability guidelines?
19. Can you identify any water management / reuse models planned for any particular projects in order to meet the stated 50% water use reduction goals?
20. Clearly show a breakdown of existing impervious versus planned as it looks they are adding some significant impervious on the proposed impervious pervious coverage area map. This is assuming the red dash hatch is new building footprints but they should be specific.
21. Have the maps be broken down to acres.

Kind regards,

Derek Dauphin

Kind regards,

Derek Dauphin
The University’s current greenhouse gas (GHG) emissions reduction target is a 50% absolute reduction below baseline. Pitt traditionally updates its GHG inventory triennially, but is committed to working with stakeholders to collectively identify funding sources and pursuing commitment to this goal.

As that work proceeds, the stakeholder group will collectively identify funding sources and pursue the commitment to this goal. The University is a partner in the recently convened Oakland Energy Planning Stakeholder Group and is committed to working with City and others towards a common goal (not yet set).

The University has a preliminary agreement from Architecture 2030 and the 2030 Districts Pittsburgh Campus to strive towards its 2030 energy & water goals. For existing University-as-tenant lease agreements and for future joint ventures, including Innovation District buildings, conservation, efficiency, and retrofit projects are already being implemented on a regular basis.

• The campus is committed to striving towards its 2030 energy & water goals. For existing University-as-tenant lease agreements and for future joint ventures, including Innovation District buildings, conservation, efficiency, and retrofit projects are already being implemented on a regular basis.

• As that work proceeds, the stakeholder group will collectively identify funding sources and pursuing commitment to this goal.

The University is committed to working with stakeholders to collectively identify funding sources and working towards a common goal (not yet set).

The University is committed to working towards its 2030 energy & water goals. For existing University-as-tenant lease agreements and for future joint ventures, including Innovation District buildings, conservation, efficiency, and retrofit projects are already being implemented on a regular basis.

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Additional University Commitments

- Pitt has recently developed SFIP’s focus on Tree Preservation efforts, to ensure inventory in company are protected during construction activities and properly managed and maintained landscaping management efforts.
- As the University studies ways to improve the public realm in partnership with the community and the City Pitt explores ways to identify landscaping projects within and off of the campus. Pitt will incorporate tree plantings effectively in rights-of-way where appropriate. Right of way tree planting (University credit?).

Overall Land Collective Study

- Oakland Neighborhood Plan Participation will help vet out key open space and public realm investment opportunities.
Environmental Protection

• Right of way is reserved for the centennial light bark and permanent light fixture.
• Dark sky compliance is most impactful in rural and suburban communities.
• The University has committed to deploying public art in all major gateways.

Greater Hill District Neighborhood Plan Participation

Oakland Neighborhood Plan Participation

Commitment to Planning

– Public Art
– Campus gateway investment
– Public Art

The University is committing to a robust public art program.

Mobility Plan: Proposed Targets

CITY TARGET: The University will partner with the City of Pittsburgh to develop and implement a comprehensive TDM Strategy. This strategy will be reviewed and approved by the Planning Commission and the City Council. The University will work with the City to develop and implement a plan to reduce parking on the Oakland campus and to increase the use of non-motorized transportation methods.

PITT COMMITMENT: The University will commit to no net parking increase within the City of Pittsburgh. This would include no new parking spaces on the campus and no new parking spaces near the campus. The University will work with the City to develop and implement a plan to reduce parking on the Oakland campus and to increase the use of non-motorized transportation methods.

Pitt’s Planning Commitments

– Pitt is assembling an internal committee and processes for deploying public art across the Oakland campus. This will be internal to buildings, exterior spaces, and sidewalks.

5.0 Neighborhood Enhancement Strategy

– Commitment to Planning
– Oakland Neighborhood Plan Participation
– Greater Hill District Neighborhood Plan Participation
– Campus gateway investment

Mobility Plan: Proposed Targets

CITY TARGET: Pitt is committed to developing and reporting in 2023 a plan to increase the number of employees and students who use non-motorized transportation methods. This plan will be reviewed and approved by the Planning Commission and the City Council.

PITT COMMITMENT: The University will commit to developing and implementing a plan to increase the number of employees and students who use non-motorized transportation methods. This plan will be reviewed and approved by the Planning Commission and the City Council.

Pitt’s Commitment to Enhancing the Public Realm:

– Public Art
– Pitt is committing to a robust public art program.

Mobility Plan: Existing Mode Split Comparison

– TIS Approval vs. IMP approval
– Housing: revised 2008/2013 approved IMP
– Where to document the road revision
– TIS approval
– neighborhood Planning process (priorities)
– What was documented about the Innovation District
– Specific DPAC’s requests
– University’s regional campus and non-academic 4
– University’s regional campus and non-academic 5
– University’s regional campus and non-academic 6

Mobility Plan: Mode Split Goals (including enrollment growth)

Mode 2019 Mode Share 2029 Mode Share Change
Bike 5.2% 5.2% 0%
Bike 4.1% 4.5% +0.4%
Transit 26.1% 41.4% +15.3%
Carpool 7.2% 6.1% -1.1%
SOU 45.4% 42.3% -3.1%

7.0 Sustainability

• Pitt’s Planning Commitments
– Pitt is assembling an internal committee and processes for deploying public art across the Oakland campus. This will be internal to buildings, exterior spaces, and sidewalks.

The University is committing to a robust public art program.
Notes – Pitt IMP Mobility Meeting
5/6/19

Attendance:
Port Authority: Breen Masciotra, Phillip St. Pierre, Amy Silbermann
City of Pittsburgh: Dara Braitman, Derek Dauphin, Angie Martinez
University of Pittsburgh: Kevin Keeley, Ron Leibow, Nat Grier (VHB)

Notes:
• Establish specific mode split goal
  • Note: Concerns about no net new parking from community
• Growth plans: 1%/year over 10 years
• Transit free: 37% current faculty/staff split
  • How to encourage transit growth
    • BRT
    • Park and rides – carpool/vanpool
    • Shuttle coordination
    • Education
  • Transit mode share in 10 years is 41% (320 new transit users of 19,500)
• 44% SOV’s currently – 42% in 10 years
  • Goal: 4% reduction over 10 years
• North and South Hills have greatest opportunity for capturing trips upstream
• Students – 3% SOV – which modes?
  • Interpolated data from Fareboxes and AVL/APC.
  • Shuttles – future discussions
• Provide context comparison of Mode split vs. Oakland Neighborhood and city

• PITT next steps
  • Clarify %s and goals with growth plans in IMP
  • Provide 97% breakdown of student modes
  • GIS shuttle layers (all institutions)
  • Send PowerPoint from community meeting as Word document / editable version
    (revised)
  • Send old study with graphics (TOD)
  • Pitt to include PAAC and City as partners in scoping out shuttle study

• DOMI next steps
  • Give Pitt updated status on Mon-Oakland Connector project for talking points
  • Updated comments to performance metrics to CP (Derek)

• City Planning next steps
  • Set meeting with Kate (Zoning) to look at timelines

• PAAC next steps
  • Service Planning to set meeting to discuss Glenwood PNR possibilities? CMAQ? Other grant opportunities?
  • Updated comments to performance metrics to CP (Derek)
A11.0 INDIVIDUAL COMMUNITY OR NEIGHBORHOOD MEETINGS

A11.1 BACA - Bellefield Area Citizens Association
A11.2 SONG - South Oakland Neighborhood Group
A11.3 WONC - West Oakland Neighborhood Council
A11.4 Presentation Boards
A11.1 BACA - Bellefield Area Citizens Association

University of Pittsburgh
Institutional Master Plan
Bellefield Area Citizens Association (BACA)
Community Meeting Presentation
April 9, 2019
Community Comments

PRESENTERS
Ron Leibow
Jamie Ducar

COMMENTS
• Please don’t develop Frank Gehry types of buildings in the historic district.
• Please be better at describing locations of buildings.
• Make sure you show reference for existing buildings.

A11.2 SONG - South Oakland Neighborhood Group

University of Pittsburgh
Institutional Master Plan
South Oakland Neighborhood Group (SONG)
Community Meeting Presentation
April 10, 2019
Community Comments

PRESENTERS
Ron Leibow
Jamie Ducar

COMMENTS
• Pitt’s shuttle system versus public transit is a concern. Does the shuttle system disenfranchise the neighborhood because it disincentivizes the Port Authority to establish a circulator because no student business.
• Could Port Authority and Pitt work this out together?
• Talent Alliance update OPDC. Can it grow because lots of demand?
• Economic opportunity; local business opportunity; minority business opportunity
• Local business test or pilot.
• Vouchers for lower economic strata.
• Promote existing programs because residents do not know what we offer.
• Programs socio economic metric versus just Oakland residents and preference. Residents want Oakland preference if high demand.

• Victory Heights is not a good name for the athletics development.
• Students living in housing in the neighborhood. The number of kids that cram illegally in houses needs addressed.
• Officially support on the record the rental registry.
Q. Are all of the areas marked opportunity zones going to have new buildings on them?
   - No. those are broad zones that might have buildings, might be green spaces, might be improvements to buildings: it indicates something can happen there to move forward campus development.

Q. Does this plan propose to cut off/close down streets?
   - No. There are a few instances in which we open streets, but none that we will close permanently.

Q. Is the building slated for the Crabtree site taller than Crabtree is now? (How much taller is it than Benedum?)
   - About 3 stories taller, but there hasn’t been a cap put on that height. You bring up a great point that I need to emphasize: even if these “boxes” that are pictured are approved in the IMP, each of the building projects will have to go through a plan development process with the City where we will need to come back for community input.

Comment: the difficulty with that is that Oakland right now doesn’t seem to be capping building heights. Not knowing the total now isn’t helpful. Pitt could join us in the process to put a stop to it.

- Yes, a little, but it used to be way taller, the community was concerned and the height was brought down.

Right now, we’re saving sites. For each green area, buildings that are proposed on those go through a plan development process (each with community input) with the City.

Q: What makes a building designated as “not worthy of reinvestment”
   - Each building has annual upkeep (carpet, maintenance, fire safety systems, air handlers) and as code changes, they become more stringent and to update aging systems, it might not make sense to throw good money after bad. These buildings have one of two problems or both: the building didn’t get periodic updates or the programs in that building have changed and the facilities no longer serve them (e.g. labs from the 1950s). We did an evaluation thru this master planning process of the facilities condition of each building. Some need to be replaced entirely.

Petersen Events Center improvements – small annex down a grassy slope. It’s lower down the priority list, won’t happen for a while.

Center for Athletic Performance will be built on the OC parking center: this building will replace all of the sports (gymnastics, cheer, dance, lacrosse) currently in Fitzgerald Fieldhouse (with the exception of Track) with new locker rooms, coaches offices, student athletes space, etc.

Q: What will happen with the parking? Where will people park?
   - For each of these developments on the OC lot, there is planned, underground parking. The spots lost at OC will also be picked up at the Rec. Center. The city’s goal to Pitt is no new parking. They want us to get close to net zero new parking. We are trying to comply with the city’s expectation. That means that some areas of campus parking increase and some decrease, but overall the number of spots remains roughly the same.

The final piece is a new indoor track almost like an addition on the Center for Athletic Performance. Likely they won’t happen at the same time because we can’t afford to do them at the same time. It will house a 300-meter track with coaches offices, training rooms, there will be shared seating between the lacrosse fields, etc.

Q: West Oakland isn’t labeled on pages 14 and 22 of the Master Plan. Why was that?
   - I apologize, that was an oversight.

Comment: That lends itself to the larger concern that Pitt is skipping over West Oakland.

Victory Heights

Salk Annex Building: (across from the UPMC parking garage), that existing building is not worthy of reinvestment. It will probably come down (if the dental school moves to Lothrop site)

Q: Are there any conversations about development on the rooftops so they aren’t idle spaces but something more attractive?
   - Yes, in some instances (for example, on part of the building that will go on the site of Falk Clinic) we will have green roof.

Q: How many stories is 170 ft.?
   - It depends on the ceiling height of each floor. E.g. if the ceiling height is 10 feet, you need a few more for ductwork, and that gets you to the ratio.

Q: What will happen with the parking? Where will people park?
   - For each of these developments on the OC lot, there is planned, underground parking.

The spots lost at OC will also be picked up at the Rec. Center. The city’s goal to Pitt is no new parking. They want us to get close to net zero new parking. We are trying to comply with the city’s expectation. That means that some areas of campus parking increase and some decrease, but overall the number of spots remains roughly the same.

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Q: Did you say the track is going to increase in size? It’s going to re-size. The current one isn’t regulation size: the indoor one will be 300M.
A: A far-off project could be a 400 M outdoor track where the Sports Dome is now. There’s a possible dome going where Trees hall is located now if the 400M outdoor track is built.
Q: Will we have access to the track?
A: We need to find out.

Comment: It seems to me that everything we have a little bit of access to has been targeted as “not worthy” of further investment. Are we going to have access? Is there a plan to give us access to new facilities – like the location of new rec center – kids can’t walk there by themselves.
- Pool will remain where it is. Any access you have today we are committed to providing tomorrow. The facility location will change. We discussed that at the last meeting. It will now be located down where the O’Hara Garage will be. But, it’s a better, more modern facility.
- Are they going to offer a shuttle to us to help us access the new facility? Our kids can walk to the rec center on their own now.
- Each question and request is being written down and reported back.
Q: Did you say the track is going to increase in size? It’s going to re-size. The current one isn’t regulation size: the indoor one will be 300M.
A: A far-off project could be a 400 M outdoor track where the Sports Dome is now. There’s a possible dome going where Trees hall is located now if the 400M outdoor track is built.
Q: Will we have access to the track?
A: We need to find out.

Comment: I’m worried about what’s not being said. It seems like we don’t really know until it’s a done deal of what’s going to happen. I’m worried that some of these spaces [the ones that are going to be redeveloped] will be different than what we discussed.
- These pictures are early concept development, as plans naturally evolve things may change. The approved IMP will set the limits of development, then the City’s plan development project process for each site refines these concepts into what will actually be developed and assures no surprises for the community.

Q: How did you learn that the Rec. Center doesn’t work for students in that location? Did you do a survey.
A: That’s a good question. Yes: we did a survey and found that students wanted a more central location for their Rec facility. Like many of our projects, the primary purpose of any facility must also solve other campus requirements.

Utility Plant
You will probably see construction on a new facility in front of the Cost sports center, just at the edge of where the OC lot is now. It’s a chiller plant. It will require construction. It’s a utility building.

Q: White dome: when was that built?
A: We inflated it 2 years ago.

Comment: So you’re talking about demolishing it in less than 20 years.
- Yes. Its lifespan isn’t projected to last more than 20 years.
Comment: I’m asking because when that was constructed, all of the construction trucks used Robinson. Would you take it down sooner? Would we live with those construction impacts again?
- Maybe sooner than 20 years. But, we learned a lot through that construction process about the negative impacts of construction and are committed to a better outcome

But, if we had to relocate the dome, it would likely go where Trees hall is currently.

The Petersen Sports Center will be getting an additional floor and a small extension. That project will be going in front of Oakhill later this month.

Q: How did they come up with the name Victory Heights?
A: I don’t know.

Q: How much control does the Athletics department have over all of the development?
A: Athletics has to work within the broader campus development context. For example, the University is putting a utility plant in the middle of their development.

Q: Will there be signage throughout that says, “Victory Heights”?
A: They’ve proposed some signage but that’s up in the air right now. You will probably see something branded in Victory Heights that is part of the larger University/campus wide branding and wayfinding plan.

Comment: That’s the concern that we have because it’s a rebranding of a neighborhood: of a community; it’s tied to gentrification and displacement.

Q: How could that rebranding be mitigated? The branding is re-branding our community. It’s a big deal to us.
A: We will record and relay your concerns. Participate in the IMP process. Give us your input.

Q: There were lessons learned about construction: I want to hear what those lessons learned were?
A: One example is that the contractor didn’t carefully control entrance and exit to the site; dust wasn’t kept down: cars kept getting dirty; Pitt had to tell the contractor to wash a lot of cars.
- The next lesson was about site control (caution tape and traffic cones does not a barrier make) better fencing.
- Finally, we learned how important it was to get out ahead of when these things are planned to start/finish. Now, there is a regular monthly meeting where Facilities talks to Community & Governmental Relations (CGR) each month to flag upcoming projects so CGR can flag potential community impacts and suggest neighborhoods to inform.

Comment: What has happened consistently is that large construction vehicles use Robinson; we flag them down, call them in, Robinson is not a construction route according to the city. There
has to be a sting for your construction vehicles so that they feel it: there has to be a very real stick.

Q: How are you (Owen) going to make that happen?
   - I have to think about that. I can’t stand here now and tell you, but I can think more about the proactive solutions. Penalty/bonus clauses are one way to do that. Also, better construction zone planning ahead of time – put it in the contract document, for example, outline the access route right in the contract. Also another tactic is to not award future contract awards based on past poor performance.

Q: Would they (the contractors) be receptive to hiring a person (maybe a neighborhood person) while the construction is going on to monitor Robinson and truck use?
   [No time for answer, another question asked immediately]

Q: Does the University view us as someone they want to have a partnership with? For me, a partnership means that what you do is mutually beneficial. What I see here is that we come to these meetings, you hear what we want and it goes absolutely nowhere. When is it going to be our turn for you to listen to what we want?
   - That was the purpose of last night – the opportunity to tell us what you think.
   Comment: Just as we had an hour and a half for us to listen to you, I would appreciate an hour and a half for you to listen to us. We need less meetings like this one and more where we talk.

Request: We want a copy of who attended last night’s meeting. And a copy of the notes that were taken.

Comment: The format of breaking us up made the environment hectic and confusing.
   - The next meeting will focus on transportation. That will likely be more of a large group format.

Q: How are you (Owen) going to make that happen?
   - We started last night’s meeting with a review of where people could find the answers to questions asked, outstanding questions not yet fully answered, and where people could find the notes.
   - We started last night’s meeting with a review of where people could find the answers to questions asked, outstanding questions not yet fully answered, and where people could find the notes.
   Comment: No. That’s not what I mean. Where’s the back and forth? We give you input, but there needs to be time to discuss. It feels like you are telling us what will happen, we say a few things, and it’s recorded but not discussed.

Comment: It’s great that you’re reaching out to each of the neighborhood groups, but we need time to digest and discuss back with you again.

Comment: Not everyone is computer literate or has access to online. You need to find ways to disseminate the information in non-tech ways. Please distribute hard copy information that can be distributed to group leadership for further disseminations.
   - Ok. We will. We will bring hard copies of this plan to Nadine.

Q: Is this the first time you’ve heard this feedback about non-technical ways of distributing information?
   - No.
   Comment: That’s an example of the concern we’re expressing. You hear these concerns, and record them, but they are not being addressed.

Answer: An example of us responding to this concern is that a comment was received during a master plan meeting about ensuring the formats provided are accessible to people with disabilities that use screen readers, so we tested our web site for the master plan to make sure it worked with screen-reader technology.

Comment: To this point of being responsive to concerns: As far as this Petersen Sport Center work happening soon, do not start this construction until you have a plan in place to control the construction equipment/trucks. For example, Who do we call when we see a truck on our street? How do we answer?

Q: Has the contract been signed on the Petersen Sports Center?
   - No. No contractor contract has been signed.
   Comment: You need a better communications strategy about who we can call when there is a construction impact. Share that communication plan with the community being impacted.

Request: We want a construction management plan to mitigate truck traffic and construction impacts before contracts are signed.

Comment: How about $100 every time a truck goes down the street?

[Post meeting comment – We hear you: Owen has a meeting with his team this week to bring this construction traffic concern to the table to form a plan for community review and input on the site logistics for the Petersen Sports Complex (PSC) project and is committed to doing that for all major projects. Owen will work with Lina on the outcome of these discussions to bring information back on the PSC project.]

Is this the first time you’re hearing about our problem with construction trucks on our street?
   - Yes. That’s concerning. We’ve had Pitt at our meetings before to discuss this. For example, November 2016 5am. Truck driver died. Cars were the only thing that stopped the truck from barreling across Fifth. It was a catastrophe.

Comment: I could care less about your plan. I care about my community and the benefits that come to my community.

Q: It is 8:15: Have you presented everything on Victory Heights?
   - I think so.
[Post meeting comment: Owen presented all of the slides he had on Victory Heights. He didn’t get through the entire presentation due to the length of the discussion and we are sharing those slides with the Neighborhood Council.]

Comment: There were pictures shown in the presentation last night was not a part of the master plan or showed here today. The picture was not representative of what the neighborhood looks like. There were trees in place of the houses that exist in the neighborhood: the artists rendering screamed displacement – it’s a clear communication point that says you aren’t interested in our neighborhood.

- It’s artistic license. It was unfortunate that the artists rendered it that way. That was not our intent.

Comment: You need to communicate to the artists that you need to picture the neighborhood - not just take artistic license and blur it out. This matters so that funders, city zoning understands the proximity of the building to residential areas.

Q: What about the plans to put a football stadium on campus? I have a picture right here that I brought up from online.

- There are groups out there that are a fan of bringing a football stadium back to Pitt. That’s not our plan. It’s not in our master plan.

Q: The current Athletic Director, when asked about this, has not closed the concern. She comes across as undecided.

- I don’t know why the AD hasn’t answered specifically, but from a campus planning perspective there’s no room for a football stadium.

Comment: About the buildings that will go on the site of the Fitzgerald Field house – the scale to the neighborhood needs to be considered. The houses closest to that are only 2 stories. We do not want out-of-scale buildings next to our homes.

Comment: You need to increase the number of years you guarantee student housing.

- In this master plan we’re increasing housing by 1,000-2,000 beds. We’re going head to head with the Skyvues to do that. We looked at the demographics of students living on campus and are looking at ways to keep students on campus longer. We aren’t the kind of institution that will go to an all-four year required on-campus living model, but we’re increasing the number of beds.

Comment: Please share these notes with us.

- Thanks for having us and giving us the opportunity to share the institutional master plan with you. Our next public meeting will be around mid-April, date will be announced. We will share the notes and will come back with handouts. We will include these in the notes for the IMP process.
WHAT PURPOSE DOES AN IMP SERVE? IT DOCUMENTS...

- Growth in facilities based on current and future needs.
  - For academic, housing, transportation, and student life facilities
- Processes to engage community constituencies.
  - For project design and neighborhood impact
- Neighborhood Enhancement strategies.
  - For leveraging institutional resources (human and capital assets) to better serve community constituencies and mitigating project development impacts to facilitate campus development
- Design guidelines for 10 year Development Sites in the EMI District.
  - For building parameters, sustainability objectives, and neighborhood compatibility

Pitt’s Commitment to Community Engagement

1. Continue to seek community input and feedback on Pitt’s long-term Oakland campus vision by participating regularly in existing community meetings and by hosting dialogue forums specific to projects identified in the IMP as they are implemented.

2. Fully participate and engage in City Planning’s, Oakland neighborhood planning process to establish priorities for neighborhood enhancement. Within that process, evaluate strategies identified in the IMP, cultivate new strategies, and develop a priority agenda, for deployment of resources moving forward. Adhere to the adoption of the plan.

3. For each campus development project that potentially impacts the adjacent neighborhoods, directly engage community stakeholders early, and throughout their design and development.

4. Engage community stakeholders to identify issues of immediate concern and develop short and long-term strategies to address them.

5. Establish a process for communicating outcomes of performance for targeted strategies and initiatives.

(Examples of) Neighborhood Enhancement Strategies

- Evaluate deployment of resources for existing programs
- Develop new programs and commitments

1. Economic Opportunities
  - Expand Talent Alliance to the trades
  - Access to Pitt facilities (Leisure & Learn program)

2. Neighborhood Quality
  - OPDC Land Trust
  - Code enforcement – trash and student rental housing

3. Physical Enhancement
  - Public realm improvements
  - Public art commitment

4. Retail and Services
  - Neighborhood retail study
  - Local retail business opportunities in Pitt facilities

5. Housing
  - Develop additional student housing
  - Resident Assistant program for rental housing

6. Transportation and Mobility
  - Shared shuttle system (Pitt, Carlow, UPMC)
  - No net new parking

CAMPUS MASTER PLAN

Pitt’s vision for campus development to support its strategic plan.
core. The housing node will add student beds and will include amenities on potentially graduate students. In concert with the redevelopment of the area, the housing node will enhance street presence, facing outward to the community to satisfy additional housing demand of upperclassmen and students. The development will create a vibrant south campus neighborhood and comply with the Residential Compatibility height and setback standards.

Open Space:
The development will include a landscaped service/parking area in the north portion of the site. In addition to several large interior athletics teaching spaces, the Human Performance Center features practice spaces for tennis, rugby, wrestling, cheer, dance, and gymnastics. The facility is sited to provide a 300m track that meets NCAA standards and potential connection to the existing Cost Sports Center.

Pedestrian Connection:
Main building entries shall address the public street or the new pedestrian circulation. Pedestrian entries should be articulated with material changes, increased transparency, and/or prominent architectural features such as canopies, inset or projecting bays and balconies, should be used to break down long facades. Pedestrian entries should conform to the pedestrian environment.

Architectural Elements:
The project should create a strong visual identity in the context of its neighborhood and comply with the Residential Compatibility height and setback standards. Architectural Morphology: The project should include a variety of architectural styles and material changes to produce a cohesive and vibrant campus landscape. The building should respect the adjacent streetscape and include an engaging base.

Height and Massing:
The building should respect the adjacent streetscape and include an engaging base. Architectural Morphology: The existing building is a key component of the neighborhood and can be enhanced by the new building. The building should be designed to complement the existing earthen berm. Architectural Morphology: The existing building is a key component of the neighborhood and can be enhanced by the new building. The building should be designed to complement the existing earthen berm. Architectural Morphology: The existing building is a key component of the neighborhood and can be enhanced by the new building. The building should be designed to complement the existing earthen berm.

SITE

The development of the housing node will include:
- Services, includingono, and convenience stores
- Retail
- Restaurants
- Social and cultural amenities
- Educational facilities
- Recreational facilities
- Community spaces
- Access to public transportation

Accessibility:
The project shall include accessible routes and facilities. Accessible routes shall be provided to public transportation, pedestrian circulation, and all amenities. The project shall include restrooms, drinking fountains, and other facilities to accommodate individuals with disabilities.

Architectural Elements:
The project shall include a variety of architectural styles and material changes to produce a cohesive and vibrant campus landscape. The building should respect the adjacent streetscape and include an engaging base.

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The project shall include a variety of architectural styles and material changes to produce a cohesive and vibrant campus landscape. The building should respect the adjacent streetscape and include an engaging base.
A12.0 COMMENTS

A12.1 Performance Target Meeting
A12.2 OPDC Feedback
A12.3 IMP Web Comments
A12.4 OPDC Comments
A12.5 PITT Internal Comments
A12.1 Performance Target Meeting

Performance Target Meetings

Version: 10/18/2018

**Purpose**

Allow City department and authority staff as well as key non-profit partners to work collaboratively with development and master planning teams prior to the approval of their project to develop aspirational targets for the performance of the project(s) for at least the following topics:

- Energy (e.g., efficient design and renewable sourcing)
- Green infrastructure and landscape
- Mobility
- Neighborhood enhancement (e.g. resident-serving amenities, public art, civic design, etc.).

**Timing and Process**

Performance meetings should be arranged early in the project timeline to ensure that the outcomes can be incorporated into development projects or plans. Staff will convene at least three meetings, one per month for three consecutive months. The first meeting focuses on the project itself with staff identifying opportunities for improvements. Staff establish draft targets that will be provided to the project team for discussion at the second meeting. The targets will be finalized at the third meeting.

**Typical Staff by Topic**

<table>
<thead>
<tr>
<th>Topic</th>
<th>Department/Authority/Non-Profit</th>
<th>Staff Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>Department of City Planning, Sustainability and Resilience</td>
<td>Staff related to Climate Action Plan and OnePGH Resilience Plan implementation</td>
</tr>
<tr>
<td></td>
<td>Green Building Alliance</td>
<td>2030 District Program staff</td>
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<tr>
<td>Green infrastructure and landscape</td>
<td>Department of City Planning, Strategic Planning</td>
<td></td>
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<tr>
<td></td>
<td>Pittsburgh Water and Sewer Authority</td>
<td>Environmental planner</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Green infrastructure and/or stormwater Staff</td>
</tr>
<tr>
<td>Mobility</td>
<td>Department of Mobility and Infrastructure</td>
<td>Transportation planner</td>
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<td></td>
<td>Port Authority of Allegheny County</td>
<td>TOD, data and evaluation Manager, or service improvement staff</td>
</tr>
<tr>
<td>Neighborhood enhancement</td>
<td>Department of City Planning, Strategic Planning</td>
<td>Neighborhood planner, public art staff, zoning review staff</td>
</tr>
</tbody>
</table>

A12.2 OPDC Feedback

MEMORANDUM

To: Pitt IMP Team via Ron Liebow
From: Wanda E. Wilson, Oakland Planning and Development Corporation (OPDC)
Re: OPDC IMP Feedback
Date: June 11, 2019

Enclosed please find OPDC feedback on what we’ve been able to digest of the IMP. I’d be happy to discuss further as needed. Thank you.

Neighborhood Enhancement Strategy

We appreciate the robust nature of this section and that it reflects community input and priorities.

City Planning’s IMP Best Practices Guide, page 13, states that negative externalities should be included in the areas of economic impact and housing impact. OPDC requests that a section be included to address this for not only recent projects, but to include an impact statement about university impact on the Oakland neighborhoods more broadly and over time. It would provide context for the neighborhood enhancement strategy, would respond to requests residents have made during IMP meetings, and be a gesture of good faith.

Neighborhood Litter section: It may be best to use “student organizations” rather than a specific group. I think the name of the one listed as already changed. Can you specify what is included in Clutter for a Cause? Similarly, what is SOOS role in litter reduction? What specific actions are involved? Or, what specific performance measure(s) can be identified? In terms of funding for OPDC’s KICO program, there is a statement related only to 2019-2020. For a ten-year plan, it would be great to specify a longer term commitment, based on performance and scope of work each year, of course. The statement states “increase funding.” With more funding, we can achieve better results. Can we discuss a more specific and sustainable funding partnership regarding neighborhood quality/KICO program support? The idea of a per-student amount via activities fee or some other charge is an idea worth pursuing. OPDC could manage the neighborhood quality efforts with more resources to achieve results.

Greater Enforcement section: Terrific to have additional resources for enforcement, especially a dedicated inspector. It would be great to call out even further the focus on enforcing over occupancy and gathering the evidence needed to have a strong case. Off-campus living should also attend Oakwatch in addition to Oakland Landlord Alliance meetings. While we appreciate the idea of limit issuance of residential parking permits, this merits additional discussion/refinement. As written, I’m not sure how that would actually be implemented. Are you suggesting city legislation to limit permits for
undergraduate students? OPDC can elaborate further in a follow up discussion, but the problem isn’t that the city is issuing more parking permits than code allows. The problem is too many people applying for permits beyond the number of available spots on the street. Similarly to devoting funds to a code enforcement officer, OPDC suggests that the university support additional RPPP enforcement (you say study it on one slide; we would request stronger language). This could potentially be done in collaboration with other entities in a pooled funding approach, but for Pitt to make a commitment would be helpful.

Parking and Transportation Concerns: A TDM Coordinator is terrific. We would love to see more clarity, goals, and specificity on the point of encouraging students not to bring cars. It would be great to specify not to bring cars even for students living off campus — so not to bring cars to Oakland. It doesn't specify that as written now. What creative approaches can be deployed and how to measure? Can this section speak to the issue of commuters who park on residential properties in the neighborhood? At least as an issue that is an impact on the neighborhood? Good stuff here about mode shift and one-seat rides. Louisa/Bouquet is in Central Oakland, not South Oakland. OPDC would like to see stronger language and more specific call outs regarding mitigating the impact of events at the Peterson Events Center in terms of traffic on residential streets. What commitment can the university make to eliminate traffic on residential streets related to events? As to shuttles, we would like to see more detail about reducing neighborhood encroachment and pulling back routes encroaching into Oakland residential neighborhoods now. It is mentioned there, which is great, but we would like to discuss building that out further in terms of a real commitment.

Strengthen connections . . . university development projects: Great to have the partnership with OPDC for development included. Let's build it out to detail why this is important for the neighborhood — it will build organizational capacity serving neighborhood residents and also accomplish developments and amenities that serve resident needs, not just student needs.

Built Environment: Great to partner with Soldiers and Sailors, but what other public realm spaces outside of campus can Pitt consider partnering to improve? Let's discuss further. One thing we would like to see in this section is for the university to activate the first floor storefronts in the business district. There are many Pitt-controlled buildings with first floor uses that do not relate to the street. Those buildings do not contribute to the community in a positive way. They are often closed, blinds drawn. They provide not amenities that serve the community. This is especially true between Craft and Meyran. We would like to see the university commit to renovations that would provide storefronts and we could work to identify residents for business opportunities there.

Promote Oakland Neighborhood Homeownership: These recommendations are great. Can you build this out with targets like you have in the sustainability section? The thing that is missing here is a statement from the university valuing Oakland as a place to live. I'd like to see this detail a program of related commitments related to promoting Oakland as a place to live — materials, messages to new hires, etc. Also, it would be great to pair employer assisted housing incentives with the supply/demand items that you have listed on that slide. I'm confused by work to shape Oakland CLT to serve homeowner and rental community. What do you mean by that? Let's discuss further. We are developing a rental component of the CLT to assist potential buyers to have stable affordable housing while they build credit and save for a home purchase. We'd love to have Pitt's support behind that and brainpower behind it as well. I'm also confused by the bullet: "where appropriate identify opportunities to support housing that is affordable." Do you mean other projects other than the Oakland CLT? Such as the low-income housing tax credit development we recently completed, which is affordable rental housing? We'd love to have Pitt assist us with our next such development. Let's discuss more. Regarding "enable new markets," it would be great to consider what influences in the market would need to be put in place to capitalize on the opportunity of the Innovation District, so that it can enhance and attract new residents without displacing existing residents or causing negative impacts on them.

Grow select community programs: Regarding University Talent Alliance, OPDC would love to see this broadened and to continue the partnership with OPDC as a service provider for participants. We would encourage the university to commit to an ongoing program. It would be great to include Oakland and Uptown in the economically disadvantaged populations it serves. Oakland and Uptown were target areas for the first cohort, in addition to Hill and Homewood.
<table>
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<th>Name</th>
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<th>Organization (if applicable)</th>
<th>Comments</th>
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<tbody>
<tr>
<td>274</td>
<td>Sevier</td>
<td>Missouri</td>
<td>Music Dept</td>
<td>I am deeply alarmed by the lack of concern for the music department. It is at the graduate level, we are a premier, globally recognized department, for the academic study of music. At the undergraduate level, we supply over 2500 students with courses each semester. Any university music department will tell you that we have incredibly specific needs regarding our facilities in order to do what we do well. Pitt absolutely cannot demolish our building in favor of student housing—something universities use to increase their income—without a real plan of where to put us. We cannot be relegated to an empty cathedral floor or part of another building. If Pitt wants to destroy our building, they need to supply us with a new, improved one that meets all our needs in ways that they didn’t even note right now. The humanities and arts matter, at least at Pitt's claims they do. Show us.</td>
<td>2019-02-25 18:36:27</td>
</tr>
<tr>
<td>275</td>
<td>Miranda</td>
<td>Sousa</td>
<td>-- --</td>
<td>I am absolutely against the plan of demolishing the Music building, specially because I do not see anything on the plan concerning to relocation or classes, practice rooms or other music premises. The Music department produce conferences, jazz ensembles, and houses great scholars. We are already squeezed in a tiny building, but we have a building. The plan of demolishing it without offering a solution for music students and faculty is absurd and may kill the great work faculty and students have been doing in this department.</td>
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<tr>
<td>276</td>
<td>Karen</td>
<td>Missouri</td>
<td>-- --</td>
<td>Do not demolish the music building. The music program at Pitt is too important to the university. Consider other options.</td>
<td>2019-02-15 19:32:38</td>
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<tr>
<td>277</td>
<td>Julia</td>
<td>Ferri</td>
<td>-- --</td>
<td>The music building cannot be torn down without plan of relocation. How much more money do you need to rush out of people by adding more dorms?</td>
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<tr>
<td>278</td>
<td>Chris</td>
<td>Farmer</td>
<td>-- --</td>
<td>It’s outrageous that the University of Pittsburgh would consider destroying the music building in favor of dorms. The business of the university is education not rental property. The music building must stay. Chris Farmer</td>
<td>2019-02-15 19:43:27</td>
</tr>
<tr>
<td>279</td>
<td>Alex</td>
<td>MacIntry</td>
<td>-- --</td>
<td>I am a graduate of Pitt's PhD program in music. While at the University of Pittsburgh, I took advantage of my program's excellent reputation in my discipline and learned from widely respected faculty members. I also taught hundreds of Pitt undergraduates as a teaching assistant and instructor. Demolishing the music building with no plan to mitigate the department shows extreme disrespect for the labor and academic value of Pitt's music faculty and graduate students. Such action also shows extreme ignorance of the music department's contributions to campus life and undergraduate instruction at the University of Pittsburgh. Perhaps it's time to reconsider the so-called 'master plan'.</td>
<td>2019-02-15 21:57:31</td>
</tr>
<tr>
<td>280</td>
<td>Emilee</td>
<td>Ruhland</td>
<td>English</td>
<td>Don't tear down the music building! That's insane!</td>
<td>2019-02-15 23:00:32</td>
</tr>
<tr>
<td>281</td>
<td>Laura</td>
<td>Schwartz</td>
<td>Film</td>
<td>What about the music building? Where are you going to put us? And the music library? Are we going to be consolidated into a place without practice rooms or without space? We also have a real small concert hall? Why isn't this included in the master plan?</td>
<td>2019-02-16 00:45:15</td>
</tr>
<tr>
<td>282</td>
<td>Hannah</td>
<td>Standfor</td>
<td>Pittsburgh University</td>
<td>We need a space for our classes! It's really important to have a centralized place for all courses to be taken together and work.</td>
<td>2019-02-16 16:45:41</td>
</tr>
<tr>
<td>283</td>
<td>Brian</td>
<td>Russian</td>
<td>Music Department</td>
<td>There's currently no plan for the music building. No consideration for our classrooms, our practice rooms, our rehearsal space, our library, and our research space. Clearly the university has it to remove our department because they've made more profit. This is a terrible mistake.</td>
<td>2019-02-16 18:31:27</td>
</tr>
<tr>
<td>284</td>
<td>Brian</td>
<td>Wieder</td>
<td>LIDC</td>
<td>The fact that my building (LIDC) is being fast tracked for demolition as quickly as possible, and we don't even know for sure where we are going yet, is an extreme negative. Add to this, we are likely to be thrown into a temporary or transient existence for as many as five years, and I find this situation intolerable, and unfair. Our building is to be replaced by an open empty site. This despite the fact that an elevator option was BUILT INTO our building, and never completed, which would allow people to move from O'Hara Street up to University Drive and escape the elements at the same time. I do not really see the need for feedback, as the speed with which our building's demise has approached has been such that there was never clearly any other option for us. But for this force us upon us AND bascially toss us into rental space for years on end? That is both short-sighted and cruel. I would expect this from the corporate world I used to work in. I did not expect it here, and I am disappointed to say the least.</td>
<td>2019-02-20 15:12:05</td>
</tr>
</tbody>
</table>
291 Susan Fullerton University of Pittsburgh
My feedback pertains to parking, and the "opportunity" to make our campus more sustainable by removing up to 2000 parking spots as described on page 98. I live outside Oakland and commute. When I started at Pitt in 2015, recent hires in my department were waiting 12-18 months for a parking lease, which seemed reasonable for an urban campus. To date, I have waited over 5.5 years and I'm not close to getting a spot. Please let me describe a typical morning for the last 5.5 years. I get in my car at 5:45 am and spend an hour searching for parking. Then, when I do find parking, I typically have to walk some distance, and then walk that same distance again a few hours later to move my car to another location (and street parking is significantly more expensive than garage parking). Averaged every week for the past 5.5 years, I would estimate that I've lost about 60-65 minutes per week searching for parking and then walking some distance. So using a conservative estimate, I've lost at least 2 full work weeks searching for parking, moving my car, walking to and from a spot far away, etc. During the first 12-18 months I regarded this as an inconvenience on an occasional basis, whereas I think it will be good for the university, I have some concerns about some recent spending by the university that could have been allocated towards it instead of being mindlessly wasted as it appears to us. The plan mentions that they intend to replace the $13.2 million dollar sports dome with a $40M track. While I think it is nice to have such a facility on campus, I am a large proponent of athletics and fitness generally, I wouldn't really like to see it publicly addressed as to why the university is spending multi-millions of dollars on buildings and repairs that will be destroyed within five years, as someone directly affiliated with the university, I am not happy with the significant wastes of finances that this, and other projects, are.

292 Kevin Platukis School of Medicine
Hello, I read the entire master plan and it seems wildly ambitious. While I think that it will be good for the university, I have some concerns about some recent spending by the university that could have been allocated towards it instead of being mindlessly wasted as it appears to us. The plan mentions that they intend to replace the $13.2 million dollar sports dome with a $40M track. While I think it is nice to have such a facility on campus, I am a large proponent of athletics and fitness generally, I wouldn't really like to see it publicly addressed as to why the university is spending multi-millions of dollars on buildings and repairs that will be destroyed within five years, as someone directly affiliated with the university, I am not happy with the significant wastes of finances that this, and other projects, are.

293 Peter Holdcamp School of Medicine
We have a thriving community of squash players (faculty, grad students and undergrad students) for over 10 years. We have several days per week where our courts are filled with players at the Field House. This facility also serves a community squash program Steel City Squash which engages underserved youth with a structured after school exercise program. Please ensure that in the final plan and during transition these squash communities can continue thrive by playing uninterrupted.

295 Hector Ruiz Pgh Squash Federation @ UPitt
I am an Anthropology and Public Health grad student here at Pitt. Since I met the Pgh Squash Federation PSF my physical and mental health changed enormously towards good sides. I have the federation therapeutic effect, and sadly I dont see any mention on squash courts in the Master Plan. Please keep the PSF in mind, as this articles says, it is one of Pitt's hidden gems. Best, Hector Ruiz

296 Surajpdy Ghatyal
I wasn't able to see if there were any plans to incorporate squash facilities in the new Athletics Master Plan. There are currently 8 squash courts in the Fitzgerald Field House, and there is a squash club of Pitt and UPMC students/staff that play there. It would be great to see that group be able to continue to play as the university grows. I don't know if there is any possibility that the university will ever look at starting a full squash program, but existing facilities would allow that extension to take place. Additionally, the squash program was recently featured in the University Times. https://www.uitimes.pitt.edu/news/squash-federation-mergers

297 Swaybodin Abbodabb
To whom it may concern, I first wanted to thank you for reaching out to us to know about this. I was checking the master plan and it looks really exciting. I'm a PhD student in Computer Science and would love to have an office in the new building even for a short period of time before毕业. However, I'm writing this email for something that has been an essential part of my life here at Pitt and that is really changing for the better. I've been playing Squash here at Pitt for 2 years now as a part of Pitt's Squash Federation which includes faculty, graduate and undergraduate students and has been active for more than 40 years now. You can read more about the club here: https://www.uitimes.pitt.edu/news/squash-federation-mergers. We are today playing at the Fitzgerald Field House but (realistically from the master plan that the building is designed to be removed. Playing squash with this club really changed my life for better in one of the most unforeseen parts of my program. The club consists of around 70 active members and every time some where between 20 - 35 people show up. I've been an active member and officer of man student organizations including serving as the Vice President of Finance of Graduate Students and Professional Governments (GPSG) here at Pitt and this is all quite a turn on for my club every week at least three days a week. It is important for the club's survival to have access to squash courts that are available to both students and faculty from different departments such as humanities, law, business and school, computer science and etc. A great number of the active members are faculty who are really pushing it forward. More and more students are also being involved every day. We have about 8 courts today and that is already becoming too few. Therefore, I would really appreciate if university can include squash courts that will be accessible to students and faculty in the new buildings. Pitt squash federation is really above and beyond a group of people who play squash together and more like a smaller family withing the greater Pitt's community and more and more people are joining everyday to the extent that today we have 6 sessions a week instead of 3 and it seems soon even that will become too crowded. Best, Sali
300 Chris Kurucz

December 2018
University of Pittsburgh
Graduate

I appreciate everyone’s hard work and through-planning, and I think the master plan sounds great, except for the parking situation. There needs to be more resident student parking options throughout campus, especially if you plan to increase the number of beds for students. For example, there is limited resident student parking for students living in Bouquet Gardens, and street parking is limited as well. Is there any way to include a resident student parking area near Bouquet Gardens for students of Bouquet Gardens to park? When I lived in Bouquet Gardens, the only parking space available was a parking permit at the DC lot on upper campus which was a 25-30 minute walk. While I understand that the Port Authority bussing system is sufficient for getting around the city, it is very limited for destinations outside the city. For students getting around the city, it is very limited for destinations outside the city. For students

304 Tyler Vitale

2019-05-02 16:49:54

University of Pittsburgh

Please build football stadium on campus rather than using Heinz. Given Pitt's (and even the whole of Oakland) current & future traffic issues, finding a place to park in Oakland was extremely difficult. While I understand that the Port Authority bussing system is sufficient for getting around the city, it is very limited for destinations outside the city. For students

305 John Cooper

2019-05-02 16:49:54

University of Pittsburgh

What are the long-term plans, if any, to upgrade its counseling center? In its current state, it is completely unacceptable and shows a complete lack of concern about students’ mental health. I’m unable to find any information on the recently announced health and wellness center, and I assume that’s where the counseling center upgrade would come into play.

306 Kevin Ferguson


University of Pittsburgh

Inconvenient. In the plan, Gregg Scott made a comment about the Petersen Events Center, which is the main area for student rec basketball. The Fitzgibbon Field House currently has 8 courts. It is important for the survival of this club that squash courts be incorporated in the University’s master plan. With even more than 8 courts, growth of Pitt’s Squash Federation could continue, and the courts would be filled and enjoyed. Please strongly consider including squash on Pitt’s master plan for the wonderful community it provides so many people!

307 Tyler Vitale

2019-05-02 16:49:54

University of Pittsburgh

What are the activities here? If any, to upgrade its counseling center? In its current state, it is completely unacceptable and shows a complete lack of concern about students’ mental health. I’m unable to find any information on the recently announced health and wellness center, and I assume that’s where the counseling center upgrade would come into play.

308 Collin Collins

2019-03-08 13:50:24

University of Pittsburgh

Submissions for planning commission review - February 2021

To whom it may concern, Regarding the master plan thus far, it seems that many exciting changes are coming to Pitt in the semi-near future, which will be of great benefit to the campus community as a whole. I am a PhD student in Chemistry who has taken advantage of many of the great aspects of student life at Pitt. I write this feedback out of concern for a major aspect of my life here at Pitt—playing squash with the faculty, graduate, and undergraduate student members of Pitt’s Squash Federation. Meeting squash players a year ago brought about a renewed joy in my weekly recreational activities and fostered an even greater sense of connection with the Pitt community, which was remarkably helpful throughout the most difficult times of my PhD studies. Our squash club is 50-70 active members strong and continues to grow each semester. Before I started playing, the club met three times a week at the Fitzgibbon Field House—a zone now meets 4-5 times per week, playing for multiple hours per time, and with regularly use 15-30 players. The club was featured in a University Times article that can be found here: https://www.urents.pitt.edu/news/squash-federation-february 14.

309 Tyler Vitale

2019-05-02 16:49:54

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401 Melissa Miller

2019-04-03 17:58:06

University of Pittsburgh

Hi - I attended the community meeting on March 11 in Altman Hall and have some follow up comments. Biggie One – I believe the overall height and massing have been reduced. Good. It should not be as high as S&K Memorial (which sits on a hill). Bouquet Gardens – I’m shocked that they will be demolished (did I hear this correctly). They were built 10-15(?) years ago and tore down some nice and historic buildings in the process. What a waste. Pitt really should examine sustainability and quality in all design (for Bouquet Gardens and elsewhere). When possible, buildings should be reused (it’s the green thing to do) and often the older buildings were made to last. Bouquet Gardens is a case in point. Most old buildings were built to last 100-200 years, whereas newer construction may only have a life of up to 40 years. If you are partnering with trade schools with regard to construction, teaching innovation (not just new construction) is a valuable skill. I also heard mention of public art at Bouquet Gardens. The trouble with public art is that it sits around too long (someone else said that – I’m an art lover, but not all is good or something that we want to see around forever!).

403 Jonathan Rubin

2019-04-23 10:01:03

University of Pittsburgh

Please include an indoor track of 1/8 mile per lap in the new facility! Given Pitt’s winters, the lack of such a track has been a major problem for student athletes and fitness facilities at Pitt all of these years. (2) Please emphasize equipment that everyone can use, not exclusive privileges that come with extra fees. A university community is supposed to be inclusive, and its wellness facilities should also aim for utility for all, not for a privileged few.

404 Tyler Vilela

2019-05-02 16:49:54

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405 John Cooper

2019-05-02 16:49:54

University of Pittsburgh

The proposed parking garage between Falk Hall and the Fraternal Housing complex would greatly reduce a valuable green space that the Falk Hall students, teachers, Pitt interns and more utilize daily for environmental learning, mental and physical wellness. Our faculty and student body received approval from Facilities (Landscaping, and SOL, many years ago (Robert Pef, Kathy Trent, Dean Alan Lessgold) to establish this site as an SCA (School Ground Habitat Enhancement and Restoration). The Audubon of Western PA. We are listed as a National Wildlife Federation Certified Habitat and our community has worked for over 6 years to remove invasive species while at the same time planting a wide variety of native trees, shrubs and herbaceous plants that support our local wildlife. We have greatly increased the native biodiversity. Our students do citizen science in this site for Project Feederwatch, Project Bumble. The National Audubon does bird banding with our students on this site. We have partnered with fraternities and sororities for service work projects on this site. SOE, many years ago (Robert Pack, Kathy Trent, Dean Alan Lessgold) to establish this site as a School Ground Habitat Enhancement and Restoration.

406 Loni Wertz

2019-04-10 12:05:00

University of Pittsburgh

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University of Pittsburgh

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408 Chris Kurucz

2019-03-04 18:45:33

University of Pittsburgh

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409 John Cooper

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410 Kevin Ferguson

2019-03-08 13:50:24

University of Pittsburgh

Submissions for planning commission review - February 2021

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SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021
I am the Director of Falk Laboratory School at 4040 Allegheny Street on upper campus. We currently employ close to 60 full-time employees (faculty and staff) as well as several dozen additional part-time student workers and pre-service student teachers. We also serve 450 students in grades K-8, and are affiliated with the School of Education. About half of the children we serve have parents who work at the University as administrators, faculty members, or staff. It has come to our attention that part of the Pitt Campus Master Plan calls for the building of some sort of multi-story structure (multi-level parking garage, perhaps?) on what are currently blacktop basketball courts located next to our school. We have seven reservations about this plan, in particular because it will impact programming that occurs in the nature reserve behind it and our building that our students and faculty have been working on for nearly ten years now. Secondly, we already have nearly no outdoor space for children to have recess and outdoor learning/glow-based experiences, and the loss of that free space would be exceedingly detrimental to them and to our overall program. Additionally, that blacktop space is where we converge in the case of a building emergency that would usually be useful, notably for fire arrivals/departures, to mention patients and employees of the VA would be severely affected in a negative way. For one thing, we would lose our bus lane, which currently is right in front of the basketball courts. In addition, for what’s worth, Falk School exists due to a legal charter signed in 1931 by members of the Falk family (our founders and earliest donors) and the University of Pittsburgh, which explicitly states that Falk School’s placement on the hilltop extends to that entire space in perpetuity (the charter includes coordinate surveying directions). Building something unrelated to Falk and its operations would, I think, violate this charter. As Falk’s Director, I was invited to attend one planning meeting last spring, at which time I voiced my concern about anything being built on this site, since then, I have had few if any other opportunities to voice these thoughts. Just wanted to convey, I hope, my concern in a respectful way.

The consolidation and/or elimination of three real estate links that are in need of new re-conceptualization creates concerns about access. Pitt athletic buses using Robinson much more frequently, which is quickly becoming a well-traveled road. Loud and disruptive. Increased police presence needed during pre and post game/events around Petersen Events Center, especially near Robinson and Terrace. Congested and disruptive. Increased police presence needed during pre and post game/events around Pitt campus living should also attend Oakwatch in addition to Oakland Landlord Alliance meetings. enforing over occupancy and gathering the evidence needed to have a strong case. Off-campus living should also attend Oakwatch in addition to Oakland Landlord Alliance meetings. We appreciate the idea of a per-student fee or some other change to fund a stronger program. The statement states “increase funding.” With more funding, we can achieve better results. Can we discuss a more specific and sustainable funding partnership related to 2019-2020. For a ten-year plan, it would be great to specify a measure(s) can be identified? In terms of funding for OPDC’s KICO program, there is a specific group. I think the name of the one listed as already changed. Can you specify what is included in Cluster for a Cause support? Similarly, what is SOQIS role in Pitt reduction? What specific actions are involved? Or, what specific performance measure(s) can be identified? In terms of funding for OPDC’s KICO program, there is a statement related only to 2019-2020. For a ten-year plan, it would be great to specify a longer-term commitment, based on performance and scope of work. The statement states “increase funding.” With more funding, we can achieve better results. Can we discuss a more specific and sustainable funding partnership regarding neighborhood quality/KICO program support? I think the idea of a per-student amount via activities fee or some other change is an idea worth pursuing. OPDC could manage the neighborhood quality efforts/more resources to achieve results. I think the statement states “increase funding.” With more funding, we can achieve better results. Can we discuss a more specific and sustainable funding partnership regarding neighborhood quality/KICO program support? I think the idea of a per-student amount via activities fee or some other change is an idea worth pursuing. OPDC could manage the neighborhood quality efforts/more resources to achieve results.

This is obviously an exciting and inspiring project. It’s likely to have some impact. However, the benefit is the use of the Frick Fine Arts building should be reimagined to build off of its unique design. That building is a gem of renaissance architecture and is place to reverence students. The current expansion looks to grow from the older edifice like a torso. Contemporary architecture rarely apps well, and it would be a shame to add a heavily designed addition for the sake of “boldness” or “innovative mentality.” I think most students and residents would agree. Instead build off of it in a way that is true to its renaissance ideals. Moreover the adjacent baseball park is rarely used, and may be put to better use as an enclosed garden. A garden with fountains and cobbled walkways and architectural elements to inspire students and create a space that fosters thinking, creativity, and mindfulness.

Who can I speak to about solicitation requests for the school’s upcoming face lift? Being a Pitt Alum, I would love to see the products I will see at the school that taught and gave me the correct tools to get where I am today. Thank you! Jake Robbins
Are there any plans to improve catering infrastructure at the Technology Campus now that Pitt has committed to leaving the Rivers building? At present the only on-site option is Ello, which is not affordable for students and has a low capacity. It would be great to have a coffee shop and some lunchtime options. Working at the Technology campus feels isolating at the best of times and there’s very little mention of infrastructure in this master plan to believe it will improve in the near-term. Best wishes, Dr. Lea Sayce

University of Pittsburgh Institutional Master Plan
9.0 | APPENDICES
SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

University of Pittsburgh Institutional Master Plan
9.0 | APPENDICES
SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021

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I just read the University Times announcement that the O’Hara garage will begin demolition in May and continued to read the master plan about eliminating more parking on campus. How are you supposed to recruit and maintain valuable employees if we do not have anywhere to park? Not everyone has the option of taking public transportation where they live. I live in Cranberry, have children with activities that I need to have the freedom to leave when I need to in order to get home on schedule. I am unable to ride share or spend 2 hours driving to a park and ride, taking a bus downtown, transferring into Oakland, etc. I appreciate wanting to live more environmentally conscious, but I will seriously have to consider new employment options if the parking options continue to go away. This is very disheartening that you are not taking your valued staff into consideration with this plan.

I continue to be very concerned about the lack of facilities at a number of stops on the area of campus around the Cathedral and Chapel. I raised this issue with Provost Coulter last summer in an office hour and hoped there would be some movement before the fall term started. I only comment on the areas that I frequent. I assume this may not be the only area of campus in which this serious problem exists. I was happy to see there was a place online where one could view planned projects, but not see anything there either. I find the university’s continuing negligence concerning this serious safety issue to be very puzzling.
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SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021
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335 If the parking is going to continue to get worse for employees, as if it could, then there needs to be more alternatives provided beyond trying to work such as jobs sharing and remote working.

336 SmithGroup

337 Tim Parenti Oakland resident, Pitt alum, CNA employee

This comment is in response to a direct email from the mailbox dated 21 October 2019, in response to my earlier comment dated 18 October 2019. I do stand by the details of the public comment I left on 30 October regarding line 324. You will find that this attendee at the 23 May 2019 public meeting was the last of 20 to public meetings. This is interesting in that there were fewer attendees at the public meeting through the 235 email link (the other being the mechanical site for meeting #5). Indeed, I would have been able to attend, and the first I learned of meeting #5 had taken place was when I arrived at the meeting I was expecting on 23 June 2019, which was in fact meeting #5. Regardless, the appendix from the 23 May 2019 meeting (Appendix A.7, pp. A168-A169) appears to list no comments related to line 324. Since Ward Wilson, director of Pitt’s Pitt communications, or 212 that “much more discussion with the community” was warranted after what was almost a complete silence on the site, it is quite clear that, irrespective of what the change in proposal for that site was made, the requested level of community engagement is not met, having been avoided with respect to this site. As I understand and respect that there are costs and trade-offs, but with a reduction in this magnitude, the proper time to engage with the community or discussing those trade-offs is before the IMP is submitted for approval, not after, and it is disheartening to see these changes added late in the IMP process without that engagement.

338 Jarnett Crowell Oakland Planning and Development Corp.

I think one way of expediting the methods for reaching your goal of reducing GHG mode share by 2% would be to add something in the mobility section about encouraging students to find alternative modes of transportation in Oakland. One way this could be done easily by giving more support and awareness of the Pitt Bike Cave, which seems to me a black box yet underused resource on campus. No one is parking a bega car!! I am slightly suspicious that the 1,000+ beds being added to campus will do little more than house additional student housing, I think that bringing students back onto campus is going to create more problems than it solves, so my housing pressures on the neighborhood, but it is obvious if the added beds will actually do that. I think the plans for Oakland Avenue house the slight increases in student population. I do think that bringing students back onto campus is a great strategy for easing the housing pressure on the neighborhood, but it is unclear if the added beds will actually do that. I think the plans for Oakland Avenue and Station Streets are very high, considering their proximity to single-family homes on Boulevard, Oakland Ave, and AIN. How the goals you have set out are for yourself on energy consumption, composting, and waste. It is community awareness in Pitt, available programs to residents, I would like to see something more concrete that a “better communications strategy”. I think the Community Conversations is the right idea, but I would like to know how I will work to fill the room.

339 Tim Parenti Oakland resident, Pitt alum, CNA employee

Contrary to Paul Spinillo’s stated sorrow at the 29 October 2019 Pre-final Presentation meeting, Site 30 (Sidney Avenue Redevelopment) was not NOT presented prior to public meetings. It was only presented at individual community meetings, slides for which are listed in section A.11 on page AD4 of the draft IMP published on 25 October 2019 show that it was proposed with maximums of 85’ height and 10,000 gross square feet at the time in April 2019. Since then, the proposal has been revised upwards to 175’ max height and 40,000 gross square feet (pp. 168-169) — representing a doubling in the scope of construction for this site. Searching through the draft IMP, it appears that the first time this proposal was presented to an RCO was at the Pre-Final presentation on 29 October 2019, where it was noted that the proposed scale of this redevelopment model nurse by surprise and met strong objection. Wanda Wilson of OPDC had pointed out in a comment dated 12 June 2019 on page AD24 that “the going issues here merit more discussion with the community.” Just to understand the discussion that has made it. I wish the comments presented by Wanda and by the community on 29 October 2019, and am disappointed that the prior drafts’ commitment to communicating development of this site to surrounding architecture and neighboring residential tions has been largely abandoned.

340 Michael Marks Center for Neuroscience at the University of Pittsburgh

At Halls, I am a commuter graduate student here at Pitt, studying neuroscience. I commute outside the city, where taking public transit requires multiple transfers and nearly 90 minutes to complete a one-way trip. Thus, I rely on driving to Oakland to severely cut the time it takes me to commute. After reviewing the “compass master plan” I am largely concerned that the significant reduction in parking spaces, especially those being lost which are already allocated to students, will increase the demand/competition for spaces and create unnecessary traffic backups for those who can get the spaces. I am very concerned how the university plans to address this issue. Moreover, the language that is used in the campus master plan pdf is suggestive that communities are somehow in need of being pushed back into the city and not as pedestrian. This is totally concerning as it appears to amount to the many commuter undergraduate, graduate students, staff and faculty, who commute from outside the city and rely on parking in Oakland. I sincerely hope to have this back from you, as this is a drastic change that will alter my how the role of my graduate studies in my life. Truly, please note for me, as my number is 412-276-2300, and email to rmbq@pitt.edu. I feel the more that happen to meet with whatever to use my concerns and learn more about the campus master plan as an option for Pitt commuter students.

341 SmithGroup

While Pitt’s plans for energy use reduction and electricity generation are impressive, the university should address plans for reduction 2019-10-30 15:46:26 of natural gas usage and combating climate change. The University’s Master Plan also needs to be sustainable beyond the environmental and consider social vulnerabilities of students and surrounding communities when setting goals and planning for the future. Pitt must explicitly attempt to reach the City of Pittsburgh’s goals to close equity gaps such as those presented in the One PGH plan. Issues of equity in Oakland have been well documented thanks in part to University of Pittsburgh research, most notably in the Pittsburgh Equity Across Gender and Race report. Pitt must acknowledge these issues and fully comply to address them. The IMP’s strategies for neighborhood engagement and enhancement are commendable, particularly improving community access to Pitt programs and facilities and reducing student demand for neighborhood housing. However, the university should consider addressing these issues through a lens of sustainability and their formal commitments (quantitative measurements) beyond environmental concerns. Similarly, Pitt’s resilience plan outlined in the IMP is excellent for business-as-usual emergency preparedness. Community access to Pitt’s available programs to residents, I would like to see something more concrete that a “better communications strategy”. I think the Community Conversations is the right idea, but I would like to know how I will work to fill the room.

EXTENSIONS
Concern with the height and overall massing - as shown it does not seem to be contextual to neighboring buildings. While contextual height to Senne Square makes sense for a portion of the site, not necessarily for all of the site. You have the residential community which is great. We'd love to see the massing broken up and varied as it approaches the residential neighborhood to have a smoother transition.

this is happily concerning. The original character of the building will disappear - the open space related to the building is important to that portion of the park and civic district area generally. It seems a more sensitive addition could be considered rather than making the entire building disappear. the zoning issues here merit much more discussion.

Oakland Planning & Development

definitely need to see massing broken up and the zoning issues here merit much more discussion with the community.

this is absolutely outrageous in terms of scale. To eliminate this open space would be a huge detriment to the public realm, NOT a benefit to the public realm. This proposal is hugely problematic.

Neighborhood Enhancement Strategy We appreciate the robust nature of this section and that it reflects community input and priorities. City Planning's IMP Best Practices Guide, page 13, states that negative externalities should be included in the areas of economic impact and housing impact. OPDC requests that a section be included to address this for not only recent projects, but to include an impact statement about university impact on the Oakland neighborhoods more broadly and over time. It would provide context for the neighborhood enhancement strategy, would respond to requests residents have made during IMP meetings, and be a gesture of good faith. Neighborhood Uitter section: it may be best to use “student organizations” rather than a specific group. I think the name of the one listed as already changed. Can you specify what is included in Cluster for a Cause support? Similarly, what is SODS role in litter reduction? What specific actions are involved? Or, what specific performance measure(s) can be identified? In terms of funding for OPDC's KICO program, there is a statement related only to 2019-2020. For a ten-year plan, it would be great to specify a longer term commitment, based on performance and scope of work each year, of course. The statement states: “With more funding, we can achieve better results. Can we discuss a more specific and sustainable funding partnership regarding neighborhood quality/KICO program support?” The idea of a per-student amount via activities fee or some other charge is an idea worth pursuing. OPDC could manage the neighborhood quality efforts with more resources to achieve results. Greater Enforcement section: Terrific to have additional resources for enforcement, especially a dedicated inspector. It would be great to call out even further the focus on enforcing over-occupancy and gathering the evidence needed to have a strong case. Off-campus living should also attend Oakwatch in addition to Oakland Landlord Alliance meetings. While we appreciate the idea of 1st issuance of residential parking permits, this merits additional discussion/negotiation. As written, I’m not sure how that would actually be implemented. Are you suggesting city legislation to limit permits for undergraduate parking? OPDC can elaborate further in a follow-up discussion, but the problem isn’t that the city is issuing more parking permits than there are spaces. The problem is too many people applying for permits beyond the number of available spots on the street. Similarly to devoting funds to a code enforcement officer, OPDC suggests that the university support additional RMP enforcement (you may already do this on one side, we would request stronger language). This could potentially be done in collaboration with other entities in a pooled funding approach, but for Pitt to make a commitment would be helpful. Parking and Transportation Concerns: A TDM Coordinator is terrific. We would love to see more clarity on goals, and specifically on the point of encouraging students not to bring cars. It would be great to specify not to bring cars even for students living off campus – so not to bring cars to Oakland. It doesn’t specify that as written now. What creative approaches can be deployed to measure? Can this section speak to the issue of commutes who park on public residential properties in the neighborhood? At least as an issue that is an impact on the neighborhood? Good stuff here about made shift and one-seat rides. Louis/Bouquet is in Central Oakland, not South Oakland. OPDC would like to see stronger language and more specific call outs regarding mitigating the impact of events at the Peterson Events Center in terms of traffic on residential streets. What commitment can the university make to eliminate traffic on residential streets related to events? As to shuttles, we would like to see more detail about reducing neighborhood encroachment and pulling bus routes encroaching into Oakland neighborhoods now. It is mentioned there, which is great, but we would like to discuss building that further in terms of a real commitment. Strengthen connections - university development projects: Great to have the partnership with OPDC for development included. Let’s build it out to detail why this is important for the neighborhood – it will build organizational capacity serving neighborhood residents and also accomplish developments and amenities that serve resident needs, not just student needs. Built Environment: Great to partner with Soldiers and Sailors, but what other public open spaces outside of campus can Pitt consider partnering to improve? Let’s discuss further. One thing we would like to see in this section is for the university to active the first floor storefronts in the business district. There are many Pitt-controlled buildings with first floor uses that do not relate to the street. Those buildings do not contribute to the community in a positive way. They are often closed, blighted, blight. They provide not amenities that serve the community. This is especially true between Craft and Meyran. We would like to see the university commit to renovations that would provide storefronts and we could work to identify residents for business opportunities there. Promote Oakland Neighborhood Homesteaders: These recommendations are great. Can you build this out with targets like you have in the sustainability section? The thing that is missing here is a statement from the university valuing Oakland as a place to live. I’d like to see this detail a program of related commitments related to promoting Oakland as a place to live – materials, messages to new hires, etc. Also, it would be great to pair employer assisted housing incentives with the supply/demand terms that you have listed on this slide. I’m concerned about a student amount via activities fee or some other charge is an idea worth pursuing. OPDC could manage the neighborhood quality efforts with more resources to achieve results. Greater Enforcement section: Terrific to have additional resources for enforcement, especially a dedicated inspector. It would be great to call out even further the focus on enforcing over-occupancy and gathering the evidence needed to have a strong case. Off-campus living should also attend Oakwatch in addition to Oakland Landlord Alliance meetings. While we appreciate the idea of 1st issuance of residential parking permits, this merits additional discussion/negotiation. 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A12.5 Pitt Internal Comments

IMP EDITS PART 3

From: Leibow, Ronald E <rel11@pitt.edu>
Sent: Thursday, December 12, 2019 5:11 PM
To: Danyi Leokman; Elizabeth Long; Kevin Petersen
Cc: D’Rosia, Simone; Leibow, Ronald E
Subject: [EXTERNAL] RE: IMP EDITS Part 2
Attachments: 73%:pp; Economics Of Student Housing.pptx

ASG:

Below is the last group of edits. I call this Edits 3. Please make them. Please note, however, there are three outstanding items:

1. Simone is developing a Question and Answer sheet for the appendix for the 11/18 Meeting
2. Derek owes us minutes for the 11/18 meeting for inclusion in the appendix.
3. We need to flush out tomorrow this open space inventory idea. Talk tomorrow.

Other than that . . . . here you go with Edits 3

- In the previous email, I requested the following edit:
  - 435 – Under Strategy 3. Add a bullet 6 that reads: “Create the Hill District CEC to foster deep, sustained community-University collaboration” and we will provide CEC text to add (STAY TUNED). So here is the STAY TUNED language we need there:
    - Taking seriously its role as a partner and collaborator within the neighborhoods of Oakland and the Hill District, the University has staff within the Office of Community and Governmental Relations to shepherd many of the neighborhood enhancement strategies included within this IMP document. The CCE staff responsible for stewarding relationships and collaborations in Oakland are physically located on campus and broker community access, when possible, to an array of campus facilities. Within the Hill District, CCE staff and their activities will be physically located in a Community Engagement Center (CEC). The CEC in the Hill is guided by a neighborhood advisory council and its physical footprint of 20,000 square feet will house meeting rooms, a computer lab, the outreach activities of the Center for African American Poetry and Poetics, small business development consultation, legal assistance, engagement activities directed by the Schools of Social Work and Education.

- Tack onto the end of the existing language you have written for Open Space on each of the following development sites, the following sentences, and do it on the following sites please:
  - Open space shall be incorporated at appropriate locations where the site interfaces with the public realm. The open space is intended to provide an amenity benefiting both the community and the University. The size and location of the open space shall be determined in the Project Development Plan (PDP) process.
    - 169 – 3B Oakland Ave
    - 177 – 4B Fraternity Complex
    - 207 – 6C Wesley Posvar
    - 209 – Bouquet Gardens
    - 233 – 8B Integrated Health
    - 243 – 9A One Bigelow
    - 247 – 9C University Club
    - 249 – 9D Crabtree

- 219 – 7A Recreation Center
- 185 – 5A Trees Hall
- 187 – 5B OC Lot
- 189 – 5C Pete bowl

- Replace the entirety of Open Space language for the one site below with the three sentence Open Space language change just above.
  - 193 – 5F FFH

- 276 – Should say 200 bike racks not 79
- 168/169 3B Oakland Avenue Site: Please add in the following language somewhere it is appropriate:
  - The University recognizes the current Community Urban Garden situated on this site is of great value, interest and utility to the community. The University will work with the community to identify an alternate location for the Urban Community Garden concurrent with the development of this site.
  - 244/245 9B O’Chara + GSCC Please add in the following language somewhere it is appropriate:
    - These two buildings are in the Oakland Civic Center Historic District. If they are deemed by the City criteria to be contributing structures to this historic district their demolition will require City Historic Review Commission HRC approval.
  - 404/405 Please work into this section the following language and the attached slide:
    - The University’s Campus Master Plan from which this Institutional Master Plan is derived describes a campus development strategy that comprises existing building renovations and new construction of facilities to meet institutional strategic planning goals. It should be noted that per the schematic, 73% of the capital investment to be dedicated to this development agenda is reinvestment and renovation in existing facilities versus new construction.

- 163 – Please add this property to this section. Photo selection is attached:
  - Croatian Fraternal Union Building
    - Also known as the Croatian Building built in 1928, it is a three-story office building with two single-story ancillary wings extending at the rear. There is an open parking lot adjacent to the site to the east. Historically the building served as the national headquarters of the Croatian Fraternal Union of America. Most recently it served as the offices of the Allegheny County Health Department. Currently it is unoccupied. The building’s terra cotta façade along Forbes Avenue is being evaluated as having historic significance. The building is inefficient, passed its useful life, and the site is underdeveloped.

- 64-65 – Please incorporate the following language appropriately and seamlessly into the last paragraph(s):
  - 120 – Second bullet. Replace with the following language:
    - Develop a rubric, guided by the City’s Historic Review Commission’s Guidelines for demolition of historic structures, to ensure the historic fabric that defines Pitt’s, Oakland’s, and the City of Pittsburgh’s built environment identity is maintained and not undermined when considering demolition of historic structures.
  - 116: After the Urban Design Guidelines are intended to bulleted list, please insert the following three paragraphs:
    - The University recognizes that the development of the sites referenced in the IMP are on an unknown timetable and may not even be developed within the 10 year IMP timeline. The University also recognizes that adjacent or proximate properties owned
by other private or public entities may be developed or redeveloped over the same
timeline and could impact the context of the University’s development sites. While the
University’s project development parameters of the sites consider current context, the
schedule uncertainty of developments precludes understanding of the characteristics of
a given particular site when it eventually gets developed. As such, application of the
development criteria in the urban design guidelines should reflect conditions at the time
of each site’s development. There may be times when greater latitude may be granted
for a development site envelope, architectural articulation, massing, open space,
texture, materials, etc. provided there is a commitment that when an adjacent site is
developed, their new context definition and context impact are effectively responded to.
For example, the proposed development envelopes for the Pozvar and the Bouquet
Gardens sites are defined to maximize flexibility of each individual site. However,
should both sites be developed by Pitt but at different times, the latter site shall be
informed by the former development to produce the most desirable outcome based on
the goals of the urban design guidelines. Similarly, a development envelope for a
particular site and its relative design parameters should respond to private properties
adjacent or proximate that may not exist today. For example, development
characteristics for the Integrated Health Science complex would be approached
somewhat differently depending upon the construction of the proposed adjacent UPMC
bed tower. Characteristics such as height, open space, set-backs, massing, etc. would be
viewed through two or more lenses should the bed tower be, or not be developed. Lastly
the concept of precedent has merit here. For example, if we were to proceed with the
development of One Bigelow, its design may be quite different in mass, height, etc. than
if it commenced prior to construction of the Oaklander. The University realizes the
correlation of current context when developing sites. And, Pitt further does not
view the development envelpes as defined to maximize development flexibility as the
ultimate allowable limit for each development.

- The University is committed to “Protecting the integrity of adjacent residential
  neighborhoods by addressing impacts of institutional development on adjacent areas”,
  as stated in the zoning code. The commitment is evident in the community engagement
  strategy as defined in Chapter 8.0. In addition, the University will deploy a methodology
to evaluate the neighborhood impact (positive and negative) of development designs
(e.g. noise, ventilation, light, loading and service, parking, open space, community
amenities, public art, etc.) and report it accordingly in the Project Development Plan
process.

- The University, based on its commitment throughout the IMP chapters on subjects such
  as storm water, energy use, tree canopy, etc. will employ a reporting methodology for the
  Project Development Plan process to verify impact and performance for these
  metrics as outlined in great detail throughout this IMP document.

- Please add the following as a last section about housing:
  - Economics of Student Housing and Neighborhood Stabilization
    - The University contends that by working with the community, Pitt can
      implement a viable housing strategy that has a positive impact on
      adjacent neighborhoods. Here is how:
        - REDUCE STUDENT DEMAND FOR NEIGHBORHOOD HOUSING
          - University develops more student life amenities on campus
            to make on-campus living the first choice of students

- University constructs new student housing over the next
  five years at an affordable price point

- IMPROVE THE CONDITION OF HOUSING SUPPLY
  - Property owners should incur pressure to improve rental
    housing stock to compete with University products

- ENABLE NEW MARKETS TO INCREASE HOMEOWNERSHIP DEMAND
  - University support initiatives such as the innovation District
    as a strategy to generate employment and therefore
    increase demand for Oakland residency

- ENHANCE AMENITIES
  - Provide mixed-use, market driven development
    opportunities to serve students AND neighborhood needs in
    higher density housing developments to strengthen the
    quality of life for neighborhood residents

- Work with Innovation District developers to expand retail
  opportunities that provide first floor occupancy and
  vibrancy during and after standard work hours to improve
  quality of life

- The University has the ability to control the student housing development
  and housing retirement decisions as well as enrollment decisions. Pitt can
elect to slow retirement of existing facilities, accelerate development of
new facilities and manage enrollment growth. In doing so, the economic
impact on neighborhood stabilization can be a factor in these decisions. The
chart depicts a maximum enrollment scenario and fulfillment of all
proposed housing options (new construction and retirement) which, if
affected, yields a $36 deficit. The sensitivity of the metrics could play
out as follows. Should the University elect to realize everything except
retirement of Lothrop Hall for example and renovate instead, there is a $564
bed surplus. When translated into residential occupancy in the
neighborhood at a rate of four occupants per unit (which is above the legal
limit, a current concern in the neighborhood), that reduces demand for 141
rental units in the neighborhood. That could make a significant positive
impact on neighborhood stabilization.

- General Footer replacement is required on all pages. This is the University’s Final Submission.
- Final effort should be correcting all pagination and adjusting the Table of Contents to meet the
  new pagination.

Ron Leibow
Senior Manager of Planning and Design
University of Pittsburgh
Facilities Management Planning, Design and Construction
3400 Forbes Avenue
Pittsburgh, PA 15260
From: Leibow, Ronald E <rl11@pitt.edu>
To: Dany Loekman <dloekman@asg-architects.com>; Elizabeth Long <elong@asg-architects.com>; Kevin Petersen <kpetersen@asg-architects.com>
Cc: D’Rosa, Simone <jd18@pitt.edu>; Leibow, Ronald E <rl11@pitt.edu>
Subject: RE: IMP EDITS Part 2

Importance: High

ASG FOLKS:

First I am not crazy. I have made the corrections to the Neighborhood Enhancement Strategy below. So please use this as Edit 2 email and the attachments

PLEASE MAKE THE FOLLOWING EDITS TO THE IMP DOCUMENT

• SIMONE is sending via separate email (attached) requested additional breakdown of the Table of Contents (attached)
• 12 - Add these principles of design after the five core ideas:
  o PRINCIPLES OF DESIGN
    ▪ Improve connectivity: North/south student life corridor; East/West academic corridor
    ▪ Create and decentralize core spaces that vary size and tone, both internal and external, throughout campus
    ▪ Improve and increase open and public realm space on campus
    ▪ Maintain porous edges with our neighboring communities
    ▪ Enhance Pitt’s identity
    ▪ Strengthen place-making and pursue distinctive architecture for key development sites
  o Ensure efficiency, accessibility and sustainability guide development efforts
• 19 – Add to the schedule:
  o October 29, 2019 Oakland Registered Community Organization (RCO) IMP Public Meeting
  o November 18, 2019 Hill District/Oakland City Neighborhood, Planning Development Activities Meeting for the IMP
• 21 – SIMONE is providing text for the two zoning required RCO meetings in separate email (attached)
• 20 – SIMONE is providing the list of neighborhood association meetings that occurred in April in separate email (attached). Please incorporate where appropriate to demonstrate engagement with individual community meetings
• 61 – The last paragraph about enrollment should read “The University’s historical growth for the last ten years was 12% in aggregate. While the University anticipates generally flat enrollment, for the 10 year horizon under this IMP, the University is planning for an average growth of less than 1% per year in undergraduate and graduate enrollment which may result in a 5%-10% enrollment increase. A few, select undergraduate and/or graduate/ professional programs may see significantly greater increases in enrollment than the average. The following is an example of a program where enrollment increases may be on the order of 10-15%.”
  • 81 – After the title, in larger FONT AND IN CAPS ADD: CONCEPTUAL ILLUSTRATION ONLY FROM CAMPUS MASTER PLAN
  • 83 – After the title, in larger FONT AND IN CAPS ADD: CONCEPTUAL ILLUSTRATION ONLY FROM CAMPUS MASTER PLAN
  • 85 – After the title, in larger FONT AND IN CAPS ADD: CONCEPTUAL ILLUSTRATION ONLY FROM CAMPUS MASTER PLAN
  • 87 – After the title, in larger FONT AND IN CAPS ADD: CONCEPTUAL ILLUSTRATION ONLY FROM CAMPUS MASTER PLAN
  • 89 – After the title, in larger FONT AND IN CAPS ADD: CONCEPTUAL ILLUSTRATION ONLY FROM CAMPUS MASTER PLAN
  • 97 – 104 -All changes made on the individual development sheets needs to be back edited in this chart
  • 116 – After the bullets of “The Urban Design Guidelines are intended to” please write the following:
    o Through the Institutional Master Plan community engagement process, the University enhanced language concerning the following items in this section 5.0 Urban Design Guidelines based on public commentary:
      ▪ Inclusion of, and public access to, open space
      ▪ Thoughtful and not incremental development
      ▪ Distinctive architecture
      ▪ Architectural significance of certain existing buildings; honor the historic fabric
      ▪ Sensitivity to contextual design
      ▪ Height concerns on specific 10-Year Development Sites
• 164 – Add in the Croatian Building
• 306 – Please find a way to incorporate the following into this text page seamlessly (and if necessary with a bit of wordsmithing):
  o Guiding Principles rubric for new parking locations
    ▪ No net new parking on campus
    ▪ Favor new locations at campus edge (university & partnership)
    ▪ Phase projects to minimize parking disruptions
    ▪ Large development projects drive to deliver parking first
    ▪ Work with partners to identify alternative event parking
    ▪ Evaluate partnership opportunities (e.g., Carlow, UPMC)
    ▪ Secure temporary local & remote parking sites for during construction. Shuttles to campus will be implemented to transport people from more remote locations to campus. Opportunities being explored include:
      • 2nd Avenue
      • South Side
      • East End – Bakery Square
      • Former Mellon Arena Site
  • 350 – There is a random DRAFT at the top of this page not sure why. Please remove.
  • 423 or 424 – Please incorporate the following language into the text of either page (more likely 424)
The University looks forward to participating in the Oakland Neighborhood Plan Process to address the following priority concerns and opportunities as identified through the IMP engagement process:

- Improve ADA parking and loading campus-wide and adjacent neighborhoods
- Develop a feasible plan for neighborhood mobility - transit and shuttles
- Re-evaluate Pitt’s current financial support: rebalance in a way that serves a greater need
- Define Pitt’s commitment to Oakland neighborhood, energy planning
- Address parking in neighborhoods and residential enforcement
- Better understand opportunities to address quality of life issues that enhance value to today’s Oakland, respects the rich cultural heritage of this long-standing neighborhood, and celebrates Oakland as a great place to live, work, and play.

- 425 – Under Strategy 1, Replace the 3rd bullet “Enhance Code Inspection and Enforcement in Oakland” with “Support positive and respectful relationships between students and our neighbors”.
- 428 – Replace bullet 3 “Enhance Code Inspection and Enforcement in Oakland” with “Support positive and respectful relationships between students and our neighbors”.
- 428 - Last bullet of Reduce Litter: Revise to read Develop metrics and regularly monitor effectiveness of all current programming, and redeploy resources to address opportunities for improvement
- 428 – Replace last bullet (STUDY) under 3 Enhance code inspection... Establish Pitt Community Action Teams comprised of student, staff, and community leadership intended to cultivate positive neighborhood behaviors and relationships through immersive collaboration with residents
- 428 - Add a new bullet to under 3 Enhance code inspection... containing Pitt Code of Conduct language: Continue to communicate and apply our student code of conduct which states, in part: Students are expected to conduct themselves as responsible members of the University community. Students who violate the Code will be subject to disciplinary action by the University, when such conduct takes place on University Property or in the course of a University-sponsored or University-supervised activity. In addition, conduct off campus may be subject to disciplinary action by the University if that conduct threatens the health, welfare, safety, or educational environment of the University community or any individual member thereof, or otherwise disrupts the neighboring environments.
- 430 – Add two new bullets under 8.2.2 Enhance Pitt’s Impact:....
  - Explore opportunities in Oakland for owner occupied housing and possibilities for implementation
  - Discuss possibilities for activation of first floor spaces with educational and cultural opportunities that benefit both the neighborhood and the university
- 431 – Replace bullet 3 “Promote Homeownership/residency.” with “Support community-led strategies for neighborhood stabilization and housing affordability”
- 431 – Change second section under 3 Promote homeownership/residency... from “Reduce student demand” to “Better Meet Student Demand”
- 425 – Under Strategy 3, Add a sixth bullet that reads: “Create the Hill District CEC to foster deep, sustained community-University collaboration”
- 425 – Under Strategy 3, Add a bullet 6 that reads: “Create the Hill District CEC to foster deep, sustained community-University collaboration” and we will provide CEC text to add (STAY TUNED)
- 434 – Omit second bullet under 3 Promote and create... concerning “Approach the Office of University Communications...”
- 433 – Please add a section called IMP Community Engagement: Key issues that have been addressed in the IMP Neighborhood Enhancement Strategy based on public commentary:
  - Litter: Monitor effectiveness of existing programs for redeployment of resources to address changing needs and to enhance performance.
  - Residential parking impact is not part of the TIS information process. This should be analyzed. The University looks forward to the Oakland Neighborhood Plan to address this.
  - Enhance code inspection: The University will establish Community Action Teams (students, staff, faculty, community leadership)
  - Communicate and educate students on the student code of conduct
  - Neighborhood stabilization:
    - Explore partnership opportunities for owner-occupied housing
    - Activate first floor spaces with educational and cultural uses that benefit neighborhood and the University
    - Explore (and if feasible) implement a Pitt employee housing strategy
    - Create additional community access open spaces especially in the context of removing existing ones for development projects
    - Align the University’s housing strategy with the neighborhood housing strategy
  - Support respectful relationships between students who live in the upper hill and their neighbors
  - Tie Pitt sustainability initiatives to the more global climate change issue
  - Communicate projects that have development priority and deploy a robust communications strategy regarding construction activities and mitigating impacts

Ron Leibow
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(412) 363-1284 (office)
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(412) 624-7895 (fax)
email: rleibow@pitt.edu
Hello,

Attached are the IMP sites that need to updated. Please match what’s in the PowerPoint. Maximum GSF will have to be recalculated.

Also attached are the sign-in sheets from the two meetings.

If you have any questions, please let me or Ron know!

Thanks,
Simone

Simone D’Rosa
Special Projects Manager
University of Pittsburgh
Facilities Management
3400 Forbes Avenue
Pittsburgh, PA 15260
412-624-9510

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**IMP EDITS PART 1**

Edit 1 email

From: D’Rosa, Simone <sid18@pitt.edu>
Sent: Monday, December 9, 2019 4:08 PM
To: Elizabeth Long < Along@asg-architects.com>; Dany Loekman <dloekman@asg-architects.com>
Cc: Leibow, Ronald E <rle11@pitt.edu>
Subject: IMP Sites to Update and Additional Appendix
A13.0 PUBLIC MEETING #7 - OCTOBER 29, 2019
OAKLAND REGISTERED COMMUNITY ORGANIZATION (RCO) IMP PUBLIC MEETING

A13.1 Sign In Sheet
A13.2 Meeting Minutes
A13.3 Presentation Slides
10-29-19 RCO Meeting Sign-In

Sign-In provided by Andrea Boykowycz, OPDC

<table>
<thead>
<tr>
<th>Name</th>
<th>Position/Role</th>
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<tbody>
<tr>
<td>Alex Toner</td>
<td>Chair, External Relations Committee</td>
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<tr>
<td>Andrea Boykowycz</td>
<td>Resident/OPDC</td>
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<td>Blithe Runsdorf</td>
<td>Resident</td>
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<td>Chavaysha Chaney</td>
<td>Legislative Assistant</td>
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<td>Claire Singer</td>
<td>Intern</td>
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<td>David Manthei</td>
<td>Resident</td>
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<td>Derek Dauphin</td>
<td>Senior Planner</td>
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<td>Elena Zaitsoff</td>
<td>Resident</td>
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<td>Emili Kim</td>
<td>Intern</td>
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<td>Haleigh Wickett</td>
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<td>Hannah Dobos</td>
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<td>Jan Kurth</td>
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<td>John Wilds</td>
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<td>Karen Brean</td>
<td>Executive Director</td>
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<td>Kate Gibson</td>
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<td>Kate Maurin</td>
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<td>Kathy Boykowycz</td>
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<td>Ken Doyno</td>
<td>Principal</td>
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<td>Kirstin Rockenstein</td>
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<td>Luvenia Jones</td>
<td>Resident</td>
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<tr>
<td>Mary Beth McGrew</td>
<td>Assistant Vice Chancellor, Planning</td>
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<td>Matthew Rendulic</td>
<td>Property Management</td>
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<td>Melissa McSwigan</td>
<td>Resident</td>
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<td>Michael Medwed</td>
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<td>Mollie Marchsteinman</td>
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<td>Norman Cleary</td>
<td>Resident</td>
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<td>Ron Leibow</td>
<td>Senior Manager of Planning and Design</td>
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<td>Scarlet Morgan</td>
<td>Resident</td>
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<td>Simone D’Rosa</td>
<td>University of Pittsburgh</td>
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<td>Timothy Parenti</td>
<td>Resident</td>
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<td>Wanda Wilson</td>
<td>Executive Director</td>
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<td>Zen Levin</td>
<td>Resident</td>
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Oakland Development Activities Meeting
October 29, 2019, 6:00 p.m.
Hosted by OPDC at 294 Semple St.
Project: University of Pittsburgh IMP
Presenter: Ron Leibow, University of Pittsburgh

Pitt began the presentation with a focus on specific project guidelines, mobility, and neighborhood enhancement. Previous public commentary and concern regarding the IMP have been noted and changes to project guidelines were made to reflect comments about architecture, pedestrian connections, and access to open space. Student enrollment growth is projected to increase by less than 1% in the next ten years.

The IMP contains details about proposed development sites. The approved IMP essentially becomes the zoning for these building sites. In order to move forward with one of the planned development sites, Pitt will go through a project development plan review process with City of Pittsburgh. During this review details of design, materials, detailed use, parking and other specifics of each project will be fully vetted through community process and presentation at a hearing and action before the City of Pittsburgh Planning Commission. The IMP contains 28 proposed sites of development. Tonight’s presentation highlighted the following to identify changes made since the summer:

- Site 5D: Playing Field Site
  - Chiller plant is planned for the site
- Site 5C: Petersen Bowl Infill
  - Aim to put a building inside bowl envelope
  - Will be taller than originally planned
- 7A: Recreation and Wellness Center
  - Improvement in pedestrian movability/circulation
- 7C: Lower Hillside Housing
  - Incorporate a garage into this hillside housing project
- 9A: One Bigelow
  - Discourse about reduction of height and more open space
- 2B: RA lot site
  - Building around the music building, no demolition
- 6B: Academic Success Center
  - Greater clarity for pedestrian access through the site
- 10A: Frick Fine Arts expansion
  - Reduced original footprint of expansion
- 3B: Oakland Ave redevelopment
  - Pitt is proposing a zoning change to EMI; site currently zoned R1A and OPR-A
  - Focus on building articulation, reduce its large massing
- 6D: Bouquet Gardens
  - More articulation of building facades and architectural context
Q: Site 3B proposes new housing development of 170 feet tall with 750 student housing beds. There are concerns regarding urban design, form, and scale because the proposed height far exceeds the heights of the neighborhood context. Community members voiced a strong opposition to the increased building height. There were also inconsistencies found in the visual renderings of the redeveloped site in the plan, showing the proposed size as looking much smaller than the massing diagram on the project page.
A: Pitt is attempting to build more student housing.

Q: Why is this the first that community members are seeing this proposal and the zoning change? There has not been adequate discussion.
A: There is another section in the document that talks about historic preservation.

Q: Although student growth will remain relatively flat, will the addition of 1,200 beds meet the future demands of this institution?
A: The housing study shows that the overall number of student housing beds in the IMP meets the unmet demand for on campus housing. That does not necessarily equate to all enrolled students.

Q: Is this housing only for freshman? What type of style is the proposed housing?
A: No, this housing is for all undergraduate students and it will be apartment-style housing.

Q: Where will that open space be?
A: The open green space will not be put on the map as it has not been adequate discussion.

Q: Was there consideration for how the typology of the building would affect the students’ housing plans once they move out? Will they feel more inclined to look for similar housing nearby?
A: Pitt could build to the maximums. Therefore it is unlikely that building maximums will be exceeded.

Q: Can you describe the chronological order of implementation of this plan? What's going to be built first? What will affect me the most right now?
A: N/A

Q: Regarding Site 9B (O’Hara Student Center/ GSCC Redevelopment), the proposal to demolish these two buildings is concerning. They are within the Oakland Civic Center city-designated historic district. This is a protected district for historic preservation. It would make sense to state in the project description that Historic Review Commission approval would be needed. Has there been community discussion of this proposed demolition?
A: There is another section in the document that talks about historic preservation.

Q: Regarding Site 5F (Fitzgerald Field House), the West Oakland neighborhood stated concerns about the proposed height of a new building at this site, adjacent to two-story homes. The proposal of 120 feet of height does not reflect hearing those comments. And filling the entire site is a concern. What about pulling the proposed building back from the property line?
A: There are many potential uses listed. How was the scale decided before the purpose of the building? It is not in our best interests to be blind-sided by unknown development.

Q: I am concerned that no net new parking on-campus will put increased pressures on off-campus parking to accommodate both the student parking demand as well as Pitt commuter demand. Also, the TIS findings were based on studies that inaccurately captured the student population. It was found that 95% of students walk to campus, but that includes students who walk from their off-campus apartment where they park their cars, therefore, there is a higher percentage of students with cars than was measured.
A: Pitt is committed to no net new parking; new parking locations and development will be done in phases to minimize parking disruptions.
Neighborhood Enhancement Strategy

Q: How will Pitt maintain vibrant and robust homeownership in the community? The strategy should also support residency in Oakland and incentives for employees to live in Oakland should be given to protect and maintain stability and a sense of community.

A: N/A

Q: Can there be more of a focus on the interior improvement and renovation of older properties and not just on the development of new buildings?

A: N/A

Q: the IMP does not govern development in the Fifth and Forbes business district, but references a proposed innovation district and renderings show massive redevelopment involving extensive demolition. There has been no community process about this. The concern is that if this is in the IMP there may be some implication that there has been community approval of the development of those sites references on pages 13, 75, 76, 80, and 137. Could there be a disclaimer on those pages/images to indicate that there is no community sign off on these concepts? Or could they be removed from the document altogether?

Q: Could there be a commitment in neighborhood enhancement to prioritize an equitable development strategy as part of the Oakland Neighborhood Plan process?

A: we will look into the possibility of disclaimers regarding innovation district renderings needing community process.
2.0 Existing Conditions

2.1 IMP Boundary

2.2 Existing Properties & Uses

3.0 Needs of the Institution

3.1 Expectations for Growth or Change

3.2 Current & Future Needs for Facilities

3.3 Current & Future Needs for Housing

4.0 Overview of Findings

5.0 Ten-Year Development Envelope

5.3.4 District Guidelines

Range of Growth in Enrollment

- We would like to be 100% precise; we cannot
- Historical growth was 12% over the last 10 years
- Today, we envision growth to be relatively flat
- For the prior year horizon, we are planning for an average growth of less than 1% per year in undergraduate and graduate enrollment which may result in a 5%-10% enrollment increase
- A new selective graduate program may see significantly greater increases in enrollment than average over the ten years to support the Plan for Pitt
- Staff and faculty increases will be in direct relation to enrollment changes

Limits of Space Need

- Modernizing or replacing poor condition space (workspace, classrooms, labs)
- Enrich the student experience – student space
- Potential Donors, Business Cycles, Political tides; local + state government funding priorities
- Emerging industries, academic trends, changes in technology
- Fluctuating research dollars
- Changes in academic and athletics leadership; shifting priorities
- Enrollment predictions, student demographics
- Staff and faculty increases will be in direct relation to enrollment changes

Pitt needs to be nimble . . . yet accountable

- In order for Pitt to deliver on its education, research and service mission, and optimize its community and economic development potential, Pitt needs to function as a ‘going concern’ that can effectively react to forces that both challenge us and bring us vast opportunity.
- In return, Pitt needs to commit to engagement processes, and an investment agenda that serves to improve its neighborhood, and as campus projects develop, strategies that affect their impact on the neighborhoods.

Pitt’s Campus Master Plan

Existing Conditions

IMP Engagement Process

IMP: Pitt’s Approach

- The next planning effort: Plan for Pitt: Campus Master Plan, IMP
- Adhere to the spirit and intent of the City’s new Best Practices Guidelines
- Meet with City representatives and community representatives in City
- Enlist the public in Pitt is an educational ‘going concern’ that must react to market and political forces, and therefore must remain nimble
- Communicate and document what Pitt is already doing
- Acknowledge we have impacts and commit to strategies to affect them
- Maximize options to enhance flexibility
- Present actual material to be incorporated into the final document
- Conduct workshop meetings for greater engagement
- Challenge leadership to go further
- Document everything and check if all publicly available during the process.
- Commit to a doctrine that “the dialogue it continues”
Overview of Findings

- There is significant unmet demand for on-campus student housing.
- The degree of unmet demand responds to a variety of factors, including demographic changes and population on campus.
- There is significant unmet demand for on-campus and the Oakland neighborhood.
- An integrated and comprehensive strategy will strategically respond.
- There is an urgency for Pitt to engage and create an impact to Pitt's campus student housing.
- The University's Capital Plan has also informed development understanding of programmatic needs.
- Many development sites intend to improve the public realm which will benefit the surrounding neighborhoods.
- The University's Capital Plan has also informed development understanding of programmatic needs.

5.0 Ten-Year Development Envelope

5.1 Proposed Development

5.2 Implementation Plan

5.3 Urban Design Guidelines

5.3.1 Goals of the Urban Design Guidelines

- Encourage more compatible with surrounding neighborhood
- Align development with the Campus Master Plan
- Enhance campus identity and visibility
- Create a cohesive character, establish campus identity
- Create a cohesive character, establish campus identity
- Piercing views of campus
- Foreground views, frame materials and details contribute to the massing
- Preserve the University's architectural heritage
- Promote high-quality public transportation
- Ensure high-quality pedestrian squares
- Ensure high-quality pedestrian squares
- Preserving pre-exist as existing heritage
- Include nature elements with built environment
- Include nature elements with built environment
- Include nature elements with built environment

Proposed IMP 25-Year Development Sites

- Phase IV (Potential) – Future Development
- Phase III – Redevelopment of Bouquet Gardens
- Phase II – Central Oakland Development and Towers De-densification
- Phase I – Hillside Development

Ten-Year Development Sites – those covered in the IMP section:

- Parking garage locations and shuttle service
- Pedestrian connection between upper and lower campus
- Enhanced ADA accessibility
- Community gardens
- Storm-water management
- Scaling energy performance

Built Environment Public Commentary

- Improved pedestrian connections across campus
- Enhanced accessibility
- Ensuring campus pedestrian experience
- Aligning development with the Campus Master Plan
- Preserving pre-exist as existing heritage
- Creating a cohesive character, establish campus identity
- Ensuring that growth supports the University's mission
- Coherent development plan that will provide flexibility in phasing

Housing Implementation Plan

- Overview of Implementation Plan
- Overview of Key Findings

Overview of Key Findings

- There is significant unmet demand for on-campus student housing.
- The University is committed to a comprehensive and cohesive development plan that will provide flexibility in phasing.
- The University's Capital Plan has also informed development understanding of programmatic needs.
- Many development sites intend to improve the public realm which will benefit the surrounding neighborhoods.
- The University's Capital Plan has also informed development understanding of programmatic needs.
6.0 Mobility Plan

6.1 Existing Conditions

6.2 Mobility Goals

6.3 Proposed

Mobility Plan Analysis & Documentation

1. Perform a Transportation Impact Study (TIS) that evaluates conditions with
   the development sites identified in the IMP scope includes:
   - Traffic and evaluation of transportation elements with full growth and build-out
   - Buffered in coordination with DOMI and DCP (12 intersections)
   - Projected traffic volume and functional capacity analyses
   - Person-trip generation by mode of travel and university population per survey data

2. Align analysis and recommendations from TIS with IMP
   - Mobility goal setting
   - Proposed mitigations

3. Define transportation vision
   - Goals and subareas to achieve mobility goals
   - Parking strategy
   - Partnership opportunities

4. Develop Transportation Demand Management (TDM) Strategies

TIS Study Intersections

Future Parking: Guiding Principles

- No net new parking on campus
- Anticipated loss of 1,630 spaces with implementation of UMP development program
- Favor new locations at campus edge (university & partnership)
- Phasing projects to minimize parking disruptions
- Large development projects strive to deliver parking first
- Currently securing temporary local & remote parking sites for
during construction
- Working with partners to identify alternative event parking
- Evaluating partnership opportunities (e.g., Carlow, UPMC)

TIS Findings

- The Pitt IMP will have minimal impact to the surrounding roadway network
  - New construction is not for expanded tenanting or programs
  - Due to IMP’s commitment to no net new parking on campus and
    thus negligible growth in vehicle trips
- Resulted in no direct recommendations aimed at improving traffic operations
- The Pitt IMP will expand and promote the use of alternative modes to commute to campus
  - Ambitious but feasible TDM Goals and Strategies
- Pitt will continue to dialogue with the City, community and
  other institutions to assess and improve mobility in Oakland

Pitt Mobility: Vision

- Commitment to no net new parking on campus
- Optimize shuttle system efficiencies
- Promote & enhance institutional partnerships to improve mobility options
- Plan and implement effective curb management
- Coordinate with Port Authority to improve transit access to campus and to
  encourage investments in public transportation that serve Oakland
- Coordinate with DOMI to improve bicycle and pedestrian access
- Align Pitt’s transportation policies with sustainability and resiliency plans
- Plan and implement effective curb management when developing projects

Future Parking Needs - Site Options

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<thead>
<tr>
<th>Site Name</th>
<th>Max. Spaces</th>
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<tbody>
<tr>
<td><strong>OH O’Hara Garage</strong></td>
<td>447</td>
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<tr>
<td><strong>OC OC Garage</strong></td>
<td>320</td>
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<tr>
<td><strong>OC OC Lot</strong></td>
<td>350</td>
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<tr>
<td><strong>PG Parran Hall Garage</strong></td>
<td>146</td>
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<tr>
<td>TOTAL</td>
<td><strong>1,613</strong></td>
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Future Parking Needs - Code Name

- **10/15/2019 - FINAL DRAFT – For Public Commentary**

Pitt Mobility: Vision

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during construction
- Working with partners to identify alternative event parking
- Evaluating partnership opportunities (e.g., Carlow, UPMC)
Pitt Mobility: TDM Strategies (Highlights)
- Reduce Single Occupancy Vehicles (SOVs) mode share by 5.4%
- Continue Existing Programs
  - Free shuttle & campus bus for faculty, staff, students
  - Shuttle program provides guaranteed ride home up to 25 miles/semester
  - Bike share, bike racks, bike parking, transit, secure bikeiram, for 5 employees
  - Ride-and-park permit plans for commuters
- Designate a dedicated University TDM Coordinator
- Contact ongoing marketing and education with faculty, staff and students
- Encourage non-SDV mode via new financial incentives & parking fee structure
- Advance parking management techniques (efficiency)
- Verify & improve program performance & monitoring and evaluation

Mobility Conclusions
- TIS traffic analysis shows Pitt’s 10-year growth agenda does not increase congestion
- Pitt’s transportation vision leverages assets and partnerships to enhance mobility in Oakland
- Pitt is prioritizing reducing the neighborhood impact of its transportation needs and parking strategy while aligning with Pitt’s Sustainability goals

Energy Use and GHG Goal Alignment section 7.1

7.0 Infrastructure Plan
- Environmental & Sustainability Goals
- TDM Strategies
- Campus Energy Planning
- Stormwater Management
- Green Buildings and Resiliency
- Waste Management & Water Conservation
- Open Spaces & Pedestrian Circulation

Pitt Sustainability Plan Goal: Energy & Emissions
- Reduce or improve
  - 50% of the University’s electricity generated from renewable resources by 2030.
  - Local, renewable generation
    - Low-impact/non-hydroelectric renewable
  - 30.9 MWh facility
  - Annual
    - 65,000 MWh
    - >25% Pitt’s electricity usage

Pitt Sustainability Plan: Section 7.2 Environmental Protection
- Pitt Sustainability Plan Goal: Water & Energy
  - Annual
    - >25% Pitt’s electric usage
  - Projected 10-Yr Canopy Coverage for Potential BMPs: 131,700 square feet
  - Projected 10-Yr Stormwater Management for Potential BMPs: 1,524,000 square feet
  - Projected 10-Yr Water & Energy Reduction: 2,764,000 square feet

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    - Annual
    - >65,000 MWh

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The Institutional Master Plan shall include open space and pedestrian circulation guidelines and objectives, including a network of barrier-free routes, pathways, and facilities for use accessibility. Campus open space improvements are planned to replace steps with accessible ramps, and other barriers identified in previous accessibility assessments. The University intends to use the following strategies throughout campus. Significant topographic conditions of the site require careful consideration of the level of accessibility required by the Americans With Disabilities Act (ADA). The University intends to use the following strategies:

- **Open Space and Pedestrian Circulation**
  - Exterior ADA compliant ramp systems
  - Accessible pedestrian pathways
  - Porous campus with the City of Pittsburgh

- **Pedestrian Wayfinding and Building Identification**
  - Wayfinding system proposed by the City of Pittsburgh
  - Vast participation in, and routine engagement with
  - Program management focused on neighborhood investment, neighbor relations, and community development

How Pitt’s Sustainability Efforts Impact the Neighborhood

- The less energy we use, the better the air-quality in Oakland
- The better we manage storm water, the less flooding downstream
- Our continued greening of campus reduces heat island effect and improves health and wellness
- As an advocate for enhanced ride sharing and public transit, we reduce traffic congestion in Oakland
- As Pitt improves bicycle and pedestrian conditions, everybody benefits

Pitt currently commits resources that serve Neighborhood Enhancement

- Vast participation in, and routine engagement with numerous community-based organizations
- Direct financial support for certain organizations – many in Oakland
- Program management focused on neighborhood investment, neighbor relations, and community development
- Investment in the built environment

Neighborhood Enhancement Strategies: The engagement and evaluation process

1. Listen to stakeholders throughout the community
2. Document community issues and concerns
3. Delve into opportunities and constraints
4. Strategize how Pitt can do better and do more
5. Identify leadership where Pitt needs to prioritize initiatives and resources
6. Collaborate to think broader and act better
7. Develop recommendations
8. Secure current funds from Pitt leadership on a portfolio of strategies to share with the community

7.7 Open Spaces & Pedestrian Circulation

- Public art across the Oakland campus
- Internal to or approval of donated pieces will allow Pitt to have experts in the public art committee and a design review process for selection
- Public art shapes space and is part of the informal landscape

8.0 Neighborhood Enhancement Strategy

- Revise: Pitt’s role in neighborhood enhancement
  - Responsible steward of Pitt’s impact
  - Collaborative and Co-Creation of community engagement
  - Direct funds for programs and initiatives that serve university and community needs
  - Public art committee and a design review process for selection

- Document Current and Future Commitments and Strategies
  - More Pitt engagement today and well moving forward
  - Pitt leadership, community partnership, and Pitt’s positive and negative neighborhood impacts of the overall impact of initiatives
  - Programs that benefit community and institutions of education to organize the neighborhoods for permanent residents and businesses moving forward
1. Alleviate Pitt’s Impact on the Neighborhood

- Improve connections with the community
- Reduce litter
- Support greater enforcement
- Address parking and transportation concerns

Pitt has documented 33 commitments and strategies to achieve this goal.

(The Highlights) Pitt will . . .

- Continue conversations with the City on a wide variety of energy performance and efficiency initiatives.
- Establish an inter-departmental task force to develop an energy management plan.
- Work with students to improve energy efficiency on campus.
- Establish a process for “local” business participation within Pitt facilities.
- Promote “local” businesses via University Communications, athletics, and other means.
- Improve the public realm and allow public access to University open space.
- Work with OPDC and stakeholders to shape the program to serve homeowner and rental communities.
- Program opportunities that incentivize Oakland residency.

Pitt will . . .

STUDY THE FOLLOWING

- Accessibility across campus and general suite management strategies
- Studies on space efficiencies and much more
- Establishing a process for “local” business participation within Pitt facilities
- Improve the public realm and allow public access to University open space
- Maintain a steady flow of funds for internal programs
- The applicability of performance standards to large spaces and joint ventures
- Continue with the “My Pitt” strategy
- Progress opportunities that incentivizeDavis residence

ACTIVELY ENGAGE IN OAKLAND NEIGHBORHOOD PLANNING PROCESS

- Improve 40th parking and loading complex wide and adjacent neighborhoods
- Develop a master plan for neighborhood mobility - transit and streets
- Establish a process for “local” business participation within Pitt facilities
- Promote “local” businesses via University Communications, athletics, and other means.
- Establish a process for “local” business participation within Pitt facilities
- Work with the City to create opportunities for short-term food and merchandise licenses for events, etc.

Enhance Pitt’s (TDM) Transportation Demand Management (see Mobility Section)

REDUCE STUDENT DEMAND

- Increase on-campus living the first choice of students, reduce demand for neighborhood student housing.
- Increase demand for Oakland residency.
- Increase demand for neighborhood student housing.
- Enhance Pitt’s impact on the Neighborhood.

IMPROVE SUPPLY

- Pitt will . . .
- Promote Oakland Neighborhood Stabilization:
- Develop a feasible plan for neighborhood mobility - transit and shuttles
- Collaborate with the City and community groups to jointly limit issuance of residential parking permits
- Continue programs for students to better integrate them into the Oakland neighborhood
- Develop and implement the Urban Design and Development Plan

Pitt has continued commitment to community engagement

- Participate in the city’s long-term Oakland campus master plan by engaging in community planning processes, including community design charrettes
- Continue to support the community clean-up programs to address litter and evaluate
- Establishing off campus ‘Residential Liaisons’
- Shuttle system efficiencies and reach
- Accessibility across campus and general curb management strategies

Eengage community stakeholders to identify issues of immediately concern and develop short- and long-term strategies to address them.

In closing . . .
A14.1 Sign In Sheet

Out of respect for the privacy of attendees, personal contact information has been redacted.

A14.2 Meeting Minutes

Development Activities Meeting Report (Version: 10/16/2019)

This report created by the Neighborhood Planner and included with staff reports to City Boards and/or Commissions.

<table>
<thead>
<tr>
<th>Logistics</th>
<th>Stakeholders</th>
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<tbody>
<tr>
<td>Project Name/Address: University of Pittsburgh Institutional Master Plan (2019/2020)</td>
<td>Groups Represented (e.g., specific organizations, residents, employees, etc. where this is evident): Hill CDC, Neighborhood Allies, Pitt Student Environmental Group, Schenley Farms Civic Association, Residents, Students, Office of Senator Jay Costa, CMU staff, University of Pittsburgh staff</td>
</tr>
<tr>
<td>Meeting Location: 32 Oak Hill Drive</td>
<td></td>
</tr>
<tr>
<td>Date: 11/18/2019</td>
<td></td>
</tr>
<tr>
<td>Meeting Start Time: 6:10 p.m.</td>
<td></td>
</tr>
<tr>
<td>Applicant: University of Pittsburgh</td>
<td>Approx. Number of Attendees: 40-50</td>
</tr>
</tbody>
</table>

How did the meeting inform the community about the development project?

Ex: Community engagement to-date, location and history of the site, demolition needs, building footprint and overall square footage, uses and activities (particularly on the ground floor), transportation needs and parking proposed, building materials, design, and other aesthetic elements of the project, community uses, amenities and programs.

The University of Pittsburgh presented a detailed overview of their entire Institutional Master Plan which includes projects and programs for the next 10 years. Specifically identified changes made based on past public comments, projects near to the location of the meeting, neighborhood enhancement strategy, sustainability efforts, public process to-date, web materials, and what to expect in the legislative process ahead. Approvals sought: IMPs are reviewed by Planning Commission before being approved by City Council. No Planning Commission hearing date yet, but will send out through the RCOs when they have it.

Input and Responses

<table>
<thead>
<tr>
<th>Questions and Comments from Attendees</th>
<th>Responses from Applicants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the playing field site allow entertainment uses?</td>
<td>Yes</td>
</tr>
<tr>
<td>If the entertainment uses were removed from the playing field site in the IMP, what would be the process to add them back later? Through the project review itself?</td>
<td>It would require an amendment the IMP first, before the project could be reviewed.</td>
</tr>
<tr>
<td>There have been partnerships between universities and CDCs to share the wealth for building structures. Is Pitt open to this?</td>
<td>Yes</td>
</tr>
<tr>
<td>From a Pitt student’s perspective, how do we advocate for something in the IMP?</td>
<td>There are many processes at Pitt that could be used to prioritize projects. There is also the opportunity to highlight things you want during public testimony in the approval of the IMP both at Planning Commission and at City Council.</td>
</tr>
<tr>
<td>Have you thought about how your future entertainment uses in terms of avoiding competition with other plans?</td>
<td>The intent is not to compete with other venues.</td>
</tr>
</tbody>
</table>
## Questions and Comments from Attendees

### Responses from Applicants

<table>
<thead>
<tr>
<th>Question</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>if residents have concerns about the impacts to them, they should present those.</td>
<td>No response recorded.</td>
</tr>
<tr>
<td>For the Recreation and Wellness Center, are there plans to include a rock climbing wall?</td>
<td>Yes</td>
</tr>
<tr>
<td>Will there be new parking reserved for students?</td>
<td>We will use the tenant type option. No parking will be reserved for students.</td>
</tr>
<tr>
<td>How will people access the Lower Hillside project?</td>
<td>We are flipping the road that exists today to create the development site and improve traffic flow. The exit and entry access points to the road will be the same.</td>
</tr>
<tr>
<td>Will that lead to more traffic on Centre Ave?</td>
<td>No. The new road will have the same entrance and exit points (shows on map).</td>
</tr>
<tr>
<td>Are you adding more escalators?</td>
<td>No. They use too much energy and break down too much.</td>
</tr>
<tr>
<td>It appears you’re losing parking spaces overall, but adding beds. Is that right?</td>
<td>Parking spaces stay the same, but we are adding beds to try to draw students into University housing and out of the neighborhood homes. We will be doing many programs to get students to campus other than by car and we’re also optimizing our parking garage use.</td>
</tr>
<tr>
<td>Parking isn’t required for campus housing?</td>
<td>No.</td>
</tr>
<tr>
<td>Who will live in the Lower Hillside housing?</td>
<td>We expect it to be predominantly sophomore students.</td>
</tr>
<tr>
<td>Is there a policy that says freshmen and sophomore students can’t bring a car to campus?</td>
<td>City asked us not to add any new parking. The parking plan section covers parking for the whole university.</td>
</tr>
<tr>
<td>For the RA lot site next to the Music Building, what uses are proposed?</td>
<td>Housing, office, a variety.</td>
</tr>
<tr>
<td>Is the Music Building a historic landmark?</td>
<td>It’s a contributing structure to a historic district, the Oakland Civic District.</td>
</tr>
<tr>
<td>What does that designation mean?</td>
<td>If public funds are used, then Section 106 requirements apply. Will have to look at the impact.</td>
</tr>
<tr>
<td>What is your confidence interval for whether the things you’re proposing will happen? You’re planning things now, but how do you revise your plans as you move along?</td>
<td>Many of our approaches are best practices. We have metrics that we’re establishing in various plans including the IMP and we’ll report back on some of these to the City.</td>
</tr>
<tr>
<td>Have you looked back at your existing IMP and assessed your success in meeting those goals? Are there gaps between proposed buildings, demolition, student population growth and what happened? Do you have metrics for this?</td>
<td>This IMP provides the goals and variables we’re committing to tracking and reporting against. We’re trying to commit to regular reporting. We want to be transparent.</td>
</tr>
<tr>
<td>Consider metrics.</td>
<td>Great feedback. Thank you.</td>
</tr>
<tr>
<td>Do you have an MWBE commitment for construction? Are there minority work force hiring commitments for other job opportunities including construction?</td>
<td>We will cover this when we talk about the Neighborhood Enhancement Strategy section (later in the presentation at the meeting).</td>
</tr>
<tr>
<td>Is UPMC factored into your transportation study?</td>
<td>Not sure. Will check. Great question.</td>
</tr>
<tr>
<td>Does Pitt’s hydroelectric plant service just the campus or parts of the neighborhood as well?</td>
<td>Pitt is committed to using the hydroelectric to offset 25% of its own electricity load.</td>
</tr>
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<td>There needs to be a discussion about the expansion of Pitt’s campus police into adjacent areas. This can have a negative impact depending on how they’re trained and what direction they receive.</td>
<td>Community and Government Relations does work with the police on training. We still need to do more and be accountable.</td>
</tr>
<tr>
<td>There’s not a lot of details about the Community Leisure Learn program. This is important given that they’re moving out of West Oakland area. How many hours will this program be available? Student access will likely increase and this may have an impact on resident access.</td>
<td>We will work with Nadine and West Oakland on this. We will be growing the facilities and benefits but we understand the move is concerning.</td>
</tr>
<tr>
<td>The names “Victory Heights” and “West Hilltop” are different from what the community calls these places and can have unintended impacts, particularly in predominantly black communities.</td>
<td>Starting to look at this more thoughtfully with our new Associate Vice Chancellor of Planning, Mary Beth McGrew.</td>
</tr>
<tr>
<td>What was the process for involvement?</td>
<td>Lots of back and forth.</td>
</tr>
<tr>
<td>How can we see that you captured the community comments accurately?</td>
<td>We will send them out.</td>
</tr>
<tr>
<td>Can you boost the Community Leisure Learn Program?</td>
<td>Yes, we need to recalculate.</td>
</tr>
<tr>
<td>Parking is a problem despite the best plans.</td>
<td>We are including parking with our projects.</td>
</tr>
<tr>
<td>UPMC is an unintended consequence in this plan.</td>
<td>No response recorded.</td>
</tr>
<tr>
<td>City has a new policy of no new parking and they won’t finance or fund any projects that include parking.</td>
<td>No response recorded.</td>
</tr>
<tr>
<td>Pitt traffic doesn’t end at your IMP boundary and heavily impacts Robinson Street. Traffic flow into Pitt affects neighborhoods. Economic resources are needed to help neighboring communities.</td>
<td>No response recorded.</td>
</tr>
<tr>
<td>Hill CDC wants to discuss the RCO process.</td>
<td>No response recorded.</td>
</tr>
</tbody>
</table>

### Other Notes

None

Planner completing report: Derek Dauphin and Stephanie Joy Everett

### Appendix:

**Question:** Is the Hydroelectric plant generating electricity for Pitt only or for additional entities?

**Answer:** Pitt is the only entity of distribution for this facility.

**Question:** Does the TIS include the proposed UPMC tower?

**Answer:** At the direction of DOMI it is not included in the TIS because there has not been an official filing for this development.
A13.2 Presentation Slides

Development Activities Meeting
Final Draft IMP Presentation: November 18, 2019

1.0 Introduction

1.1 Mission and Objectives (University)
1.2 Requirements (Zoning)
1.3 Planning Context
1.4 Process (Public engagement)

The Plan for Pitt
Impact on Campus Development

• Enrich the Student Experience
• Promote access and affordability
• Engage in strategic, collaborative research opportunities
• Foster a culture of civic engagement
• Increase economic impact
• Advanced academic and research excellence

IMP: City’s Best Practice Guidelines

• Organizes the IMP document submission into 8 chapters
• Challenges institutions to go further – beyond zoning law
• Pitt is submitting its entire campus – a unique situation for the City’s new process

IMP: Pitt’s Approach

• The next planning step: Plan for Pitt, Campus Master Plan, IMP
• Adhere to the spirit and intent of the City’s new Best Practices Guidelines
• Devise city-appropriate, not necessarily by-plots in the City
• Enlighten the public to Pitt as an educational “growing campus” that must react to market and political forces, and therefore must remain nimble
• Communicate and document what Pitt is already doing
• Acknowledge all impacts and commit to strategies to affect them
• Maximize options to ensure flexibility
• Present actual material to be incorporated into the final document
• Contact working oversight for greater engagement
• Challenge leadership to go further
• Document everything and make it all publicly available during the process.
• Commit to a discipline that “the dialogue continues”

IMP Community Engagement Schedule

1.0 Introduction
1.1 Mission and Objectives (University)
1.2 Requirements (Zoning)
1.3 Planning Context
1.4 Process (Public engagement)

The next planning step:
1111:: Innovation District Public Meeting

Pitt’s Campus Master Plan

New Tensions in Campus Development
• Demand for More Student Use
• Departmental space for collaboration and culture
• Innovative space on campus
• Physical ties with our neighboring communities
• Enhance Pitt’s identity
• Public-making & Distinctive Architecture
• Sustainability and efficiency

Pitt’s Campus Master Plan

Gated

1.0 Introduction
1.1 Mission and Objectives (University)
1.2 Requirements (Zoning)
1.3 Planning Context
1.4 Process (Public engagement)
Range of Growth in Enrollment

- We would like to be 300% precise; we cannot
- Historical growth was 12% over the last 10 years
- Today, we envision growth to be relatively flat
- For the next 10 years horizon, we are planning for an average growth of less than 1% per year in undergraduate and graduate enrollment which may result in a 5%-10% enrollment increase.
- A few select graduate/professional programs may see significantly greater increases in enrollment than average over the ten years to support the Plan for Pitt.
- Staff and faculty increases will be in direct relation to enrollment changes.

In planning for campus development . . . Pitt needs to be nimble . . . yet accountable

- In order for Pitt to deliver on its education, research and service mission, and optimize its community and economic development potential, Pitt needs to function as a 'growing concern' that can effectively react to forces that both challenge us and bring us vital opportunity.
- In return, Pitt needs to commit to engagement processes, and an investment agenda that serves to improve its neighborhood, and as campus projects develop, strategies that affect their impact on the neighborhoods.
**5.3.1 Goals of the Urban Design Guidelines**

- Create a campus-compatible and surrounding neighborhood
- Align development with the Campus Master Plan
- Include pedestrian and bicycle network and urban centers
- Ensure a solution that models campus identity
- Ensure a vision that reflects the campus
- Ensure height, massing, and design contribute to the campus
- Preserve the University's architectural heritage
- Pursue a high-quality design and sense of place
- Sustain and enhance the campus's natural systems
- Incorporate public art where feasible
- Develop multi-use green and blue spaces
- Integrate natural elements within the environment
When the proposed athletic building projects are completed, the
potential connection to the existing Cost Sports Center.

The Recreation and Wellness Center is an opportunity to use
and student dining. Parking may be incorporated into the facility.

The Recreation and Wellness Center offers an opportunity to use
and physical education departments and gymnastics training.
The existing main pool is also planned. In the long term, the Health
bleachers that meet NCAA standards. A re-dredging of the

...or below grade space)

...site currently occupied by

...Champions Drive, and adjoining OC

...located on the west side of

...site to take advantage of the change in topography and

...the public street and create connections to open spaces. Entries

...A linear open space should be considered

...providing sweeping views of the Cathedral of Learning and the

...architectural elements such as height and setback standards. To accomplish this, additional

...the building should be similar in height and setback standards to neighboring athletics buildings

...with the height of Sutherland and Panther Halls. Massing should

...be configured to maximize views to the Cathedral of Learning

...provide sweeping views of the Cathedral of Learning and the

...system should be accommodated adjacent to the building and/or on rooftops.

...potentially include, but not limited to, the following:

...Open Space:

... provision for open space

...Suggested Pedestrian Connection

...Suggested Active Frontage

...Suggested Service/Parking Access

...Provide pedestrian connections

...Connect pedestrian movement

...Provide pedestrian connections

...Consider pedestrian connections...
“What we heard . . .” – Urban Design Guidelines

- Language about density and services for research is subject to feedback drag.
- Higher density may be appropriate near the university.
- Height and zoning requirements
  - Residential
  - Commercial
  - Retail

“What we heard . . .” – Historic Preservation

- Historic Preservation narrative found on pages 118-120. Historic District
  map located on 104-105. We will align these. Improve Table of Contents.
- What is the “rubric” for evaluating historic properties?
  -何 RWP includes proposed demolition of two historic buildings that are part
  of the Oakland Civic District.
- University’s inventory and analysis of its historic buildings will be analyzed
  through each building’s contribution to Pitt’s total portfolio, its adjacent
  context, its relevant historic district’s context, and a City of Pittsburgh
  context.
- Historic Review Commission’s criteria for demolition cited in the RWP

Development Priority

- Petersen Sports Complex Addition
- Sloane Hall
- Climer Plant
- Recreation Center
- Parking garage replacement
- Hillside Housing
- Central Oakland Housing
- Victory Heights
- One Bigelow

Project Development Plan (PDP) Review Process

- IMP positions Pitt to proceed with individual development project
  submissions designed within the guidelines here-in
- All projects are subject to the same processes required of all public
  and private developers.
- Upper Hill District Properties
  - Hill District RCO
  - Development Review Panel
- Oakland Properties
  - OPDC RCO

Pitt Campus Master Plan Investments

About 73% of Pitt’s capital investment are in aging facilities.
6.0 Mobility Plan

6.1 Existing Conditions

6.2 Mobility Goals

6.3 Proposal

Mobility Plan Analysis & Documentation

1. Perform a Transportation Impact Study (TIS) that evaluates conditions with the development sites identified in the IMP scope includes:
   - Technical evaluation of transportation elements with full growth and buildout
   - Scoping in coordination with DCP and DOMI (all intersections)
   - Projected traffic volumes and intersection capacity analysis
   - Projected to generate by mode of travel and university population per survey area
2. Align analysis and recommendations from TIS with IMP
   - Mobility planning
   - Proposed mitigations
3. Define transportation capacity
   - Goals and road map for achieving mobility goals
   - Parking strategy
   - Partnership opportunities
4. Develop Transportation Demand Management (TDM) Strategies

6.0 MMobility Plan Analysis & Documentation

TIS Transportation Network Documentation

TIS Study Intersections

TIS Findings

- The Pitt IMP will have minimal impact to the surrounding roadway network
  - New construction is not for expanded tenanting or programs
  - Due to IMP's commitment to no net-new parking on campus and thus negligible growth in vehicle trips
- Resulted in no direct recommendations aimed at improving traffic operations
- The Pitt IMP will expand and promote the use of alternative modes to commute to campus
  - Ambitious but feasible TDM Goals and Strategies
  - Pitt will continue to dialogue with the City, community and other institutions to assess and improve mobility in Oakland

Existing Traffic Modeling Results

Build Scenario – Traffic Results

Future Parking Needs - Site Options

Future Parking Needs – Site Options

<table>
<thead>
<tr>
<th>Code Name</th>
<th>Type</th>
<th>Spaces</th>
</tr>
</thead>
<tbody>
<tr>
<td>OC Garage Garage</td>
<td>Lot</td>
<td>320</td>
</tr>
<tr>
<td>SM Syria Mosque Lot</td>
<td></td>
<td>350</td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td>1,613</td>
</tr>
</tbody>
</table>

The Pitt IMP will have minimal impact to the surrounding roadway network

The Pitt IMP will expand and promote the use of alternative modes to commute to campus

Due to IMP's commitment to no net-new parking on campus and thus negligible growth in vehicle trips

The Pitt IMP will expand and promote the use of alternative modes to commute to campus

No net new parking on campus

Anticipated loss of 1,630 spaces with implementation of 10-year development program

New construction is not for expanded tenanting or programs

Due to IMP's commitment to no net-new parking on campus and thus negligible growth in vehicle trips

The Pitt IMP will expand and promote the use of alternative modes to commute to campus

Ambitious but feasible TDM Goals and Strategies

Pitt will continue to dialogue with the City, community and other institutions to assess and improve mobility in Oakland

Commitment to no net new parking on campus

Optimize shuttle system efficiencies

Promote & enhance institutional partnerships to improve mobility options

Plan and implement effective curbside management

Coordinate with Port Authority to improve transit access to campus, and to encourage investments in public transportation that serve Oakland

Coordinate with DOMI to improve bicycle and pedestrian access

Align Pitt's transportation policies with sustainability and resiliency plans

Plan and implement effective curbside management with projects

Partnership opportunities

- Parking strategy
- Partnership opportunities

University of Pittsburgh Institutional Master Plan

Future Parking: Guiding Principles
“What we heard . . .” – Parking and Mobility

- Adding new off-site parking and maintain locations (7th Avenue, Southside, East End, Lower East, Lower South, Eastside) should be evaluated in the context of the Campus Sustainability Plan and the Final District Plan
- Significant increase in bike amenities
- Enhance walk and bike routes to the site
- Senior citizen access to the shuttle system should be considered
- Early internal study in context of entire shuttle system and rideshare study
- TIS omitted student neighborhood parking
- Should not be ignored and should be included in the context of the residential parking study

Mobility Conclusions

- Pitt’s traffic analysis shows Pitt’s 10-year growth agenda does not increase congestion
- Pitt’s transportation vision leverages assets and partnerships to enhance mobility in Oakland
- Pitt is prioritizing reducing the neighborhood impact of its transportation needs and parking strategy while aligning with Pitt’s Sustainability goals

7.0 Infrastructure Plan

7.1 Environmental & Sustainability Goals

7.2 Environmental Protection

7.3 Campus Energy Planning

7.4 Stormwater Management

7.5 Green Buildings and Resiliency

7.6 Waste Management & Water Conservation

7.7 Open Spaces & Pedestrian Circulation

Energy Use and GHG Goal Alignment Section 7.3

Pitt Sustainability Plan Goal: Energy & Emissions

- Reduce or prevent 50% of the University's direct energy use from renewable resources by 2030
- Local renewable generation
  - 3.0 MW/ 10% of the new hydro plant
  - 1.0 MW facility
  - Annual
    - ~10,000 MWh
    - ~20% Pitt's electricity usage

Pitt Sustainability RFP EUI & WUI targets

Pittsburgh Campus EUI 2008 Baseline = 159

<table>
<thead>
<tr>
<th>Year</th>
<th>EUI Benchmarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>2020</td>
<td>135,000,000</td>
</tr>
<tr>
<td>2030</td>
<td>110,000,000</td>
</tr>
</tbody>
</table>

Opportunities to Enhance Tree Canopy

- Tree canopy growth can be achieved in several ways over the next ten years.
- University of Pittsburgh’s goal is to increase net canopy coverage anticipated growing conditions.
- Projected growth canopies were estimated based on several anticipated growing conditions.

- Pitt Sustainability Plan: Section 7.2

Environmental Protection

- Emission from Northwest District
  - Combustion
  - Solid Waste
  - Heavy Fuel Oil
  - Boiler Coal

- Green stormwater solutions

- Replace 15% of lawn area with indigenous and adapted plants

- Increase tree canopy 50% by 2030

- Reduce impervious surfaces 20% by 2030

- LANDSCAPE PLANNING

- Projected 10-Yr Canopy

- Existing Tree Canopy

- Proposed Additional Canopy Area

- Total Imp Environmental Study Area

- Undermined Areas

- Landslide Prone

- Terrace grading

- Incorporate deep foundation systems

- Minimize footprint

- Utilize retaining walls

- Limit grading envelope

- Backfill coal seams

- Incorporate native soil foundation systems

- Storm drains

- Subsurface drainage

- Surface drainage

- Underground and on-site foundation systems

- Exterior drainage

- Rock walls

- Retaining walls

- Terrace grading

- Incorporate native soil foundation systems

- Underground and on-site foundation systems

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- Rock walls

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- Incorporate native soil foundation systems

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How Pitt’s Sustainability Efforts Impact the Neighborhood

- The less energy we use, the better the neighborhood air quality.
- The better we manage storm water, the less flooding downstream.
- Our continued greening of campus reduces heat island effect and improves health and wellness.
- As an advocate for enhanced ride sharing and public transit, we reduce traffic congestion.
- As Pitt improves bicycle and pedestrian conditions, everybody benefits.

Neighborhood Enhancement Strategies: The engagement and evaluation process

1. Listening to stakeholders throughout the community.
2. Documenting community issues and concerns.
3. Identifying opportunities and constraints.
4. Assessing how Pitt can do better and do more.
5. Advancing leadership which Pitt needs to maintain initiatives and resources.
6. Challenging leadership to think innovator and risk taker.
7. Advancing recommendations.
8. Seeking community input from Pitt leadership on a portfolio of strategies to share with the community.

Pitt Sustainability Plan: Section 7.4 Stormwater Management

- Green roofs and permeable pavement.
- BMP tracking spreadsheet.
- Project and complete the BMP tracking spreadsheet.
- Section 7.4.3 and contain BMP planning diagrams. A licensed practicality and benefits of these and other selected BMPs.
- Future project within the development sites will evaluate the offset. Potential BMPs are indicated in green.
- Constrained by the surrounding uses and environmental factors.
- The IM P identifies sites, spaces and buildings that are candidates.
- The IMP indicates potential development over the base of a building/buildings are proposed.
- Groundwater seepage downslope of the site is a current issue.
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- The less energy we use, the better the neighborhood air-quality.
- The better we manage storm water, the less flooding downstream.
- Our continued greening of campus reduces heat island effect and improves health and wellness.
- As an advocate for enhanced ride sharing and public transit, we reduce traffic congestion.
- As Pitt improves bicycle and pedestrian conditions, everybody benefits.
Pitt currently commits resources that serve Neighborhood Enhancement

- Vast participation in, and routine engagement with numerous community-based organizations
- Direct financial support for certain organizations – many in Oakland
- Program management focused on neighborhood investment, neighbor relations, and community development
- Investment in the built environment

2. Enhance Pitt’s Impact on the Neighborhood

- Strengthen connections with the community for University related development projects
- Improve the built environment
- Support community-led strategies for neighborhood stabilization and housing affordability
- Increase Pitt’s commitment to sustainability

PITT HAS DOCUMENTED 48 COMMITMENTS AND STRATEGIES TO ACHIEVE THIS GOAL

3. Improve community access to Pitt program and facility resources

- Increase awareness of community access to Pitt facilities and programs and promote more accessibility
- Grow existing community programs, including programs for continuous student volunteering in local community groups
- Promote and create opportunities for “local” businesses and entrepreneurs
- Create the Hill District CEO to foster deeper, sustained community–University collaboration

PITT HAS DOCUMENTED 31 COMMITMENTS AND STRATEGIES TO ACHIEVE THIS GOAL

“What we heard . . .” – Neighborhood Enhancement

- Literacy
- Expand Community Action Teams (students, staff, faculty, community leadership)
- Commercialize and educate student scale of conduct
- Neighborhood stabilization
- Explore partnerships opportunities for revenue-acquired housing
- Activate first floor spaces with educational and cultural assets that benefit neighborhood and the University
- Eliminate housing strategy
- Create additional community access open spaces especially in the context of removing existing parking lots for development opportunities
- Support neighborhood revitalization, jobs, and opportunity
- University’s housing strategy should align with neighborhood housing strategy therefore joint planning is way forward from here
- University’s housing strategy should align with neighborhood housing strategy therefore joint planning is way forward from here
- Support meaningful relationships between students who live in upper floor and their neighborhood

3. Improve community access to Pitt program and facility resources

- Increase awareness of community access to Pitt facilities and programs and promote more accessibility
- Grow existing community programs, including programs for continuous student volunteering in local community groups
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PITT HAS DOCUMENTED 31 COMMITMENTS AND STRATEGIES TO ACHIEVE THIS GOAL

“What we heard . . .” – General

- Perspective images don’t reflect street changes. They will not be modified because they are “outofdate” and were secured from Pitt’s Master Plan. We will retain them properly
- Tie Pitt sustainability initiatives to the overall global climate change issue
- Add the O’Hara building (two Pitt owned) as a site within 1,2001 of BMI
- Add community (efforts from the 32-TOD EIS meeting into the separate
- Impact of new construction projects; University will deploy a robust communications strategy (e.g. diligence, measured and timely projects regarding construction activities and mitigating impacts
- Please communicate projects that have development priority (addressed earlier
- Monitoring effectiveness of new construction investment (previous renovation status)
- Expand upon the Pitt and the Oakland Innovation District
- There was dialogue with and presentation to Oakland community leaders
- Pitt’s campus is the conceptual expression for a community-oriented strategy for urban development and revitalization
- One building is nearing completion (Murdoch). Future development remains uncertain

1. Alleviate Pitt’s Impact on the Neighborhood

- Improve connections with the community
- Reduce litter
- Support greater enforcement
- Address parking and transportation concerns
- Support positive and respectful relationships between students and our neighbors

PITT HAS DOCUMENTED 33 COMMITMENTS AND STRATEGIES TO ACHIEVE THIS GOAL

“In Closing . . . .

- Pitt’s Continued Commitment to Community Engagement
- Seek community input and feedback on Pitt’s Long Term Oakland Campus Vision by developing opportunities to engage and partner with local stakeholders to identify project locations for potential new development
- Fully participate in City Planning, Oakland Neighborhood Planning Process, and other planning processes to help us identify opportunities
- For each campus development project that potentially impacts the adjacent neighborhood, develop a comprehensive community relations plan and include the project details and objectives
- Enlist community stakeholders to help shape the overall planning and development strategies and materials
- Enlist a process for communicating outcomes and performance for targeted strategies and materials

THANK YOU!
Questions/Comments
## A15.0 ZONING CODE LOOKUP TABLE

### A15.1 Zoning Code Lookup Table

<table>
<thead>
<tr>
<th>Zoning Code Requirement</th>
<th>IMP Best Practices Guide Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>Planning Horizon</td>
<td>None</td>
</tr>
<tr>
<td>Mission and Objectives</td>
<td>1.1 Mission and Objectives</td>
</tr>
<tr>
<td></td>
<td>4. Long-Term Vision and Growth</td>
</tr>
<tr>
<td></td>
<td>8. Neighborhood Enhancement Strategy</td>
</tr>
<tr>
<td>Existing Property and Uses</td>
<td>2.2 Existing Property and Uses</td>
</tr>
<tr>
<td>Needs of the Institution</td>
<td>3.2 Current and Future Needs for Facilities</td>
</tr>
<tr>
<td>Ten-Year Development Envelope</td>
<td>5.1 Proposed Development</td>
</tr>
<tr>
<td>Twenty-five Year Development Sites</td>
<td>4.1 Twenty-Five Year Development Sites</td>
</tr>
<tr>
<td>Transportation Management Plan</td>
<td>6. Mobility Plan</td>
</tr>
<tr>
<td>Environmental Protection Plan</td>
<td>7.2 Environmental Protection</td>
</tr>
<tr>
<td>Open Space and Pedestrian Circulation Plan</td>
<td>7.7 Open Spaces and Pedestrian Circulation</td>
</tr>
<tr>
<td>Urban Design Guidelines</td>
<td>5.3 Urban Design Guidelines</td>
</tr>
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<td>Neighborhood Protection Strategy</td>
<td>8. Neighborhood Enhancement Strategy</td>
</tr>
</tbody>
</table>
REFORESTATION STRATEGY: IMPLEMENT ECOLOGICAL SUCCESSION REFORESTATION

- **REPLACEMENT**
  - Shrub: alternate forest understory, including native shrubs.
  - Sensible: native shrubs and replanting with native understory vegetation.
- **ECOLOGICAL SUCCESSION**
  - Initial establishment:
    - Broadleaf woodland
    - Broadleaf forest
    - Broadleaf parkland
  - Intermediate stages:
    - Pionneer species
    - Intermediate species
    - Climax species
  - Maintenance and development:
    - Long-term forest development and maintenance

ECOLOGICAL SUCCESSION

- Forest stand development over time:
  - Initial establishment
  - Intermediate stages
  - Long-term development

SAMPLE CAUPEL-INCH EQUIVALENTS BASED ON ASSISTED REFORESTATION

- Climatic conditions
- Soil characteristics
- Site conditions

REFORESTATION PLANS

- Planning layers
  - Initial establishment
  - Intermediate stages
  - Long-term development

EXAMPLE OF NATURALIZED REFORESTATION

- GUY'S COVE

CITY REQUIREMENTS

- Tree replacement and revegetation:
  - Baseline inventory of existing trees
  - Replacement of urban trees

TREE REPLACEMENT AND REVEGETATION ALTERNATIVES

- Sample-funded by landowners
  - Identical replacement species
  - Replacement funded by property owner

REFORESTATION PROJECTS

- University of Pittsburgh
  - Multiple benefits
  - Improved air quality
  - Enhanced biodiversity
  - Increased soil health

PROJECT BENEFITS

- Reduction in urban heat island effect
- Improvement in air quality
- Enhanced biodiversity
- Increased soil health
- Reduction in stormwater runoff

REPLACEMENT TREES

- Species selection:
  - Broadleaf evergreen
  - Broadleaf deciduous
  - Coniferous

PLANTING LAYERS

- Initial establishment
  - Pionneer species
  - Intermediate species
  - Climax species

PLANNING LAYERS

- Initial establishment
  - Pionneer species
  - Intermediate species
  - Climax species

BENEFITS

- Urban heat island effect
- Air quality
- Biodiversity
- Soil health
- Stormwater runoff
The credits proposed will be based on the following:

- *Ecological Credits*: Credits associated with the ecological benefits of the project, such as carbon sequestration, biodiversity enhancement, and water quality improvement.
- *Debits*: Debts associated with the project, such as removal of invasive species or destruction of habitat.

The credits and debits will be calculated using the following formula:

\[
\text{Credits} = \text{ECOLOGICAL CANOPY + UNDERSTORY LAYERS} + \frac{1}{2} \text{CALIPER INCHES} \times \text{SQ. FT.} 
\]

The debits will be calculated as follows:

\[
\text{Debits} = \text{STEMS} + \text{TREES} + \text{GRASSES} + \text{NATIVE PERENNIAL SEEDLINGS} 
\]

The sample reforestation area is defined as follows:

- *Private Property*: The area within the boundaries of the private property, excluding public areas.
- *City Property*: The area within the boundaries of the city, excluding private property.
- *State Property*: The area within the boundaries of the state, excluding city and private property.
- *Mitigation Bank*: The area designated for the mitigation of credits and debits.

The sequence of the project is as follows:

1. **Preparation**: Setting aside the necessary funds to cover the expected costs of the project.
2. **Mitigation**: Calculating and applying the credits and debits to the project.
3. **Monitoring**: Monitoring the project to ensure that the credits and debits are accurately calculated and applied.

The project timeline is as follows:

- **3/3/2020**: The project starts and the necessary funds are set aside.
- **3/30/2020**: The credits and debits are calculated and applied to the project.
- **4/30/2020**: The project is monitored to ensure accurate calculations.

The project outcomes are as follows:

- **3/3/2020**: The necessary funds are set aside.
- **3/30/2020**: The credits and debits are calculated and applied.
- **4/30/2020**: The project is monitored to ensure accurate calculations.

The project costs are as follows:

- **3/3/2020**: The necessary funds are set aside.
- **3/30/2020**: The credits and debits are calculated and applied.
- **4/30/2020**: The project is monitored to ensure accurate calculations.

The project timeline and outcomes are summarized in the following table:

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The project timeline and outcomes are visualized in the following diagrams:

- **Diagram 1**: A visual representation of the project timeline and outcomes.
- **Diagram 2**: A visual representation of the project timeline and outcomes.
- **Diagram 3**: A visual representation of the project timeline and outcomes.

The project timeline and outcomes are summarized in the following tables:

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