Building the Future

INSTITUTIONAL MASTER PLAN | 2021

SUBMISSION FOR PLANNING COMMISSION REVIEW - FEBRUARY 2021
18,785 Undergraduate students
8,225 Graduates/Prof Practice students
5,865 Faculty/Research
7,394 Staff
7,851 Beds of Student Housing
(Fall 2018)
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Preface (pages ix-xi)

Captured and synthesized input from the various constituencies into a flexible framework to guide campus development

The IMP includes multiple development options and broad parameters that are sensitive to their context, yet allow for flexibility

The University will engage the community through the Project Development Plan process as these sites are developed balancing the flexibility of the development sites with the accountability to a public process as those specific development details are known
From the Institution Mission (1.1.2, 1.1.3; pages 4-5):
Educate diverse students
Expand boundaries of knowledge
Enrich quality of life

From Pitt’s Strategic Plan Goals:
Advance educational knowledge
Engage in research of impact
Strengthen communities
Promote diversity and inclusion
Embrace the world
Build foundational strength

IMP Goals:
Provide for flexible growth
Support the student experience
Identify opportunities for neighborhood enhancement
Campus Planning Context (1.3.2, 1.3.3; pages 8-9):
Previous IMP/IMP Updates 2003, 2008, 2010
University Planning Initiatives including:
Student Housing
Sustainability
Athletics
Dining

Neighborhood Planning Context:
### IMP Department of City Planning (DCP) Meetings:

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<th>Date</th>
<th>Event Description</th>
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<tr>
<td>December 20, 2018</td>
<td>City Workshop: Performance Target Meeting #1</td>
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<td>February 22, 2019</td>
<td>City Workshop: Performance Target Meeting #2</td>
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<td>City Workshop: Performance Target Meeting #3</td>
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### IMP Public Meetings:

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<td>January 2019</td>
<td>Micro Meetings with Key Community Stakeholders</td>
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<td>February 11, 2019</td>
<td>Public Meeting #1: Introduction of IMP Process to Community</td>
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<td>March 11, 2019</td>
<td>Public Meeting #2: Neighborhood Enhancement Workshop</td>
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<td>March - April 2019</td>
<td>Neighborhood Meetings: Bellefield Area Citizens Association, South Oakland Neighborhood Group, Oakland Place Neighborhood Group, West Oakland Neighborhood Council</td>
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<td>April 11, 2019</td>
<td>Innovation District Public Meeting</td>
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<td>April 18, 2019</td>
<td>Public Meeting #3: Transportation &amp; Mobility</td>
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<td>May 2, 2019</td>
<td>Public Meeting #4: Neighborhood Enhancement Strategies</td>
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<td>May 22, 2019</td>
<td>Public Meeting #5: Urban Design Guidelines</td>
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<td>June 10, 2019</td>
<td>Public Meeting #6: Final IMP Document Presentation</td>
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<td>October 29, 2019</td>
<td>Public Meeting #7: Oakland Registered Community Organization (RCO) IMP Public Meeting</td>
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<td>November 18, 2019</td>
<td>Public Meeting #8: Hill District/Oakland City Neighborhood, Planning Development Activities Meeting for the IMP</td>
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</table>
**1. Introduction**

- Mission and Objectives
- Requirements
- Planning Context

**Overview of Pitt**

- 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 defeated polio, 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/Time 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:
  - Stabilized the ship
  - Significantly enhance Pitt's academic standing
  - More cautious of partnerships
  - Left a fabulous foundation for the future

- 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

**Previous IMPs**

- 2003:
  - East Campus District Update
  - West End District Update

- 2008:
  - Schenley Park/Museum District
  - East Campus District
  - Hilltop District Update

- 2010:
  - Mid Campus District Update
  - Lower Campus District
  - West Hilltop District

**Economic Impact**

- Top 10 Industries Supported by the University of Pittsburgh in terms of Total Economic Output, 2012

**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 2016 - Strategic Plan update with community members
  - November 2016 - The Plan for Pitt published, meetings held with faculty, staff, and students

**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
Process (A8.2; page A181)
Pitt IMP City Workshop 1  
December 20, 2018

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.
Existing Uses
(2.2.3; page 47)
Zoning Overlay to 10-year Plan

(2.2.2B; page 34)
The University is planning for an average growth of 5% - 10% over the next 10 years. A few select undergraduate and/or graduate/professional programs may see greater increases.

Accommodate projected growth by adding to student housing campus-wide and upgrading existing housing stock: including affordable and quality options, encouraging more students to live on campus.

Anticipating a net of 775 new beds – 2400 new beds needed with 1,625 beds taken out of existing inventory.
Mobility

*Manage parking across a 10-year horizon that results in no net new parking on campus (i.e., after 10 years the inventory of parking now should look like the parking inventory then)

Decrease single-occupancy vehicle travel to and from campus

Increase modes of biking and transit to and from campus

Promote and enhance partnerships in transit-oriented modes (shuttle systems, Port Authority, etc.)

TIS shows conditions after 10 years (assuming full build-out) does not substantively change the peak-hour levels of service of key intersections on /around campus (see maps next page)
Campus Bike Facilities
(6.1.3; pages 284-285)
Future Traffic Analysis
(6.3.1B; pages 318-321)

2029 No-Build Peak-Hour Level of Service

2029 Full-Build Peak-Hour Level of Service
Infrastructure (7.1 – 7.7; pages 328 – 429)

Sustainability
Resiliency
Environmental Protection
Tree Preservation and Tree Canopy
Public Area Enhancements
Energy
Stormwater Management
Green Buildings and Waste Management/Water Conservation
Open Spaces & Pedestrian Circulation/Accessibility
Sustainability

Green Buildings and Waste Management/Water Conservation

7.1 Environmental & Sustainability Goals

Energy

Goals (7.1, 7.6, 7.3):

Reduce GHG emission by travel to 50% below SPC’s 2013 Oakland baseline
LEED/WELL building certifications and program EUI/WUI to goals

Expand composting to 50% by 2025

Reduce landfill waste by 25% from 2017 levels

Achieve Water Usage Intensity 50% below the district average

Procure/Produce 50% of energy from renewables

Achieve Energy Use Intensity 50% below national average
Mine grouting & deep foundations in mined areas

Retaining slope & stability with vegetated structural support

Protecting landslide-prone areas

Environmental Strategies for Protection (7.2; pages 346-347)
Existing Tree Canopy Coverage = 16.8% (29.95 Ac)
Proposed Increase = 4% (1.20 Ac)

*Track goal by Entire 10-year plan
Not site by site
Invasive Species (7.2.4; pages 356-357)
Reforestation: Tree Replacement and Slope Revegetation (7.2.4; page 362)

• The University intends to establish a mechanism to allow flexibility in complying with the City Code requirements for tree replacement and slope revegetation. Potential mechanisms include:
  • “Equivalent Credit” in lieu of tree caliper as an acceptable alternative compliance approach
  • The University will work with the City to identify appropriate areas for tree mitigation, such as areas that are deficient or that can address urban heat island
  • Creation of a “Tree Mitigation Bank” as an acceptable alternative to paying into the City’s tree fund for on-site tree deficits
Strategies for Low Impact Development:

- Reduce/Replace impervious surfaces
- Construct green roofs
- Rain Gardens & Bioswales
- Cisterns for water reclamation and re-use
- Subsurface infiltration/Detention tanks
- Porous paving

Stormwater Management (7.4; pages 380-413)
**Stormwater Management (7.4.3; page 400)**

*Track goal by Entire 10-year plan (sites in aggregate) and includes non–IMP storm water improvements*

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<tr>
<th>TEN-YEAR DEVELOPMENT SITES</th>
<th>Subsurface Infiltration</th>
<th>Biocells</th>
<th>Rain Garden</th>
<th>Cistern/Water Reuse</th>
<th>Green Roof</th>
<th>Porous Pavement/Pavers</th>
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Open Spaces & Pedestrian Circulation/Accessibility
Public Area Enhancements (7.7, 7.7.2, 7.2.6)

Improve public areas through creation of: greenways, streetscape improvements, programmed outdoor spaces (example, recently opened Bigelow Blvd)

Define public and open spaces contextually to the environment. Create wider sidewalks

Improve connectivity between spaces and create a variety of open spaces

Create Public Realm Plans for congested IMP development areas to improve the streetscape
Accessibility Improvements (7.7.2; pages 428-429)
Neighborhood Enhancement Strategy (8.2; page 433)

Pitt Roles:

Collaborator and Convener
Routine dialogue with, and participation in community organizations and efforts to bring together stakeholders for project specific initiatives.

Direct Contributor
Strategic deployment of funding for community-based programs and volunteer support for neighborhood enhancement projects

Investor
Projects that serve University and community goals, such as Bigelow Boulevard, and intersection improvements

Catalyst and Enabler
Implementing urban design standard, distinctive architecture, and implementing strategic housing / mixed-use development
Neighborhood Enhancement Strategy (8.2; page 435)

1. ALLEVIATE PITT’S IMPACT ON THE NEIGHBORHOOD
   - Improve connections with the community
   - Reduce litter
   - Support positive and respectful relationships between students and our neighbors
   - Address parking and transportation concerns

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

3. IMPROVE COMMUNITY ACCESS TO PITT PROGRAM AND FACILITY RESOURCES
   - Increase awareness 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 continuous student volunteering in local community groups.
   - Establish ways to make Pitt facilities more accessible
   - Create the Hill District CEC to foster deep, sustained community-University collaboration
Long-Term Vision and Growth – 25 Year Sites. Uses & Max Floor Area

IMP TWENTY-FIVE YEAR DEVELOPMENT SITES

- Twenty-five Year Development Sites
- Ten Year Development Sites
- IMP Boundary / Districts
- Pitt Buildings
- Other Buildings

Legend for the Map:
- 5K, 5J, 4A, 7E, 7D, 5E, 5G, 5H, 6A, 6B, 6F, 6G

Map showing various development sites with labels and designations.