



Oakland Plan

STEERING COMMITTEE – MEETING 4

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Department of City Planning

January 2020



Today

Time	Activity
5:00-5:20 p.m.	Review Public Engagement Plan (20 min)
5:20-5:30 p.m.	Introduction to Plan Components (10 min)
5:30-6:30 p.m.	Review Relevant Plans (60 min)
6:30-6:50 p.m.	Group Activity: Challenges Over the Next Decade (20 min)
6:50-7:00 p.m.	Homework for February's Meeting (10 min)

Where We've Been & Are Going

- **Meeting 1 (October)** – Introduction to the planning process, role and charter for the Steering Committee, introduction of homework assignments and the first assignment to think about existing opportunities to engage the group you represent between meetings.
- **Meeting 2 (November)** – Introduction to the Public Engagement Plan (PEP), goals for engagement, preferred tools and how best to use them. Homework focused on identifying your communication channels.
- **Meeting 3 (December)** – Review draft PEP materials, group activity focused on engaging hard to reach parts of the community, additional equity efforts. Homework was to review full draft PEP.

Where We've Been & Are Going

- **Meeting 4 (January)** – Tonight!
- **Meeting 5 (February)** – Continue/complete the drafting of a vision statement. Start goal creation process by reviewing existing conditions data.
- **Meeting 6 (March)** – Continue/complete the drafting of goals for each plan chapter. Prepare for public events.
- **Meeting 7 / Public Events (April)** – Block party events to engage the broader community, review of input on vision and goals. Prepare for first Action Team meetings. Need partners to make these successful!
- **Then...** Action Teams start meeting in May. Steering Committee transitions to review role and discussing overarching issues like governance and funding/resources.



Public Engagement Plan

Public Engagement Plan



NOTES AND DEFINITIONS

- **Steering Committee:** A group of 20-30 representatives of a broad range of interests in the community. This group guides the planning process, with members also expected to join Action Teams.
- **Action Teams:** Topic-focused groups that spend a year developing projects and programs. These groups are open to all interested community members and stakeholders.
- **Community Events:** Through the planning process, there will be multiple general and topic-based public events such as block parties, workshops and open houses that will allow more casual involvement.
- **Online Opportunities:** For those unable to make in-person events, the materials will be posted online with ways to provide input.

Public Engagement Plan

Diversity, Equity, & Inclusion

This project will prioritize diversity, equity, and inclusion in all aspects of the process. The City's Public Engagement Guide asks planners to develop activities that engage those who have traditionally been harder to reach, and therefore, are at risk of being left out. They are distinguished by characteristics including: race, income, immigration, religion, nonconforming gender, ability, access to housing, language, age (e.g. youths and the elderly), and employment status.

The project team will establish statistics about hard to reach communities in Oakland, and use surveys for all in-person & online activities to gauge engagement success, correcting where gaps are identified. Equity assessments, though not clearly within the realm of public engagement, will be utilized to analyze the potential outcomes of proposals and ensure they are consistent with City goals.

Note: The project team will survey attendees to all events to understand whether they are part of a hard to reach group. The Project Team will compare engagement to the demographics of Oakland and create further, targeted engagements as needed to reach under-represented groups. Equity assessments will review this work in addition to analyzing proposals that come out of the planning process for potential impacts to disadvantaged groups and make recommendations where about how to improve proposals to further goals of overcoming inequity.

Public Engagement Plan

Decision Making Process

The City's Planning Commission is the decision making authority for the project. The final Oakland Plan will be presented to the City Planning Commission to vote on for adoption. The document reviewed by the City Planning Commission will be co-created with the Steering Committee, Action Teams and other community partners through the various public meetings of this planning process.

The public can attend the briefing and hearing before Planning Commission to hear discussion, and provide testimony in writing and verbally. Testimony, including letters of support, can be submitted to the Planning Commission up until the day before the Planning Commission hearing and will be shared with the Commissioners and kept on file. The public will be informed of final decisions through social media, the project website, and press releases.

Note: This section (pg. 6) is related to the Steering Committee charter outlined in Meeting #1 which states that the Steering Committee is a guiding body, not a deciding body. The Steering Committee charter can be found on the project website. The project team will periodically review the Public Engagement Plan with the Planning Commission.

Public Engagement Plan

Public Engagement Principles

In collaboration with the Oakland Plan Steering Committee, the following engagement goals were developed to guide all public engagement activities throughout the planning process:

1. **Support equity and understanding** through honest, genuine conversation by prioritizing inclusiveness and diversity.
2. **Ensure transparency** to build accountability and demonstrate ethics.
3. **Inspire optimism** through creative and unique collaborations that visualize a better future.
4. **Foster community** to build relationships and identify common ground. Define community when shaping engagements.

This process will seek to engage the public through the Steering Committee, Action Teams, traditional public meetings, and third space engagements such as pop up events, tables at street fairs, demonstration projects with live feedback on key streets, and so on. Considering the IAP2 Spectrum, these different engagements should achieve a variety of participation levels from inform to collaborate, with some empowerment being considered at the Action Team and Steering Committee levels.

All Oakland Plan engagements will seek to include the full diversity of those living, working, and studying in Oakland. To this end, the Oakland Plan project website will include a “Diversity, Equity, and Inclusion” page that includes the City’s commitment to equity and statistics about diversity in Oakland. This will be supplemented by the results of all online and in-person engagement activities, which will universally include anonymous surveys to track who is being included. This will allow the project team to make course corrections as gaps are identified between who makes up Oakland and who we’re engaging.

Note: The Steering Committee advised that engagements should be optimistic, conversational, varied, interactive, creative, & audience-specific (pg. 7).

Public Engagement Plan

Action Teams

Action Teams are work groups that develop the proposals for each chapter of the plan: Community, Development, Mobility, and Infrastructure. They are led by relevant public agency staff and a member of the Steering Committee with expertise on that topic. Action Team meetings are open to the public and any interested stakeholder is welcome to attend. It's important that those involved with Action Teams plan on attending the monthly meetings for the full year the Action Team meets. This allows the participant to help identify the issues to address as well as the solutions. Additional members include government agencies and topic-focused non-profits with expertise on the topic.

Action Teams are expected to:

- Work to realize the Vision Statement and Goals developed by the Steering Committee.
- Direct or conduct research and public engagement events to fully understand topics.
- Draft proposed actions for the plan and identify resources needed to implement them.
- Present draft actions to the Steering Committee and incorporate their feedback.
- Present proposals to the general public and incorporate their feedback.
- Finalize the policies, projects, programs, and partnerships as part of the drafting of the plan.

Each Action Team will lead public engagement activities to support and inform the creation of proposals for the Oakland Plan. These Action Teams will be formed in spring 2020. During the creation of this document, the project team asked the Steering Committee to use their knowledge of Oakland to design activities that would be successful at reaching hard-to-reach members of the community. Themes from this work are presented below for use by the project team in developing Action Team engagements.

Note: Strategies for engaging hard-to-reach groups are outlined below this section (pgs. 8-9). These will inform the creation of Action Teams in May 2020.

Public Engagement Plan

1/2 Intended Engagement Program For The Oakland Plan: Before and After Action Teams										
What	Level	Led by	Frequency	Dates	Description	Tools	Location	Resources	Target Audience	
Fifth/Forbes Urban Design Workshop	Involve	Department of City Planning	One event	6/27/19	Introduce urban design concepts, a potential regulatory tool (Interim Planning Overlay District) being considered for the Fifth and Forbes Ave corridor, and the Oakland Plan process.	Open House: Place It!, dot activity, posters	Hosted in Central Oakland at Soldiers & Sailors Memorial Hall	Staff, interns, poster materials, Place It! materials for building, light snacks, meeting space	Oakland residents, employees, business owners, property owners, etc.	
Planning Education Series	Consult	Department of City Planning	One event per topic, four events total	7/25/19 8/6/19 8/14/19 8/21/19	Introduce some of the key topics that will be covered by the plan to the Oakland community in a fun and low stress environment before planning begins.	Presentation, Q&A	Each held at a different location in Oakland	Staff, presentations, dinner from local restaurants, meeting space, surveys, informational materials	All members of the Oakland community as well as interested Pittsburghers outside Oakland.	
Steering Committee	Collaborate	Department of City Planning	Every month	Starting Oct 2019, for two years	Group composed of up to 35 representatives from a variety of organizations likely to be impacted by the plan.	Advisory group, workshops, discussion tables, visioning exercises	Held at Oakland Career Center, central to attendees	Staff, presentation, handouts, surveys, light snacks, meeting space, exercise materials as needed	Steering Committee members	
Office/Coffee Hours	Consult	Department of City Planning	Every month & as needed	Starting Feb. 2020, continue through process	The Project Team and Action Team Leaders will sit in public spaces such as coffee shops periodically to answer questions from any members of the public how might want to converse.	Office/Coffee Hour, open-ended discussion, information sharing	Variable: coffee shops, university centers, community meeting spaces	Staff, handouts, surveys	All members of the Oakland community as well as any interested Pittsburghers	
Block Parties: Challenges, Vision, Goals	Consult	Full project team	One event per subarea, four total	April 2020	Introduce planning process and review existing conditions data as well as draft vision statement and goals by chapter from the Steering Committee. Provide input to shape these product.	Block party, dot exercise, pop-up exercise, visual preference survey, visioning exercise	(1) South Oakland, (2) Central Oakland, (3) North Oakland, (4) West Oakland	Staff, posters, exercise materials, food, SC members to help lead/facilitate, music, games	Oakland residents, employees, business owners, property owners, etc.	
Block Parties: Draft Proposals/Plan	Consult	Full project team	One event per subarea, four total	April 2021	Review proposals from the Action Teams, provide additional input, <u>confirm</u> priorities.	Block party, dot exercise, pop-up exercise, visual preference survey, visioning exercise	(1) South Oakland, (2) Central Oakland, (3) North Oakland, (4) West Oakland	Staff, posters, exercise materials, food, SC members to help lead/facilitate, music, games	Oakland residents, employees, business owners, property owners, etc.	
Planning Commission Briefing	Inform	Department of City Planning	One event	June 2021	Present plan overview, highlight the role of public engagement, community priorities, adoption process.	Public Presentation, Q&A	Hearing Room at 412 Blvd of the Allies	Staff, presentations, letters of support	All interested members of the public.	
Planning Commission Hearing	Inform/Consult	Department of City Planning	One event	July 2021	Recover previous presentation, discuss edits to the document, testimony, <u>vote</u> to adopt the plan formally.	Public Hearing, Testimony, Q&A	Hearing Room at 412 Blvd of the Allies	Staff presentations, letters of support and other testimony	All interested members of the public.	

Note: At a neighborhood-wide level (pg. 10), engagements will be fun & informative.

Public Engagement Plan

2/2 Intended Engagement Program For The Oakland Plan: Action Teams									
What	Level	Led By	Frequency	Dates	Description	Tools	Location	Resources	Target Audience
Action Team: Community	Collaborate	Steering Committee member, Department of City Planning	Every month	Starting May 2019, for one year	Group open to all interested members of the public to develop proposals to meet the needs of residents, employees, students, and stakeholders.	Storytelling, visioning exercise, community workshop, meeting in a box, demonstration projects, pop-up exercise, information kiosks	To be determined	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.
Action Team: Development	Collaborate	Steering Committee member, Department of City Planning, Urban Redevelopment Authority	Every month	Starting May 2019, for one year	Group open to all interested members of the public to develop proposals to maximize the benefits of new development for the community.	Community mapping, community walk shops, storytelling workshop, charrette, visual preference survey, focus group, advisory groups, office / coffee hour, one-on-one meetings	To be determined	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.
Action Team: Mobility	Collaborate	Steering Committee member, Department of Mobility and Infrastructure, Port Authority of Allegheny County	Every month	Starting May 2019, for one year	Group open to all interested members of the public to develop proposals to make it easier, safer, and healthier for people to get around.	Open house, workshops, website/blog + survey, pop-up exercise + information kiosks, dot activity/visual preference survey, problem tree analysis, card storming	To be determined	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.
Action Team: Infrastructure	Collaborate	Steering Committee member, Green Building Alliance, Department of City Planning, Pittsburgh Water and Sewer Authority	Every month	Starting May 2019, for one year	Group open to all interested members of the public to develop proposals to nourish the neighborhood through new energy, stormwater, and open space systems.	Community walk shops, stakeholder mapping, community mapping, information kiosks, visioning exercise, open house, focus	To be determined	Staff, others to be identified	All interested members of the public and topic experts able to attend monthly meetings for one year.

Note: Topic specific engagements (pg. 11), will be detailed and discussion-based.

Public Engagement Plan

How Steering Committee Members Communicate

Members of the Oakland Plan Steering Committee are committed to periodically updating their organizations with updates on the Steering Committee process and general planning process. Each Steering Committee member was asked to share with the Department of City Planning their intended approach to communications. Highlights from these responses are shown below:

- Members advertise events at varying intervals; however, all Steering Committee members agree to advertise community meetings, action team meetings, public unveiling and commission meetings at least 2 weeks ahead of time.
- All business and employers on the Steering Committee will share planning information with both their administrators and their employers.
- All Steering Committee members will seek to engage hard-to-reach audiences and engage specialized staff in this endeavor where available.
- Notes on Audiences Reached: Oakland residents are reached by many sources, including: community orgs., neighborhood assoc., public agencies, elected officials, and some major institutions. Some Neighborhood Associations do not identify students or renters as target audiences; additional/more direct outreach by the Project Team to these groups.
- Notes on Methods Used: Door knocking will be limited to respect the privacy and space of Oakland residents. Flyer distribution will be limited as well in order to advance sustainability efforts. Not all neighborhood associations use social media. City will complement as needed.

Note: SC members all communicate differently but will assist in reaching broad audiences (pg. 15).

Public Engagement Plan

Public Involvement Feedback Loop

After all engagements, meeting notes will be uploaded to the City website. All surveys and worksheets collected at public meetings will be summarized on the project website with full anonymized responses/input also provided. A standard evaluation form will be used at the end of each engagement to allow the project team to gauge the success of the engagement approach and make approaches with future activities.

Steering Committee members will share how input is used with their organizations. Further, they will continue to seek feedback from their organizations on subjects of public meetings and Action Teams to reach audiences that may not be able to attend more formal meetings.

Public Involvement Evaluation & Monitoring of Success

Each engagement will be evaluated and the process will be adapted accordingly. The following resources will be used from the Pittsburgh Public Engagement Guide: Engagement Log (pg. 66), Engagement Report (pg. 67). In addition to the production of these reports, City Planning is partnering with the Office of Equity to establish a program of Equity Assessments that will be piloted in 2020 with planning projects including this one. Equity Assessments will allow processes like this to have third party experts review our collective work and make recommendations for improvements to better overcome inequities. While this program is in early development, it is expected to utilize knowledge from past efforts in Pittsburgh, input from advocacy groups, and best practices from other cities.

Further, Planning Commission's review of this Public Engagement Plan at regular intervals until adoption of the final plan will ensure regular external evaluation and monitoring of success.

Note: Engagement log and engagement reports could be found on pgs. 17-19.

Public Engagement Plan

Temperature check: Are you comfortable with the project team moving forward with this Public Engagement Plan?

- Do you have changes you'd like to see happen to make you comfortable with the plan?
- What should we continue to observe and amend as we move forward using this plan?
- Any other questions or comments?

Please Note

The following slides were not covered at Steering Committee #4 to allow time for a discussion about inclusion in the planning process.

The slides are included for transparency and will be covered in some form at future meetings.

Not Presented

Introduction to Plan Components



Transition to Visualize Stage

"The Visualize stage involves studying the neighborhood's Existing Conditions data, using that information to identify issues for the plan to address, establishing a shared vision for what the neighborhood wants to become, and writing goals for each chapter of the plan that Action Teams will use to create policies and actions." (Neighborhood Plan Guide, pg. 12)



Plan Components

Vision Statement

Provides a shared description of what the neighborhood will be in 10 years if the plan is successful. Good vision statements succinctly capture a diverse array of topics and objectives while exciting the reader about the future.

Plan Components

Example: Manchester-Chateau Plan

An aerial photograph of a historic city neighborhood, likely Manchester-Chateau, showing dense, multi-story brick buildings. A large, semi-transparent red rectangular box is overlaid in the center of the image, containing white text. In the top left corner of the image, there is a dark grey rectangular box with the text 'PLAN VISION' in white. At the bottom left of the image, there is a red horizontal bar with the number '24' and the text 'VISION AND GOALS' in white.

PLAN VISION

Manchester-Chateau is a historic neighborhood built on the values of its community members, where neighbors come together to protect its integrity and secure the future for generations to come.

Plan Components

Goals

Long-term outcomes the plan will achieve by implementing programs, policies, and projects. They should be aspirational and express the neighborhood's collective desires and values for each chapter of the plan.

Goals should not convey specific quantitative outcomes (e.g., a 25% reduction in single occupancy vehicle trips), but may use more sweeping language that is associated with a number (e.g., no traffic fatalities).

Plan Components

Example: Manchester-Chateau Plan

COMMUNITY

GOAL 3: INCREASE ACCESS TO HEALTHY FOOD AND COMMUNITY SUPPORT SERVICES.

There are several factors within the Manchester-Chateau neighborhood that can help residents lead healthy lifestyles. Food access, as outlined on the previous pages, continues to be a challenge for some residents in the neighborhood. The most effective outcome for residents in the neighborhood is to promote infill residential development, which can ultimately provide the market demand for a grocery store. Infill development will also support the market demand for other health-related land uses in the neighborhood, including doctor's offices.

Recommended Action Steps Include:

- » Conduct a market feasibility assessment for a healthy corner store or grocery store in the neighborhood.
- » Create an educational program to encourage home gardening and use of the Vacant Lot Toolkit.
- » Create a yard-share program.
- » Create a program for mobile screenings and check-ups, including dental and eye care.
- » Host a Health Wellness Day annual event.



Plan Components

Policies

Set a preferred direction and describe what must be done to achieve the goals. They are specific enough to help determine whether a proposed project or program would advance the values expressed in the goals.

Plan Components

Actions

- **Programs:** A set of activities that seek to realize a particular long-term aim. A program may be one component of a project, but generally, programs are longer, more complex undertakings.
- **Projects:** Discrete actions that a list of implementation partners can undertake and complete. As with programs, a small number of lead implementers are identified to push the effort forward, a rough cost to implement is prepared, and a rough timeline is established for when the work should start.
- **Partnerships:** Commitments by organizations to work together to advance an outcome. They may be listed separately from projects or programs if there is call for better coordination and collaboration between organizations around a specific topic generally.

Plan Components

Example Framework from the Neighborhood Plan Guide

- Vision: The neighborhood is a model for sustainable and equitable development with active commercial main streets filled with businesses, restaurants, cafes, and shops owned and operated by our diverse residents and heated by district energy. Innovative housing programs and amenities ensure that everyone has a place here, particularly families.
- Goal: Multi-Generational Neighborhood. Amenities and infrastructure ensure that residents of all ages and abilities feel safe, happy, and fulfilled.
- Policy: Infrastructure for All. Ensure that sidewalks, street crossings, paths, and park equipment serve the needs of users of all ages and abilities.
- Project: Release Request for Solutions for vendors to provide exercise equipment for all ages and abilities. Select most popular options and install in the community park. (Timeline, Resources, and Implementer)

Not Presented

Review Relevant Plans



Relevant Plans

Citywide

- Open Space, Preserve PGH (2013)
- Roadmap for Inclusive Innovation (2014)
- Welcoming Pittsburgh (2015)
- P4 Initiative (2015, 2018)
- Affordable Housing Task Force Report (2016)
- All-In Pittsburgh (2016)
- Urban Forest Master Plan (2016)
- Citywide Green First Plan (2016)
- Complete Streets Policy (2016)
- ONEPGH Resilience Strategy (2017)
- Climate Action Plan (2018)
- Pittsburgh Steps Plan (2018)

Oakland

- Future of Oakland (2003)
- Innovation Oakland (2012)
- Oakland 2025 (2014)
- Institutional Master Plans (IMPs)

Open Space PGH

Part of the PLANPGH program to optimize the use of Pittsburgh's vacant, green, and recreational spaces, and overcoming the fragmented public and private ownership of these spaces.

Open space: parks, hillsides, river corridors, vacant lots, undevelopable parcels, street medians, and community gardens.

In addition to traditional leisure, public health, and environmental benefits, studies show that Pittsburgh's open spaces have a \$2 billion economic value, most of which are to property owners who benefit from access to these spaces.

Open Space PGH

A four phase 2.5 year process ended in March 2013. Community visioning and the results of a Needs Assessment and Suitability Analysis were used by a Management Committee and Green Ribbon Committee to establish a policy framework and specific actions.

The proposals anticipated a 2035 population that added ~30,000 residents. Recent trends of population loss, growth, and the age and needs of residents suggest that the open space system needs to be updated to meet changing needs.

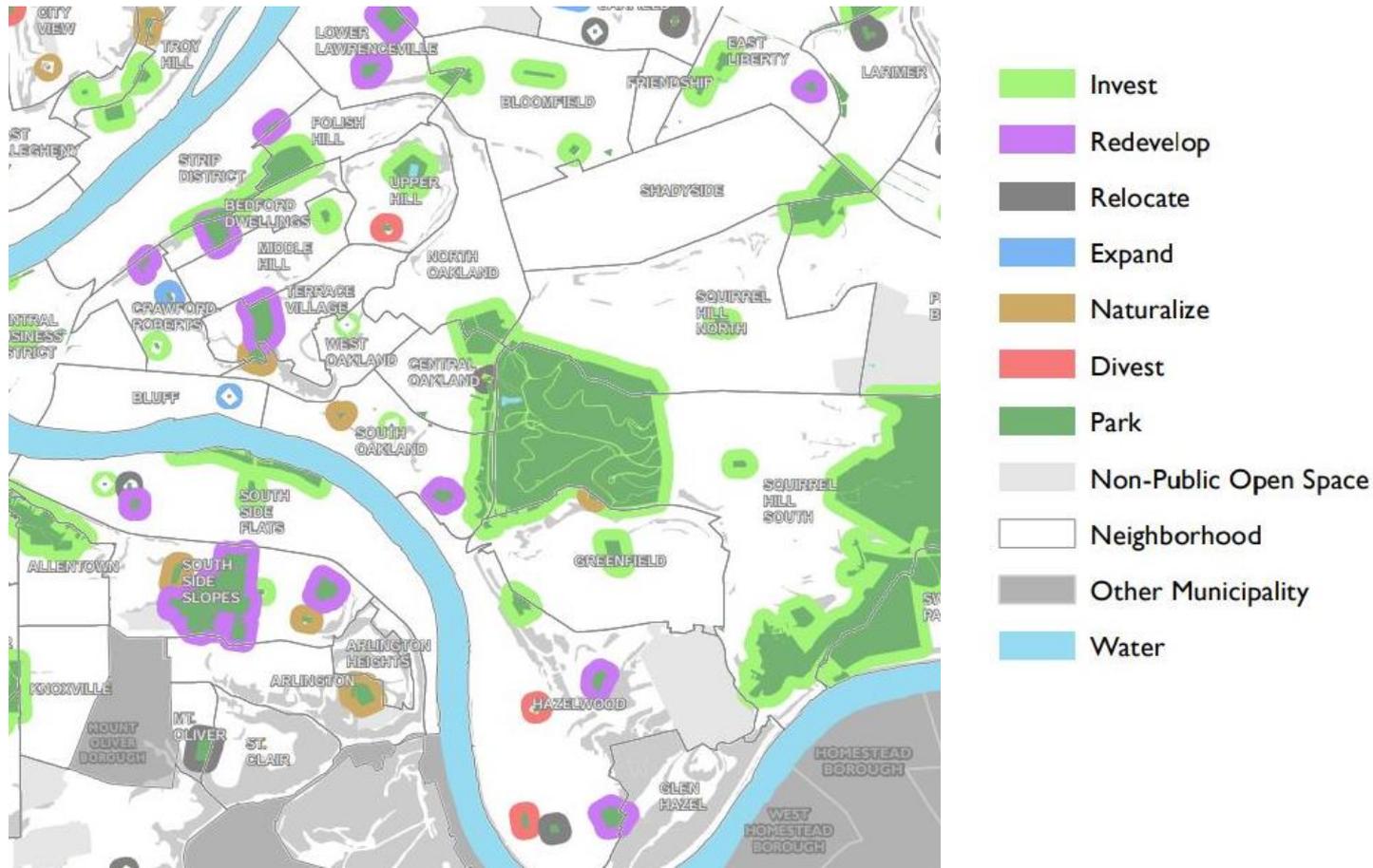
Open Space PGH

Recommendations fall into five goals:

- Transition the right size and mix of opportunities and resources.
- Integrate natural areas into the system.
- Activate people and places according to their changing needs and desires.
- Steward the system with greater innovation and cooperation.
- Document progress.

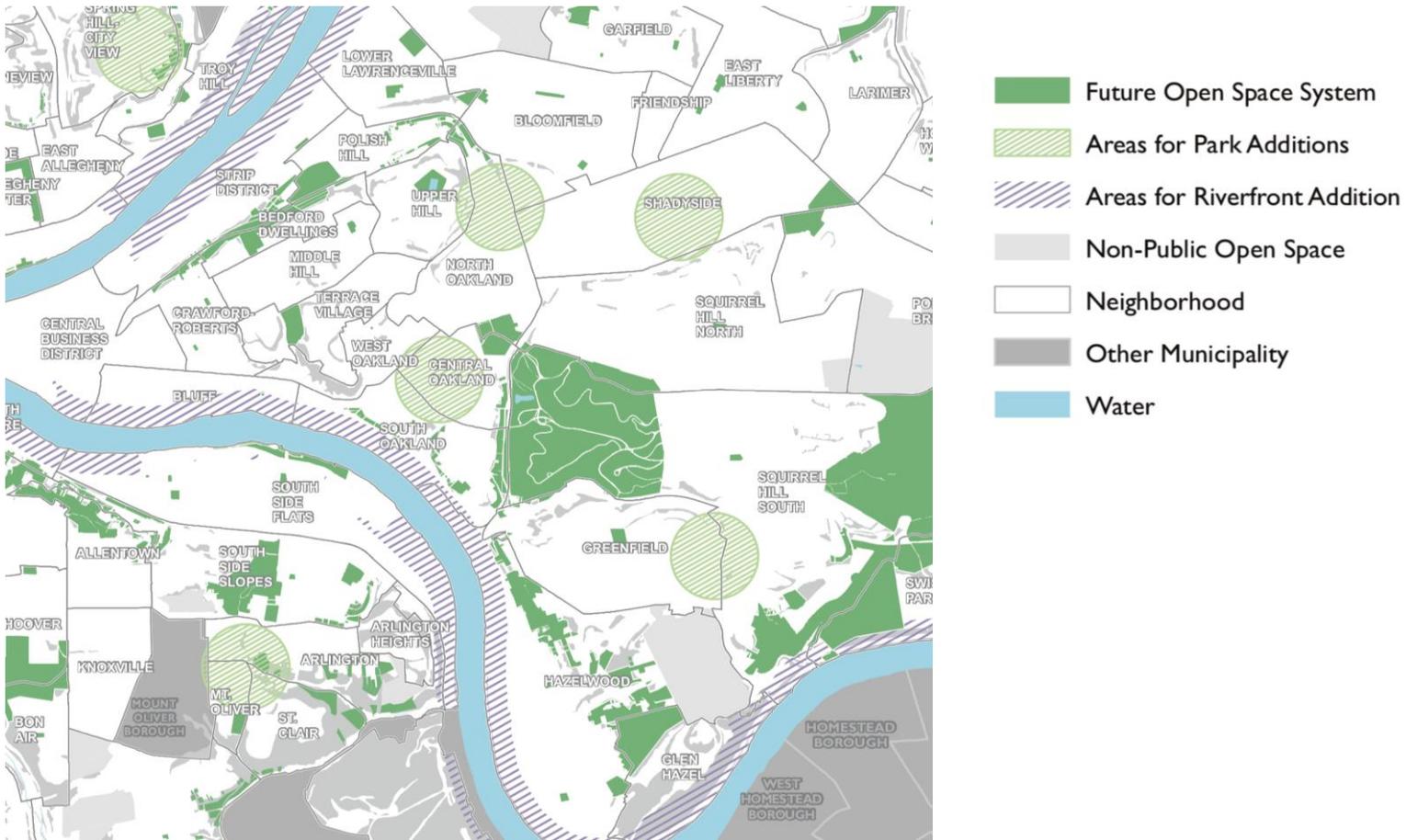
Open Space PGH

Transition recommendations map



Open Space PGH

Recommendations for the future system



Open Space PGH

Opportunities at the neighborhood scale:

Update and confirm recommendations for Oakland related to transitioning existing open spaces and creating new ones.

Use new data to predict Oakland's future needs for open spaces and functions.

Develop new regulatory tools and collaborations to provide new privately owned public spaces.

Preserve PGH

Completed during PLANPGH program as a 25-year a preservation strategy to strengthen the city's character in ways that attract residents, visitors, investment, and improves Pittsburgh's quality of life.

Recognized the role of preservation in creating a more sustainable city by preserving embodied energy, reducing demolition and construction, saving high-quality materials, and reducing the need for regional sprawl.

Also recognizes the economic value of historic buildings as attractors of new industries and tourism.

Preserve PGH

The planning process included a Management Committee of public agencies and historic preservation non-profits. A Historic Resources Inventory was painstakingly created and public engagement efforts used throughout to identify pressing issues and confirm recommendations.

The City can only take measures to protect a property that is designated historic through the city's Historic Preservation Ordinance. Proposals for these properties are approved by the City's Historic Review Commission.

Properties listed on the National Register of Historic Places are largely unprotected from alteration or demolition unless they utilize historic preservation tax credits.

Preserve PGH



PROTECTED AND UNPROTECTED PITTSBURGH

-  City of Pittsburgh
-  Other Municipality
-  City-Designated Historic Sites and Districts*
-  Resources which have been identified as historic or culturally important by some source, but have no regulatory protection (these include nationally-designated historic sites and districts).**

* Parcels which are protected by some level of City historic review/regulation.

** The dark (black) areas result from parcel boundaries being in close proximity.

Preserve PGH

Recommendations are organized under four goals:

- Document: Maintaining an accurate Historic Resources Inventory, proactively designating additional structures, districts, and sites.
- Commit: Strengthening the Historic Preservation Ordinance and Zoning Code requirements, creating a new conservation district overlay, and improving Historic Review Commission efficacy.
- Appreciate: Adding signage and other streetscape features that recognize the history of places, and raising the profile and public knowledge of historic structures and cultural heritage.
- Steward: Organize preservation leadership around specific initiatives, supporting educational programs, participating in Smart Growth and sustainability initiatives, and develop new guides and funds.

Preserve PGH

Opportunities at the neighborhood scale:

- City Planning is undertaking a Historic Resource Inventory for Oakland that can guide discussions about redevelopment and preservation.
- A Neighborhood Conservation District Overlay is being developed by City Planning. The planning process can identify areas that might be eligible to become districts.
- Public art, signage, and open space projects can be designed to express the history of Oakland.

Roadmap for Inclusive Innovation

Inclusive Innovation: provides equitable access to products and services by leveraging new technologies, ideas, personnel and inventions to meet new challenges and higher standards.

The Roadmap seeks to bridge the digital divide and provide opportunities for Pittsburghers to participate in the new economy. Focusing on inclusion means providing opportunities in the high-tech, high-skill innovation economy. Diversity of gender, race, and background strengthens the chance for success in a competitive environment by improving decision-making and understanding of diverse markets.

Roadmap for Inclusive Innovation



Address the digital divide 7

- Increase digital literacy in underserved populations 7
- Work with communities to expand internet access 8
- Promote STEAM and Maker programming 9



Empower City-to-citizen engagement 10

- Deepen and expand digital public engagement 10
- Improve City web-services 11
- Expand visibility and quality of City Channel Pittsburgh 12



Provide Open Data to Pittsburgh 13

- Establish the Western PA Regional Data Center 13
- Employ data-driven operations 14
- Increase 311 call center capacity and services 15

Roadmap for Inclusive Innovation



Improve internal operations & capacity of the City 16

- Streamline the City’s procurement processes 16
- Improve technology capacity and training for the civil workforce 17
- Modernize the public infrastructure 18
- Institute smarter trash and recycling collection..... 19



Advance the Clean Tech sector 21

- Create energy, water, and air quality benchmarks for the City 21
- Support clean technology development & infrastructure projects 22
- Increase awareness and demand for clean technology..... 23

Welcoming Pittsburgh

Foreign-born residents of Pittsburgh make up 7.4% of its total population, compared to a level of 12.9% for the U.S. The city's percentage of net annual international migration – approximately 0.05% – is the lowest of any of the country's 40 largest metropolitan areas.

Stagnant population growth, diminished diversity, and persistent hurdles to opportunities demand a comprehensive approach to change if Pittsburgh is to continue to thrive in the 21st century.

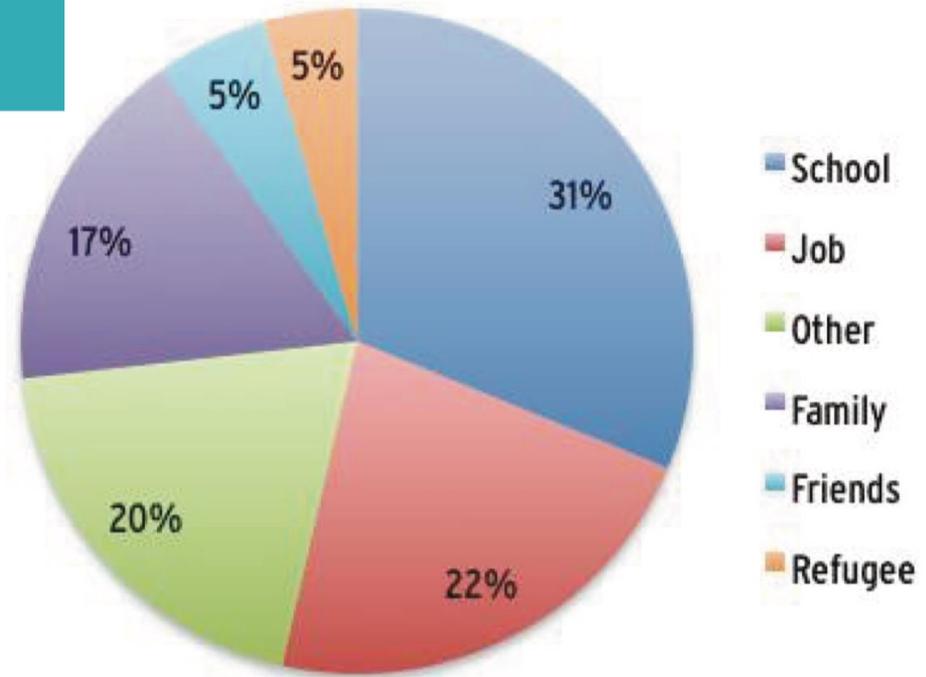
A 40-person Advisory Council conducted seven planning sessions and public outreach that engaged 3,000 people to inform the plan.

Welcoming Pittsburgh

77%

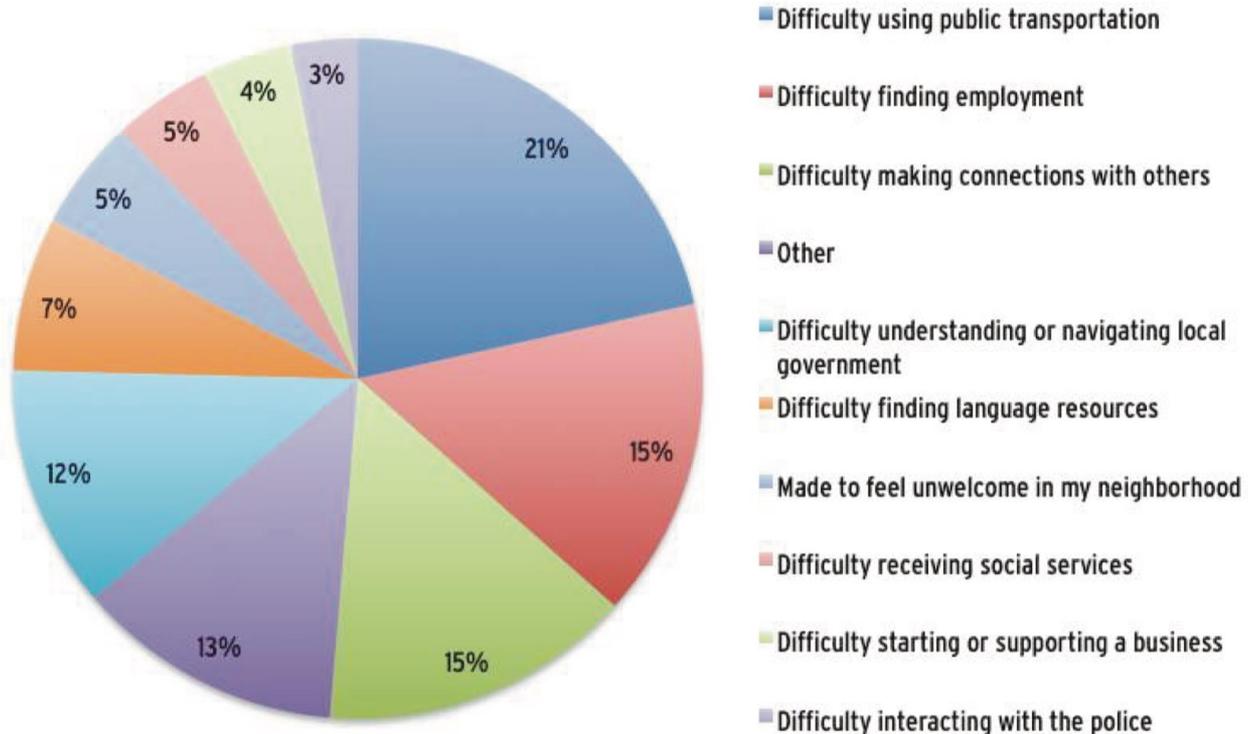
OF SURVEY RESPONDENTS BORN OUTSIDE THE U.S. USUALLY OR ALMOST ALWAYS FEEL GENERALLY WELCOME IN PITTSBURGH.

MORE THAN HALF OF SURVEY RESPONDENTS WHO WERE BORN OUTSIDE THE U.S. CAME TO PITTSBURGH FOR SCHOOL OR WORK.



Welcoming Pittsburgh

MORE THAN HALF THE SURVEY RESPONDENTS WHO WERE BORN OUTSIDE THE U.S. HAVE EXPERIENCED ISSUES WITH USING PUBLIC TRANSPORTATION, FINDING EMPLOYMENT OR MAKING CONNECTIONS WITH OTHERS IN PITTSBURGH.



Welcoming Pittsburgh

The Welcoming Pittsburgh Plan includes a broad set of recommendations that are prioritized as Short term (6 months to 1 year), Mid term (1 to 2 years), Long term (3 to 5 years), and Ongoing, and are grouped into three categories:



P4 Initiative

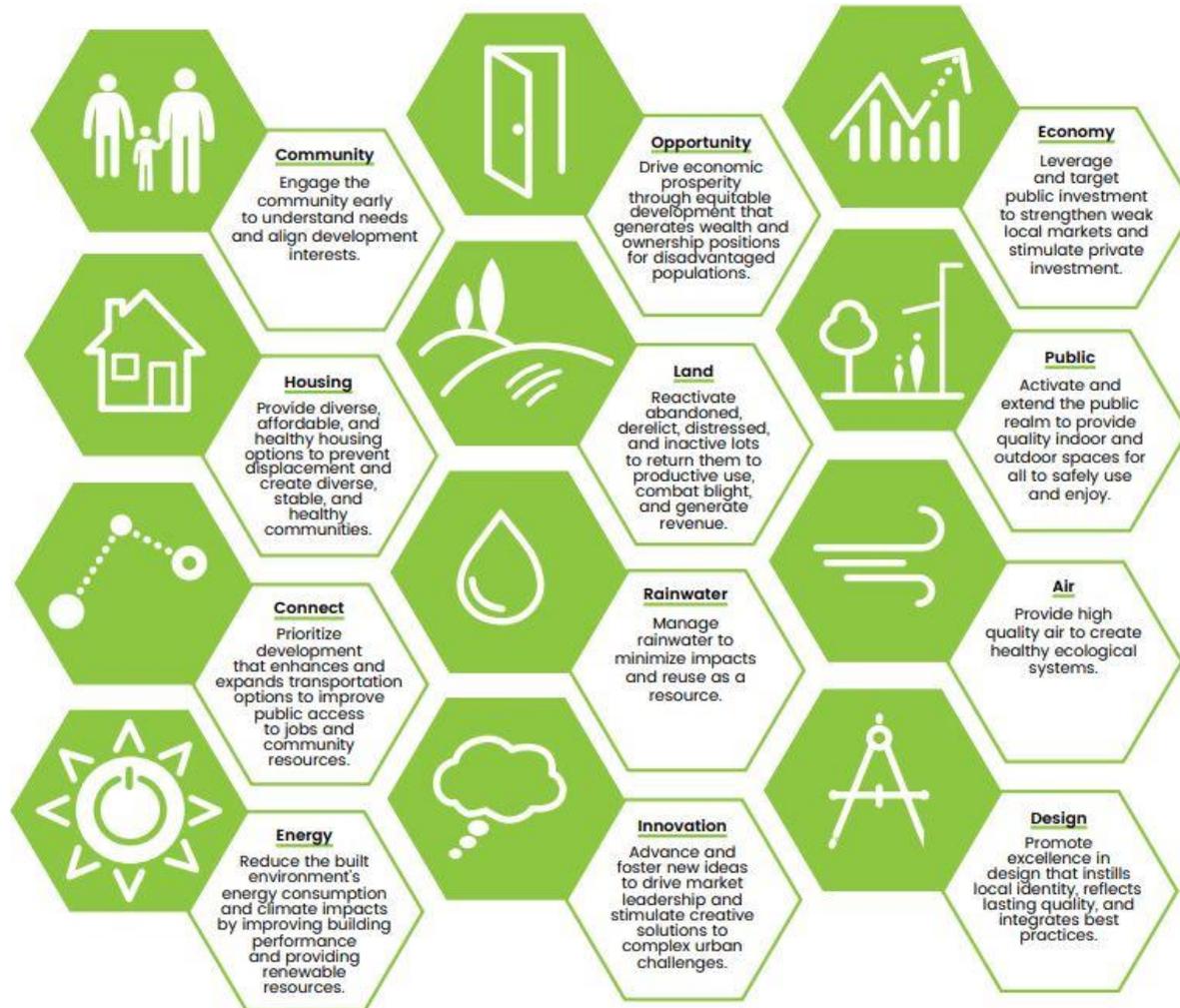
Collaboration between the City of Pittsburgh and The Heinz Endowments to create a framework for innovative, inclusive, and sustainable urban growth and development. “P4” stands for People, Planet, Place, and Performance.

Since 2015, multiple conferences and events have engaged leaders from throughout Pittsburgh.

In 2018, a detailed set of metrics was updated to help measure performance.

The metrics have been used by City Planning to establish the Performance Points Systems and by the URA to track how their projects confirm to P4 goals.

P4 Initiative



P4 Initiative

H.1 Affordable Housing up to 6 points UPDATED

Projects consisting of 25 or more units will be awarded points as illustrated in *Table 2*, based on the percentage of for-sale units that are priced at a level that is affordable to households with incomes equal to or less than 80% of **Area Median Income** (AMI); or, for-rent units affordable to households with incomes equal to or less than 60% of AMI.

UPDATED

Table 2. Point allocation for H.1 Affordable Housing, based on AMI.

» Note. If a project includes units in more than 1 of the AMI ranges listed in *Table 2*, it will be scored based on the total percentage of affordable units and the lowest AMI range to apply to at least 5% of all units.

Area Median Income (AMI)	Percent of Units Affordable				
	5 to 14.9%	15 to 19.9%	20 to 24.9%	25 to 29.9%	30% & greater
AMI: 80% (sale)	1	2	3	4	5
AMI: 60% (rent)	1	2	3	4	5
AMI: 30% (rent)	2	3	4	5	6

P4 Initiative

Opportunities at the neighborhood scale:

- The Neighborhood Plan Guide has been designed to be consistent with the P4 framework.
- P4 contains a wealth of information that can inform the creation of neighborhood scale projects, policies, and land use tools (e.g., Performance Points System).
- Future opportunities related to P4 are being studied currently and could result in additional benefits from aligning neighborhood proposals with this framework.

Affordable Housing Task Force Report

In May 2015, the City of Pittsburgh convened the Affordable Housing Task Force to undertake research, lead community discussions, and develop a set of recommendations.

The Task Force drew on the knowledge of advocates, developers, and national experts, as well as residents.

A Needs Assessment Report identified a gap of ~17,000 housing units affordable to those earning 50% of the city's area median income (~\$79,000 for a household of two in 2019), and a Feasibility Analysis that showed that Mandatory Inclusionary Zoning and other tools tested by other cities could work in Pittsburgh if properly calibrated.

Affordable Housing Task Force Report

The report included five recommendations:

- Establish the Pittsburgh Housing Trust Fund with an initial annual budget of \$10 million, half of which would be targeted for those earning at or below 30% AMI.
- Increase utilization of the 4% Low Income Housing Tax Credit program.
- Establish Inclusionary Housing tools in the Zoning Code to create affordable units (50% AMI rentals and 80% AMI for-sale units) in all residential developments.

Affordable Housing Task Force Report

Recommendations continued:

- Monitor and actively preserve the city's existing ~15,000 deed- or income-restricted affordable housing units.
- Establish protections for existing residents (homeowners and renters) by controlling reassessment spikes, the Rental Registration ordinance, just cause eviction and notification requirements, and other relocation assistance initiatives.

Affordable Housing Task Force Report

Opportunities at the neighborhood scale:

- In 2019, the URA launched the Housing Opportunity Fund (HOF) with funds allocated through different programs: Rental Gap Program, Down Payment and Closing Cost Assistance Program, Homeowner Assistance Program, Housing Stabilization Program, and For-Sale Development Program.
- In 2017, City Planning created the Performance Points System in the Zoning Code which includes height bonuses for creating affordable housing in Uptown. In 2018, this was expanded to riverfront areas zoned RIV.

Performance Points System

Goal	Height	
4. Affordable Housing Available only to projects where at least 50% of the gross floor area is used for residential units. Points for options 4.c and 4.d below will only be awarded to development projects providing at least 20 housing units.		
4.a	At least 5-14.9% of units for rent are affordable housing for persons at or below 80% AMI.	15 ft
4.b	At least 5-14.9% of units for sale are affordable housing for persons at or below 80% AMI; or At least 5-14.9% of units for rent are affordable housing for persons at or below 60% AMI; or At least 15-19.9% of units for rent are affordable housing for persons at or below 80% AMI.	30 ft
4.c	At least 15-19.9% of units for sale are affordable housing for persons at or below 80% AMI; or At least 15-19.9% of units for rent are affordable housing for persons at or below 60% AMI; or At least 20% or more of units for rent are affordable housing for persons at or below 80% AMI.	60 ft
4.d	20% or more of units for sale are affordable housing for persons at or below 80% AMI; or 20% or more of units for rent are affordable housing for persons at or below 60% AMI.	72 ft

Affordable Housing Task Force Report

Opportunities at the neighborhood scale:

- In 2019, DCP worked with community groups and housing non-profits to create a two-year mandatory inclusionary zoning overlay for Lawrenceville. Projects creating at least 20 housing units are required to price 10% of the units at 50% AMI (rentals) or 80% AMI (for-sale).
- OPDC and other non-profits operate Community Land Trusts and other programs that support affordability.
- Partnerships between the URA, Housing Authority, and development interests can result in large numbers of affordable units.

All-In Pittsburgh

Initiative led by PolicyLink, Neighborhood Allies, and Urban Innovation21. The report is based on conversations with Pittsburgh leaders and national best practices.

2016 Pittsburgh Regional Diversity Survey found that 79% of White Pittsburghers think the region is welcoming to people of color, but only 36% of residents of color and 46% of foreign-born residents agreed.

Rising rents and home prices in gentrifying neighborhoods threaten to push out lower-income residents of color along with their culture and small businesses, even though its their presence that often makes these neighborhoods attractive to newcomers.

All-In Pittsburgh

Equitable development: a positive development strategy that ensures everyone participates in and benefits from the region's economic transformation—especially low-income residents, communities of color, immigrants, and others at risk of being left behind. It requires an intentional focus on eliminating racial inequities and barriers, and making investments to assure lower-wealth residents:

- Live in healthy, safe, opportunity-rich neighborhoods that reflect their culture;
- Connect to economic and ownership opportunities; and
- Influence the decisions that shape their neighborhoods.

All-In Pittsburgh

I. Raise the bar for new development.

1. Set equitable development goals, performance metrics, and a reporting framework.
2. Require publicly supported projects to advance equitable development.
3. Ensure accountability through monitoring and enforcement.

II. Make all neighborhoods healthy communities of opportunity.

4. Implement the city's Affordable Housing Task Force recommendations.
5. Track and monitor neighborhood opportunity and change to continuously inform policy strategies.
6. Develop a community land trust strategy.
7. Use publicly owned land for equitable development.
8. Invest in resident-driven art, culture, and enterprise.
9. Support community schools, neighborhood safety, and justice.

III. Expand employment and ownership opportunities.

10. Implement targeted racial equity strategies as part of the Inclusive Innovation Roadmap.
11. Leverage anchor institution spending to support inclusive business development.

IV. Embed racial equity throughout Pittsburgh's institutions and businesses.

12. Adopt a racial equity focus within government.
13. Advance equity, diversity, and inclusion in the business community.

V. Build community power, voice, and capacity.

14. Support multiracial, cross-sector collective action for equitable development.
15. Ensure sustainable funding for neighborhood-based organizations and development strategies.
16. Fund tenant organizing and resident leadership development.

Urban Forest Master Plan

There are many reasons to view trees as infrastructure:

- Clean air: Trees produce oxygen, intercept airborne particulates, and reduce smog, enhancing a community's respiratory health.
- Climate change: Trees sequester carbon (CO₂), reducing the overall concentration of greenhouse gases in the atmosphere.
- Reducing summer temperatures: The shading and evaporative cooling from trees can cut residential air-conditioning costs 20-50%. Areas with lush canopies have summer temperatures 6-8 degrees lower than areas without trees.
- Reducing winter chills: Tree windbreaks can reduce residential heating costs 10-15%.

Urban Forest Master Plan

Trees as infrastructure continued:

- Water filtration and retention: Urban forests promote beneficial water quality and reduce storm water management costs. Trees capture and slow rainfall and their roots filter water and recharge the aquifer. Trees reduce stormwater runoff, which reduces flooding, saves on stormwater management costs, and decreases the flow of polluted water into rivers.
- Wildlife habitat: Trees provide important habitats for numerous bird, insect and animal species.
- Social benefits: Scientific studies show that there are psychological benefits for people having access to natural places with trees. “Biophilic Design” seeks to integrate nature into all development.

Urban Forest Master Plan

Between 2010 and 2015, Allegheny County's tree canopy was reduced by 2%, an area 10 times the size of Oakland. Pittsburgh lost 6.2% of its tree canopy.

The plan sets the goal of achieving 60% urban tree canopy cover in 20 years (20% increase over today).

The City of Pittsburgh has since set a target of planting 100,000 trees by 2030.

The plan also recommends the development of achievable, minimum canopy cover goals for each land use type, neighborhood, and watershed.

Urban Forest Master Plan

Oakland tree canopy as a percentage of land:

West Oakland – 39%

North Oakland – 26%

South Oakland – 27%

Central Oakland – 20%

2011 Pittsburgh urban tree canopy coverage was 42%.

Urban Forest Master Plan

Goals and recommendations are organized into five keystones: Connect, Engage, Manage, Plan, and Protect. Those relevant to the neighborhood scale include:

- Convene all agencies with a major impact on our urban forest to identify cooperative projects and seek synergy.
- Prioritize disadvantaged communities that are currently gaining the least benefit from the urban forest. Concentrate volunteer efforts in these areas.
- Focus on neighborhood-based initiatives and solutions to urban forestry issues.

Urban Forest Master Plan

Recommendations continued:

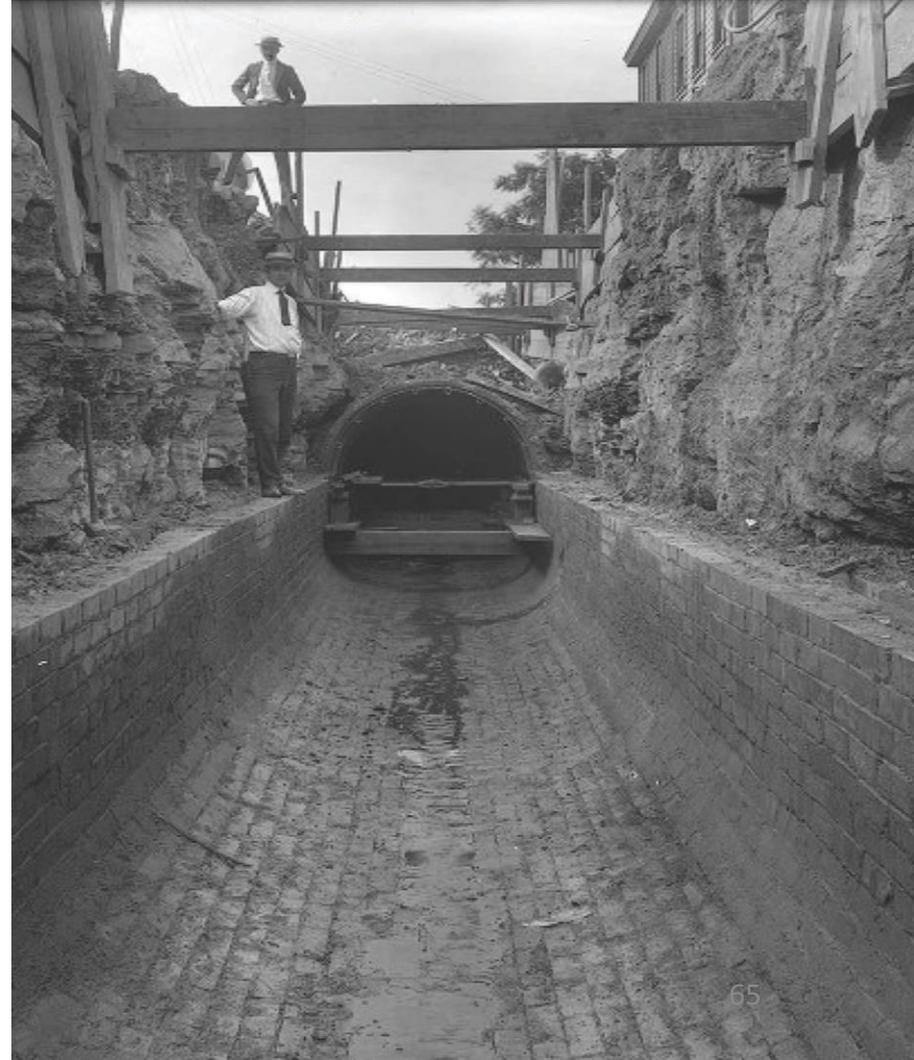
- Implement a coordinated and comprehensive outreach and education campaign and encourage public and private participation in urban forest management through volunteerism.
- Ensure the benefits for future generations through sustainable planting program.
- Improve urban forestry elements of the Zoning Code, particularly related to stormwater management.

Citywide Green First Plan

Most of the city's streets, water and sewer lines, and power lines date to the turn of the 20th century when there were 320,000 residents.

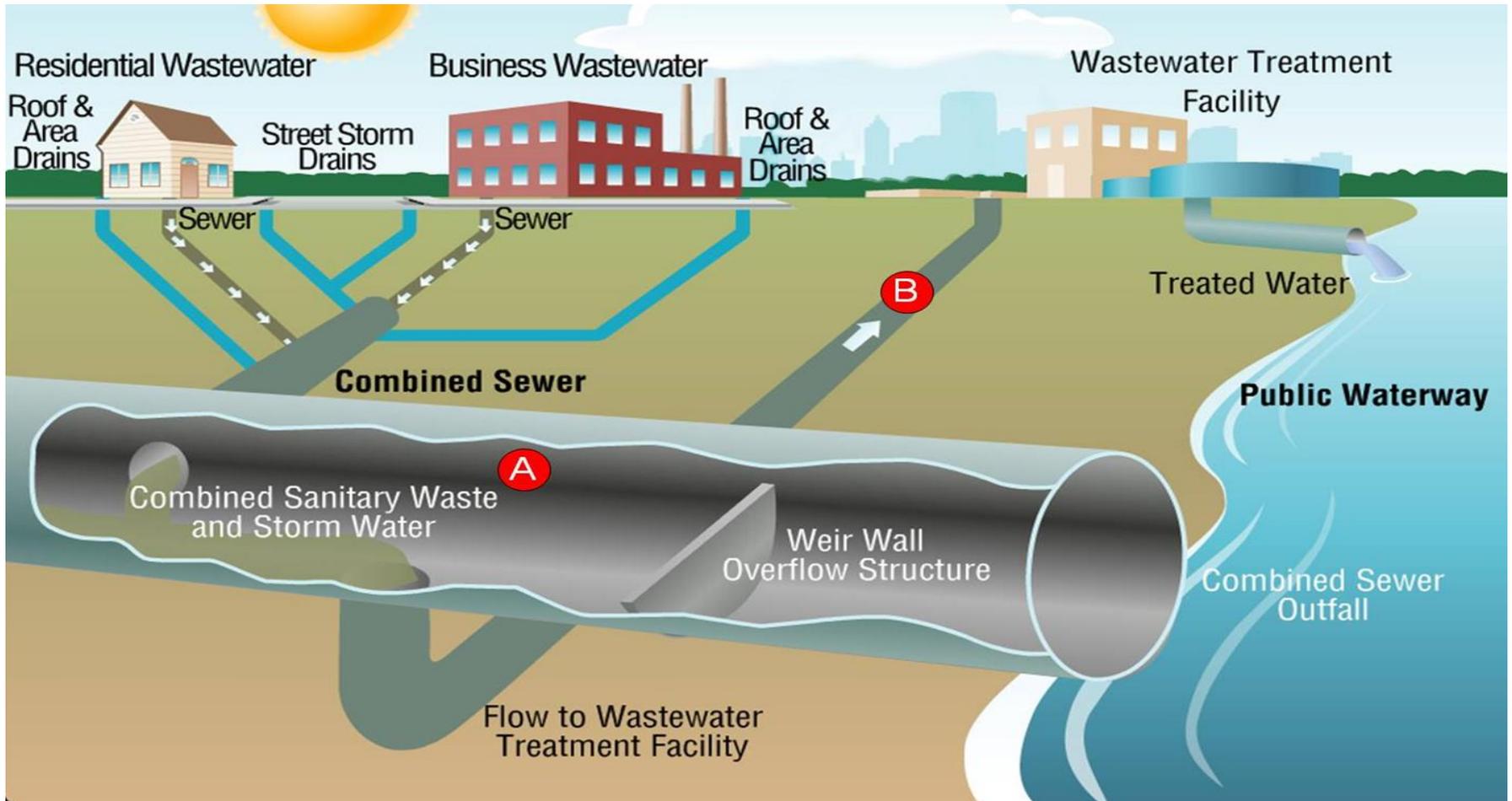
By 1960, there were 605,000 people. Additional streets and buildings increased impervious areas sending rainwater into the old sewer system.

Loss and disinvestment since 1960 left the same impervious area but fewer taxpayers to fund investments. Climate change has increased the frequency and severity of rainstorms exacerbating the problem.



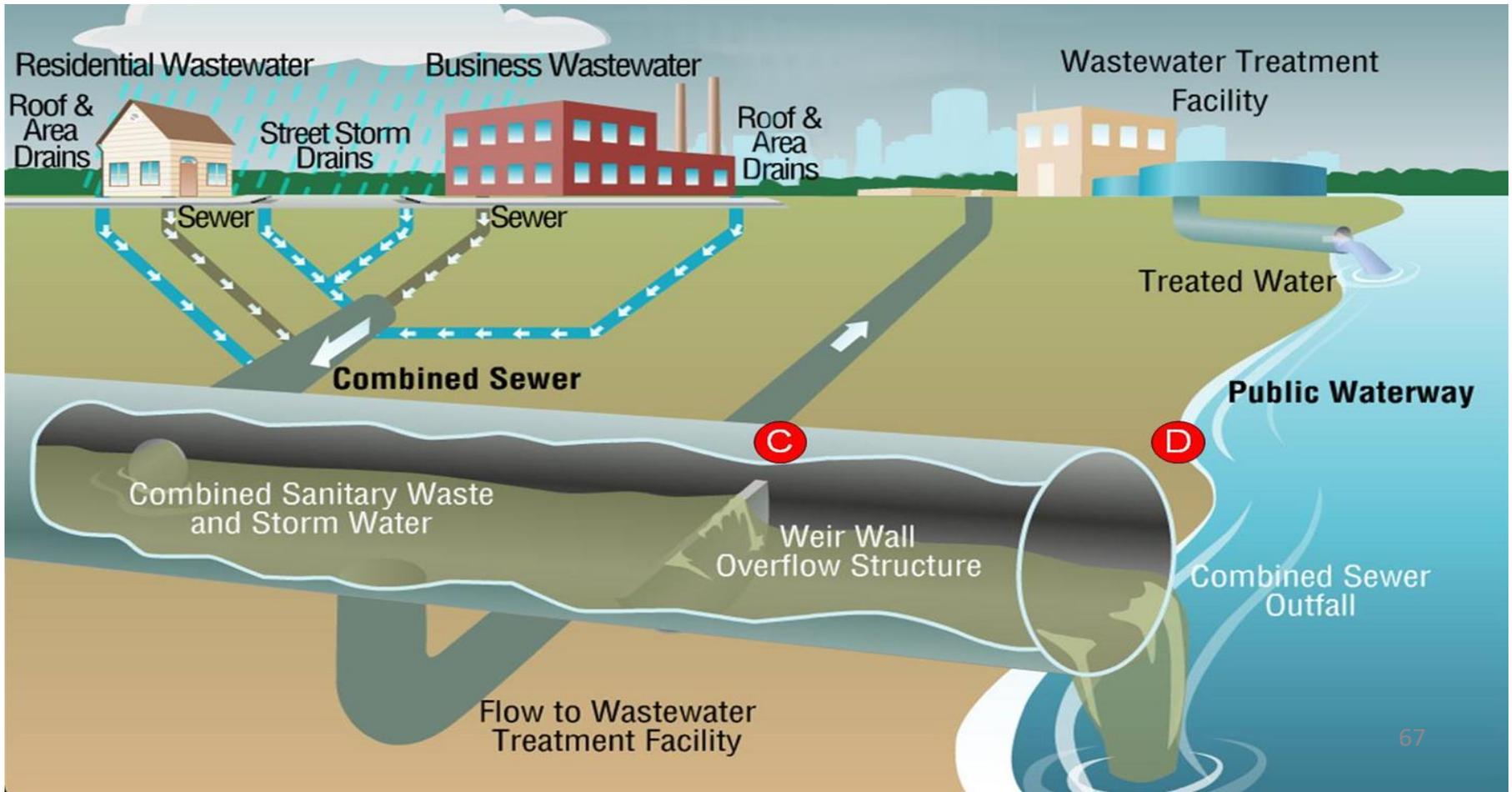
Citywide Green First Plan

Combined Sewer Overflows



Citywide Green First Plan

Combined Sewer Overflows



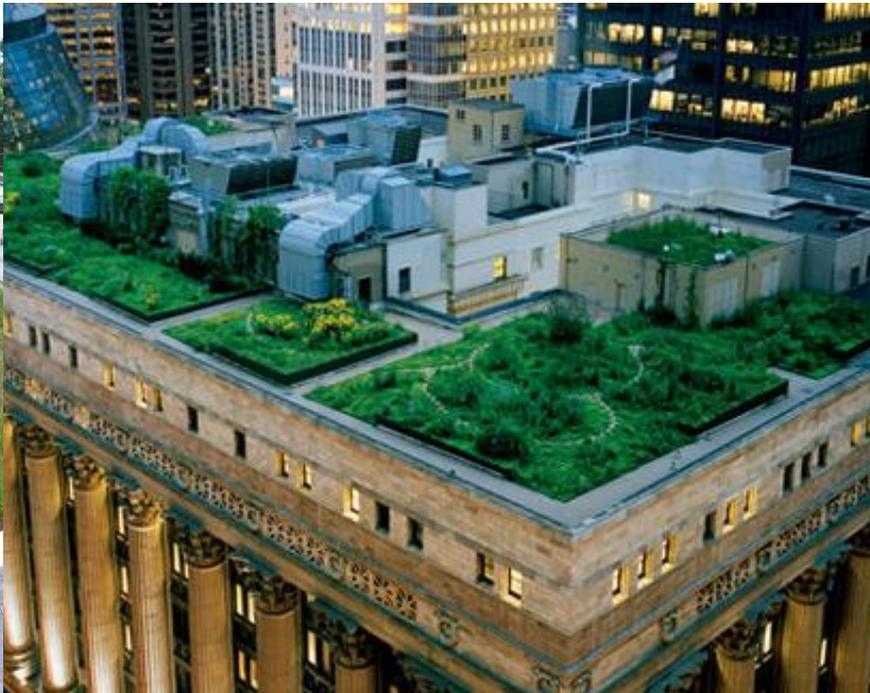
Citywide Green First Plan

Green First is PWSA's 2016 plan for green infrastructure projects for stormwater management. By prioritizing green infrastructure, PWSA will:

- Maximize reduction of combined sewer overflow events;
- Reduce basement sewage backups, surface flooding, direct stream inflows, and improve water quality;
- Create additional economic, social, and environmental benefits (e.g., reinvigorate parks and commercial streets, improve open spaces, provide tree canopy and habitat).

Citywide Green First Plan

Green Stormwater Infrastructure: Rainwater management systems that mimic nature by absorbing, storing, and either removing or detaining water for slow release to a local waterway, or into the sewer system when not overloaded.

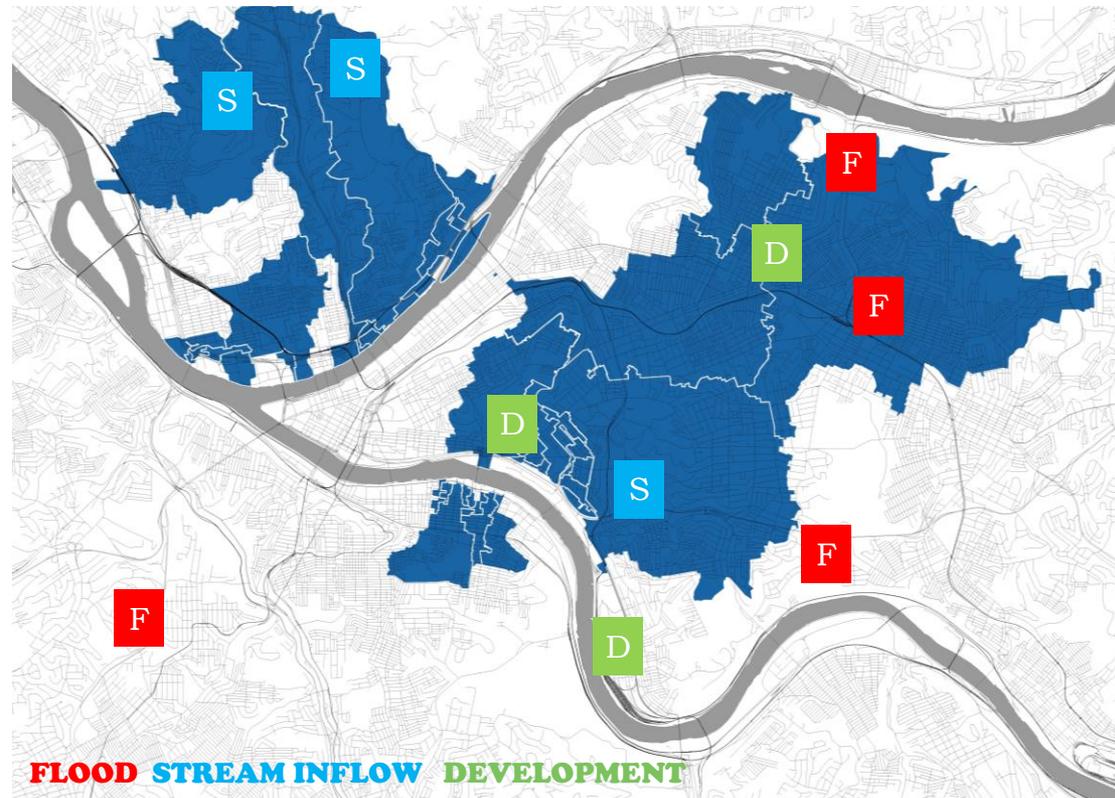


Citywide Green First Plan

We need to keep rainwater out of the system. We can be most effective by focusing efforts on the sewersheds that contribute the most. Criteria used:

- RISK** LOWER RISK
- OPPORTUNITY** EASE OF IMPLEMENTING
- DEVELOPMENT** HIGH ACTIVITY
- SYNERGIES** MULTIPLE BENEFITS

30 MOST CONTRIBUTING SEWERSHEDS = 3 BILLION GAL OF CSO YEARLY

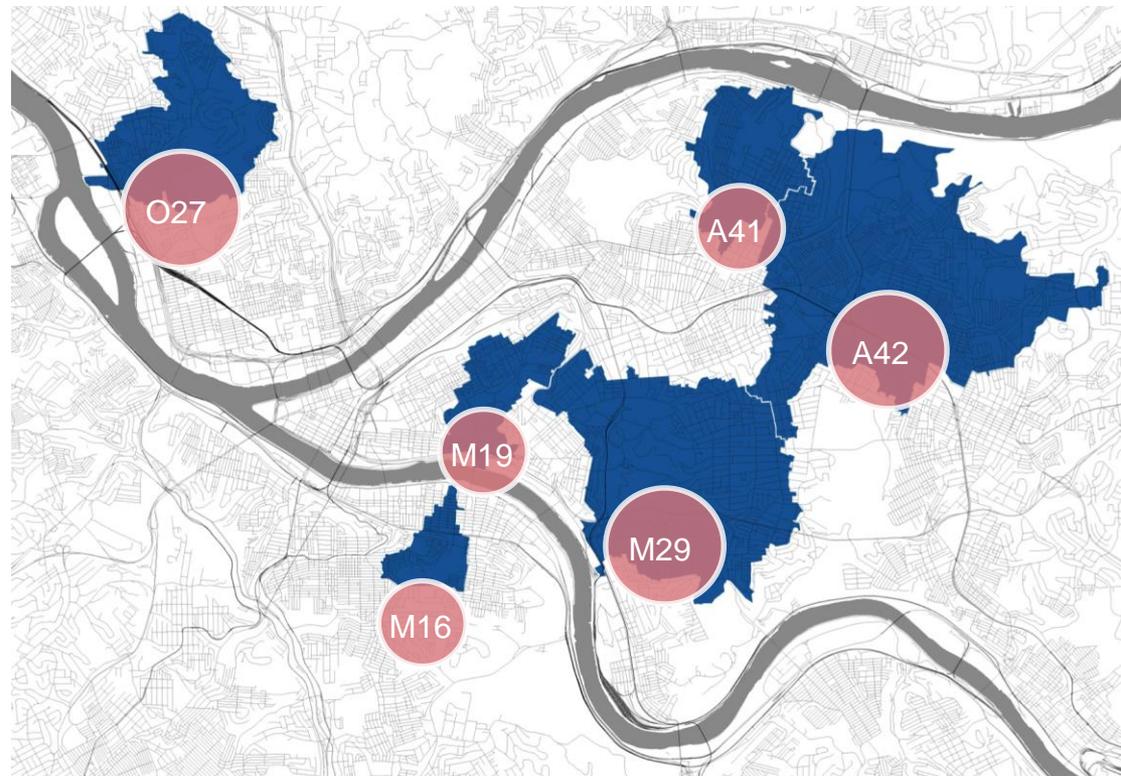


Citywide Green First Plan

We need to keep rainwater out of the system. We can be most effective by focusing efforts on the sewersheds that contribute the most. Criteria used:

RISK	LOWER RISK
OPPORTUNITY	EASE OF IMPLEMENTING
DEVELOPMENT	HIGH ACTIVITY
SYNERGIES	MULTIPLE BENEFITS

SIX PRIORITY SEWERSHEDS FOR STRATEGIC URBAN PLANNING



Citywide Green First Plan

Opportunities at the neighborhood scale:

- Two projects in Oakland underway: Four Mile Run, Lawn and Ophelia. Additional PWSA projects in M29 could be identified through the neighborhood planning process.
- Green infrastructure must be integrated into development holistically. The plan could recommend that changes be made to regulations in the Zoning Code.
- Coordination with institutions creating IMPs and Pittsburgh Parks Conservancy planning can result in additional large-scale projects.

Complete Streets Policy

Adopted in 2016, the policy aims to improve quality of life by creating streets that are safe and comfortable, activated public spaces, and connected transportation networks.

It requires that new street, development, repaving, and major utility projects attempt improvements that make streets more safe, accessible, and enjoyable for all users.

Examples improvements: bike lanes, bumpouts, curb ramps, signage, transit amenities, street furniture, green infrastructure, high visibility crosswalks, audible signals.

The City's Complete Streets Design Guidelines are expected to be completed in the second quarter of 2020.

Complete Streets Policy

Opportunities at the neighborhood scale:

- The neighborhood planning process will study the transportation network in Oakland and identify a series of improvements consistent with this policy.
- “Big ideas” will be recommended based on community input including adding open space functions, green infrastructure, and other features to the right-of-way.
- The planning process could make recommendations to amend the Zoning Code and city standards to better align future projects in Oakland with this policy.

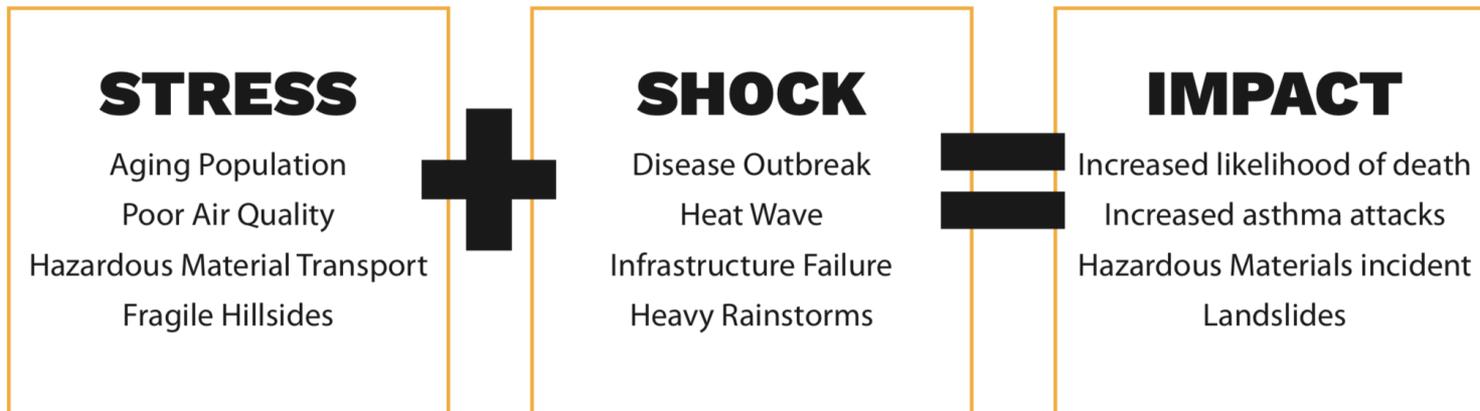
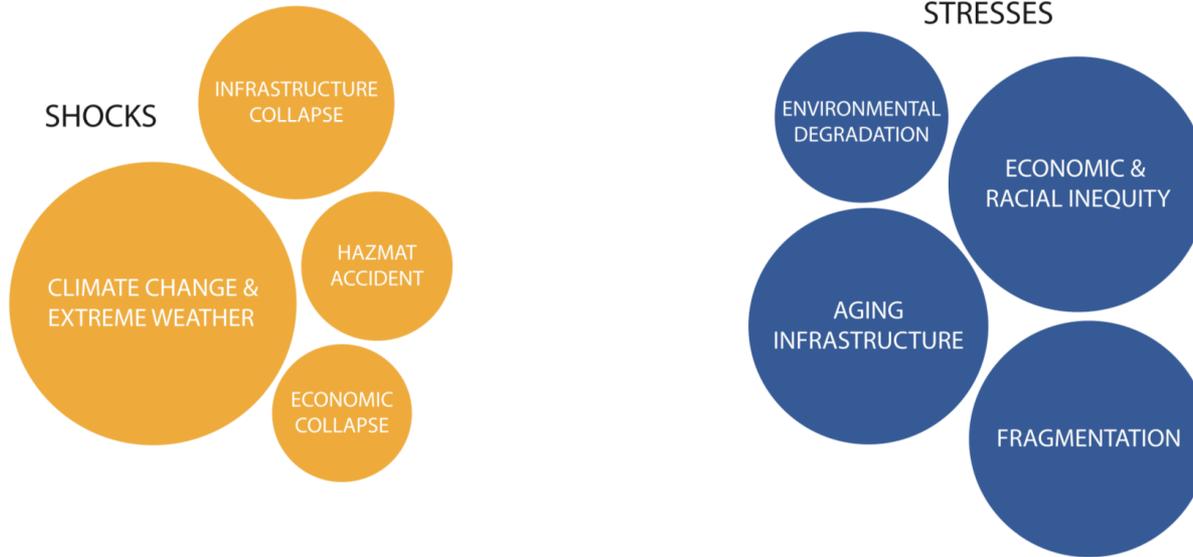
ONEPGH Resilience Strategy

In 2014, the Rockefeller Foundation selected Pittsburgh to be one of its global 100 Resilient Cities and receive funding and support to create a resilience plan and associated staff.

“Resilience” is the capacity of individuals, communities, institutions, businesses, and systems within a city to survive, adapt, and grow no matter what kinds of chronic stresses and acute shocks they experience.

Stakeholder engagement, data collection, and a preliminary resilience assessment were followed by the development of goals, objectives, and actions. DCP’s Division of Sustainability and Resilience coordinates implementation.

ONEPGH Resilience Strategy



ONEPGH Resilience Strategy

Opportunities at the neighborhood scale:

- The Neighborhood Plan Guide was developed in alignment with ONEPGH. Aligning neighborhood proposals with this plan may streamline public funding.
- A large number of ongoing initiatives are included under the ONEPGH framework and neighborhoods can choose to become active participants in these efforts.
- Shocks and stresses vary by neighborhood and individual. Integrating ONEPGH principles and recommendations into planning and operations can help address shocks and stresses at all levels.

Climate Action Plan (CAP)

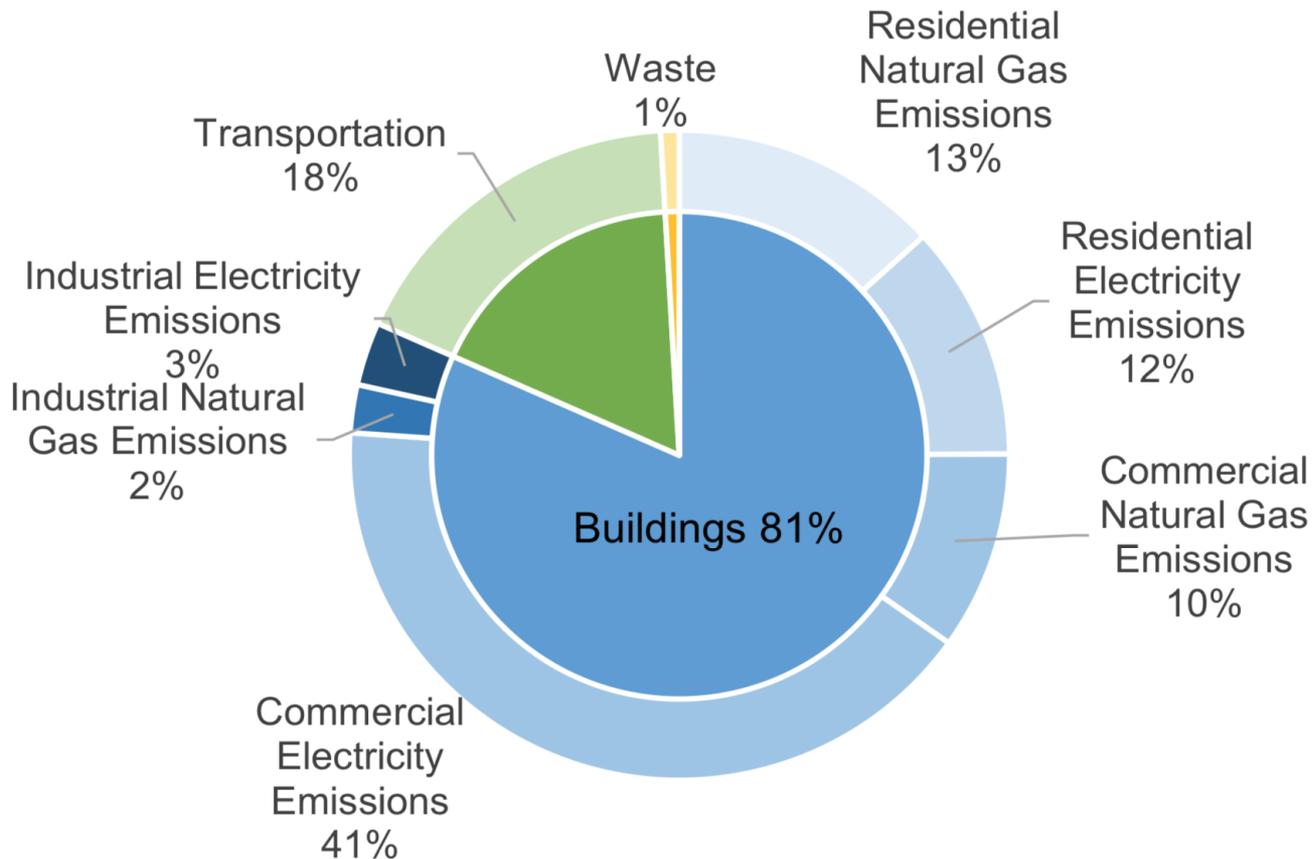
PA is the world's 22nd largest emitter of CO₂, higher than NY and WY combined. Twice the per capita emissions of NY.

Climate change has already impacted Pittsburgh by:

- Increasing the frequency and severity of heavy rain events, extreme flooding, and landslides.
- Exacerbating Pittsburgh's air quality issues. The American Lung Association ranks our air quality as the 7th worst in the nation, and pediatric asthma rates are three times the national average.
- Increasing the incidence of Lyme disease.

Climate Action Plan (CAP)

Pittsburgh 2013 Greenhouse Gas Emissions by Source



Climate Action Plan (CAP)

Current CAP is Pittsburgh’s 3rd since 2008. GHG reduction targets and scale of partnerships have steadily increased.

2030 GOALS:

CITY OPERATIONS

100% renewable elect.

100% fossil fuel free fleet

Divestment of City pensions

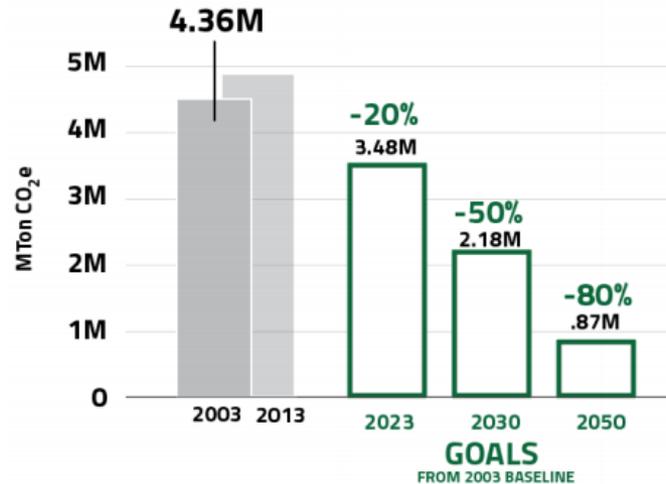
CITY OF PITTSBURGH

50% energy & water use

50% transport emission

Zero waste

TOTAL EMISSION REDUCTIONS:



20% GHG Reduction by 2023
50% GHG Reduction by 2030
80% GHG Reduction by 2050

Climate Action Plan (CAP)

CAP 3.0 breaks strategies down into six categories:

- Energy Generation & Distribution
- Buildings & End Use Efficiency
- Transportation & Land Use
- Waste & Resource Recovery
- Food & Agriculture
- Urban Ecosystems

Climate Action Plan (CAP)

Example neighborhood scale efforts from the Ecolnnovation District Plan include:

- Development bonuses for energy efficiency, on-site generation through renewables, and connecting to district energy systems.
- Require all new buildings go through a free green building review.
- Performance Targets Program that allows public agencies and non-profits to partner with developers to improve performance (e.g., energy, stormwater, open space).

Performance Points System

Goal		Height
1. On-Site Energy Consumption – New Construction		
1.a	Site energy use intensity is at AIA 2030 Commitment average savings levels.	15 ft
1.b	Site energy use intensity is at least 70% below national median.	30 ft
1.c	Site energy use is 80% or more below national median.	45 ft
2. On-Site Energy Consumption – Existing Buildings		
2.a	Site energy use intensity is at least 20% below national median.	30 ft
2.b	Site energy use intensity is at least 35% below national median.	45 ft
2.c	Site energy use is 50% or more below national median.	60 ft
3. On-Site Energy Generation		
At least one (1) point from On-Site Energy Consumption required prior to using the On-Site Energy Generation points below.		
3.a	At least 25% of energy use is generated from on-site renewable sources.	15 ft
3.b	At least 50% of energy use is generated from on-site renewable sources; or Connecting to distributed energy systems.	30 ft
3.c	75% or more of energy use is generated from on-site renewable sources.	45 ft

Performance Reviews: IMPs

Potential BMPs Across Campus

The IMP identifies sites, spaces and buildings that are candidates for potential renovation, development, or redevelopment. These sites are generally sized to indicate full build out conditions. The following BMPs should be considered for each developed zone based on certain criteria. Some of the future development sites are vast and can incorporate sustainable practices that benefit from large infiltration areas. Other development sites are highly constrained by the surrounding uses and environmental factors. Areas in urban developments must accumulate a large volume in a small area and provide the maximum pervious coverage possible in order to achieve a measurable level of stormwater offset. Potential BMPs are indicated in green.

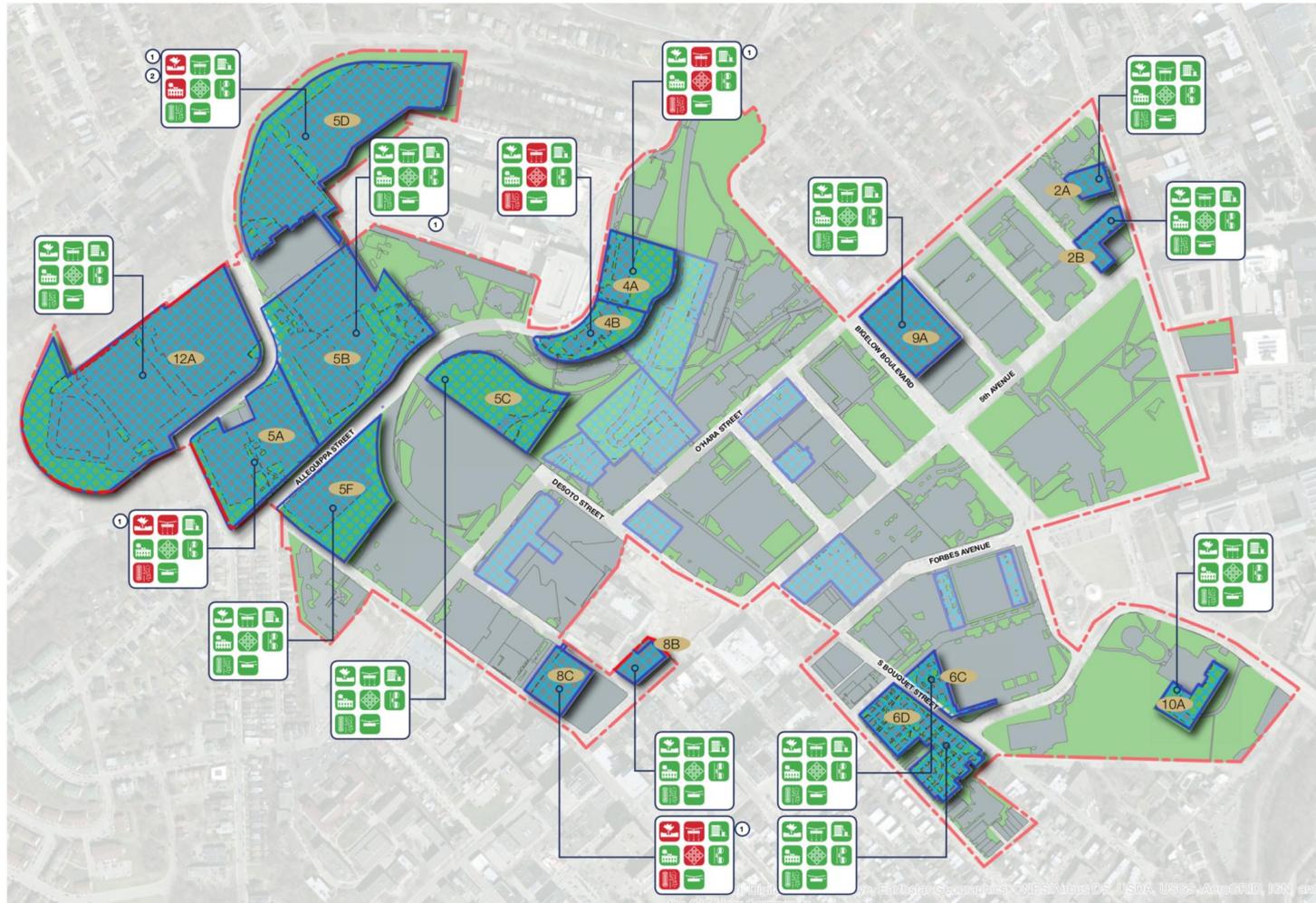
Some BMPs are not advisable, given the limitations of each development site. These BMPs are colored red. Each individual future project within the development sites will evaluate the practicality and benefits of these and other selected BMP practices. These diagrams are intended for planning purposes only. Future RFPs within development sites shall refer to section 7.4.3 and contain BMP Planning Diagrams. A licensed professional engineer shall conduct a formal study of each project and complete the BMP tracking spreadsheet.

BMP Legend



*BMP Feasibility Notes:

1. Evaluate feasibility of infiltration BMPs to avoid steep slopes and landslide prone areas on the site.
2. The IMP considers a field for this site. However, green roof is possible if buildings are proposed.
3. The IMP indicates potential development over the base of a building/structure. There are BMP limitations with this construction.
4. Groundwater seepage downslope of the site is a current issue. Infiltration is not recommended.



POTENTIAL BMP STRUCTURES

- IMP Environmental Study Area
- Pervious Areas
- Impervious Areas
- Ten-Year Development Sites

Performance Reviews: Buildings

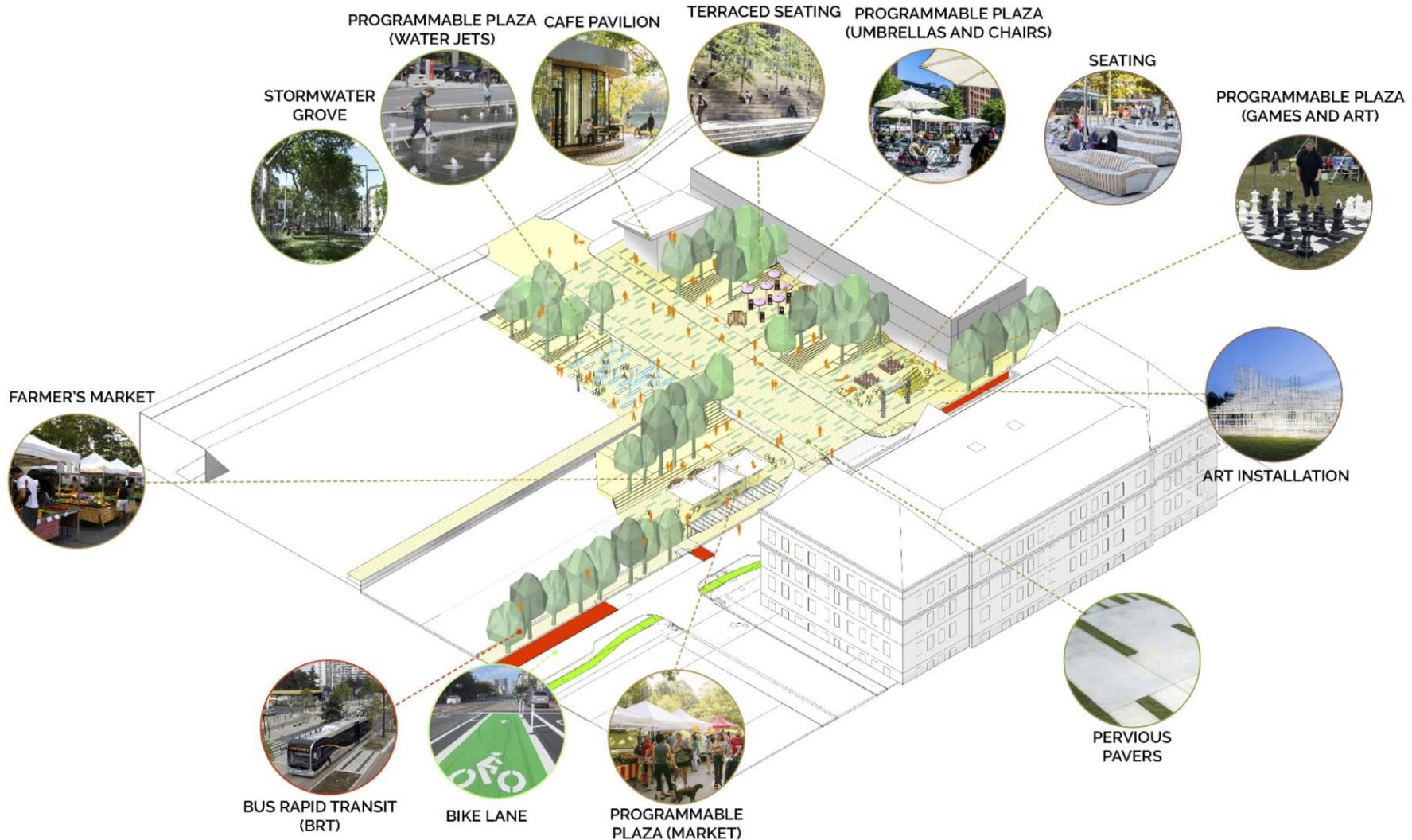


Climate Action Plan (CAP)

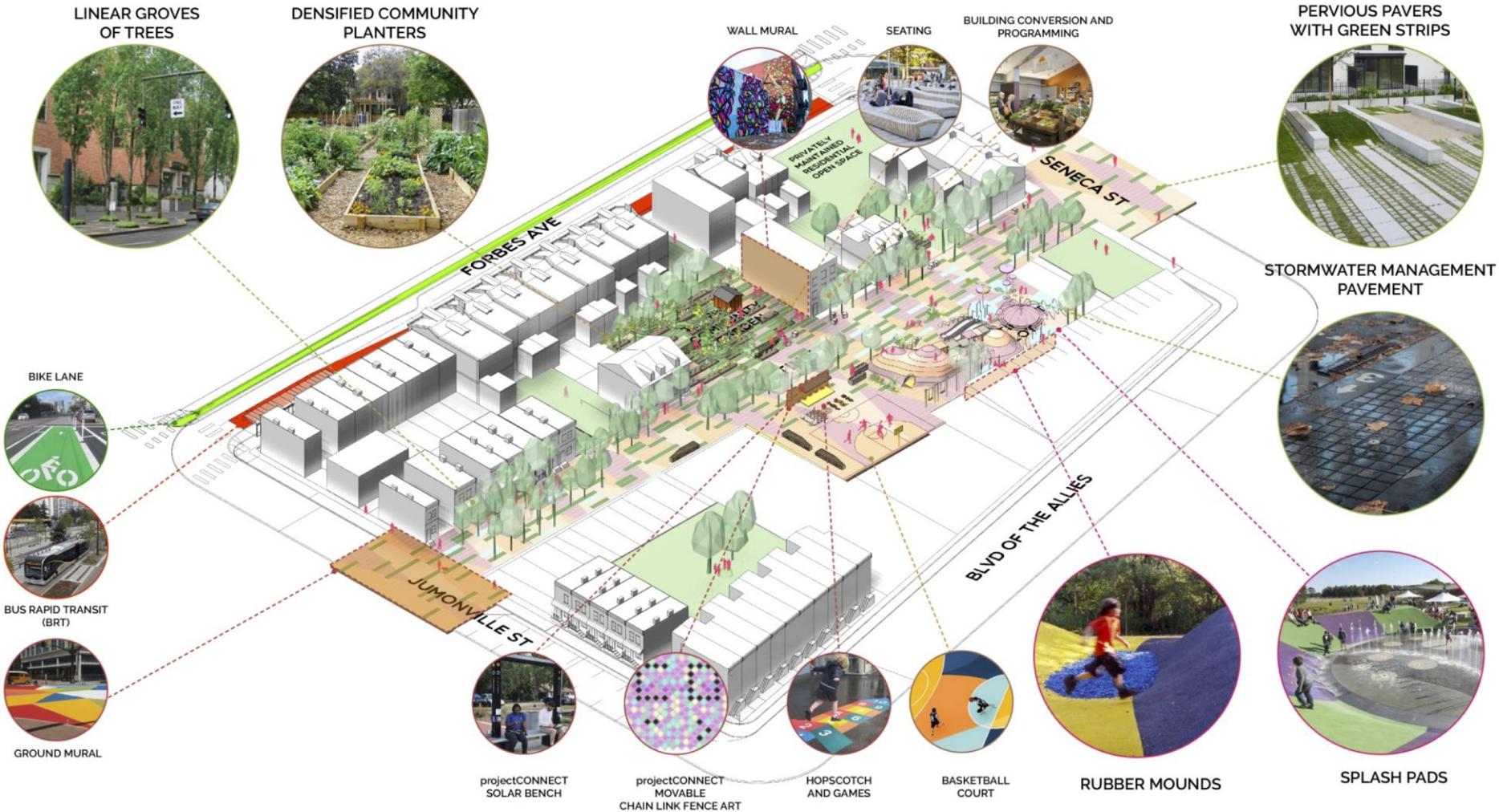
Examples continued...

- Using public realm and open space planning to create multiple benefits (e.g., tree canopy, stormwater, food).
- Working with large energy users and energy providers to develop district energy solutions.
- Using infrastructure investments and transportation demand management to shift travel towards walking, biking, and transit.
- Creating district-parking systems and regulations that create community amenities. (e.g., Infrastructure Hubs).

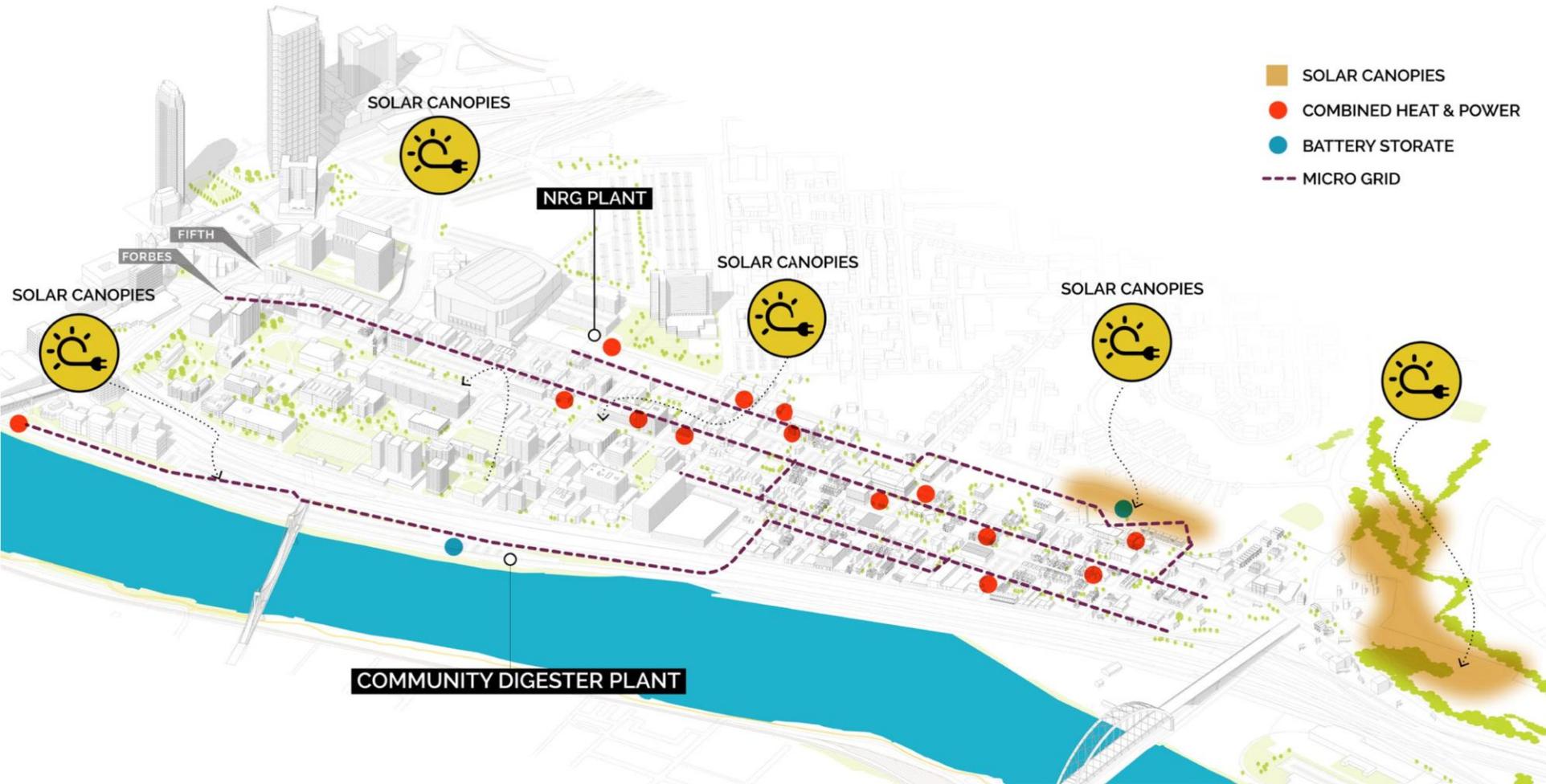
Public Realm Planning



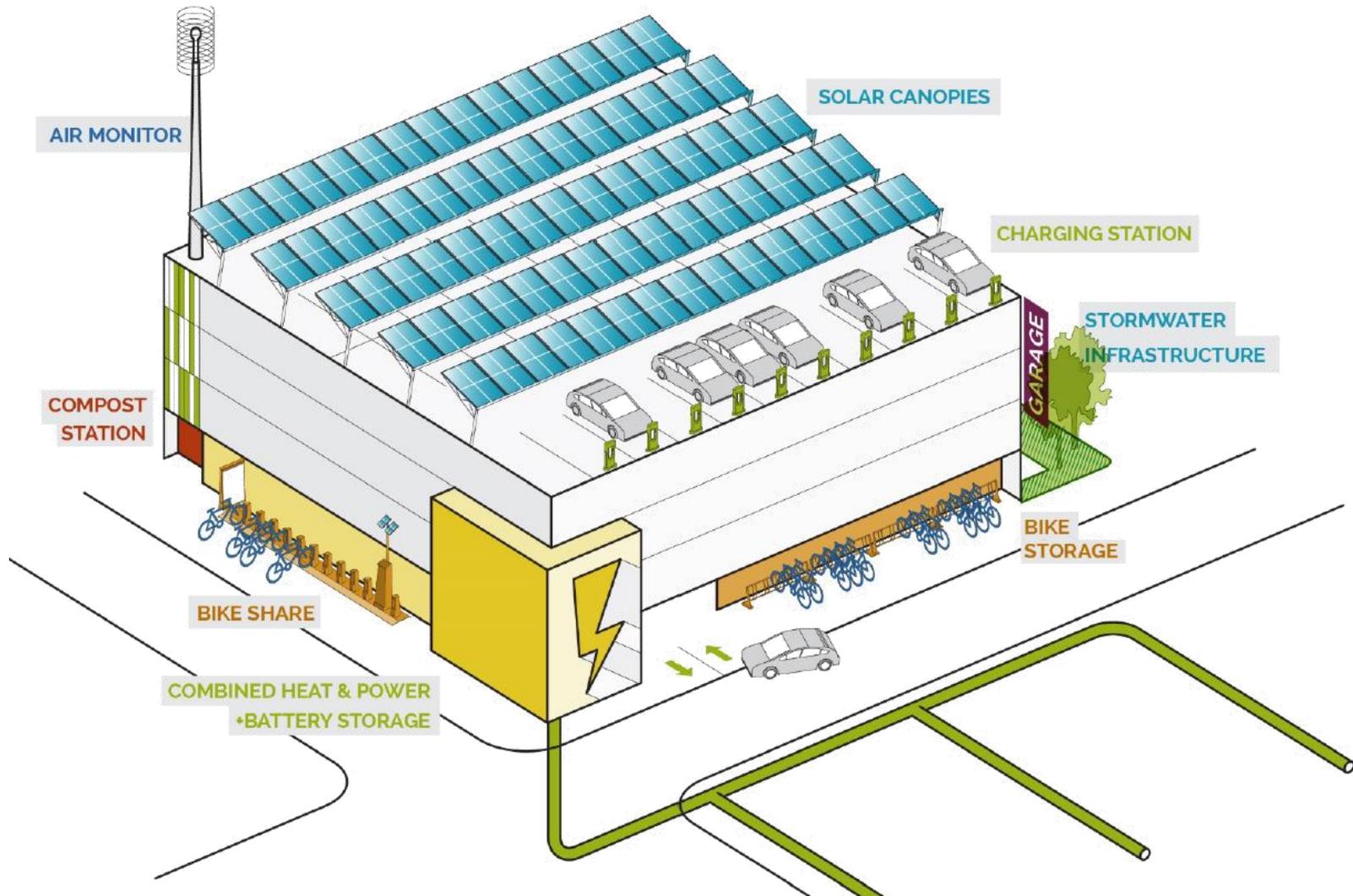
Open Space Planning



District Energy Planning



Infrastructure Hubs



Citywide Steps Assessment

Pittsburgh has more public staircases than any US city with over 800 sets of steps. 450 are on structures and 350 are built into sidewalks.

Projects to repair or rebuild staircases can be comparable to a small bridge project, so there is a need to prioritize investments to make the most impact for pedestrians.

Staircases were evaluated based on proximity to features such as transit, schools, grocery stores, parks, libraries, hospitals, universities, and commercial areas.

The process evaluated the importance of each staircase to the pedestrian network by measuring nearby features and creating four different scores: an overall score, a transit score, a school access score, and a detour score.

Citywide Steps Assessment

The recommendations included:

- Top ranked steps to replace;
- Smaller interventions such as prioritizing weeding and debris pick up, and increasing lighting; and
- Programmatic efforts such as establishing a stewardship program, and allowing for creative projects and events (e.g., art projects on steps).

Citywide Steps Assessment

Opportunities at the neighborhood scale:

- Oakland has a number of high priority steps and the Joncaire Steps project was one of the first to come out of the assessment.
- Transportation analyses will build on the recommendations of the assessment, identifying additional improvements that could coincide with steps projects.
- Opportunities for art and programmatic interventions could be discussed by multiple action teams.

Future of Oakland

In 2002, the OTF developed a list of projects in five categories: Quality of Life, Appearance, and Amenities; Development; Housing; Retail; and Transportation.

A central task of the Future of Oakland process was to develop a coordinated strategy, or roadmap, to help public and private funders and implementers to focus investments and understanding how all projects fit together.

An additional goal was to maximize the impact of each individual project through its synergy with other projects.

Future of Oakland

Projects were organized into four overarching initiatives:

1. Create a sense of place in Oakland:

- Redesign and program Schenley Plaza as the central green and upgrade gateways into Oakland;
- Make Forbes Ave a pedestrian-friendly commercial main street;
- Expand OBID to include Atwood, North Craig/Centre Ave, and South Craig business districts;
- Create a "Cultural Trust" for Oakland;
- Develop a plan that prioritizes pedestrian safety and comfort including wayfinding.

Future of Oakland

Schenley Plaza was just one of many big ideas.



Future of Oakland

2. Make it easier to get into and around Oakland:

- Connect Downtown and Oakland with rapid transit (light rail);
- Increase direct bus routes from regional areas;
- Develop fringe/intercept parking facilities for commuters;
- Develop bike trail system focused at Schenley Plaza and a multi-modal strategy for Fifth and Forbes Ave;
- Study feasibility of a university shuttle for Oakland that connects to adjacent areas and intercept parking;
- Develop a comprehensive parking management plan for Oakland to maximize use of spaces.

Future of Oakland

3. Stimulate neighborhood revitalization:

- Develop high quality single- and multi-family housing in Central Oakland;
- Enhance incentives for purchasing homes in Oakland, offer facade improvement grants, finance OPDC's purchase of homes as they come on the market;
- Strengthen code enforcement;
- Provide incentives for rental owners to improve properties;
- Plan with PPS for location and construction of new elementary school in Central or South Oakland.

Future of Oakland

4. Foster technology development:

- Analyze opportunities for redevelopment of Fifth/Robinson/Craft gateway including urban design guidelines;
- Study development feasibility for Junction Hollow;
- Study opportunities for technology development near North Craig Street and Centre Avenue and between Bellefield and South Craig on the Fifth/Forbes Avenue corridor;
- Explore developing a university inn and conference center;
- Coordinate Oakland technology developments with plans for Almono/Hazelwood Green and Baum/Centre Ave Corridor.

Future of Oakland

The Future of Oakland: A Community Investment Strategy Recommended Projects

	Project/Activity	Time Horizon	Funding Type	Cost Range	Comments
A	Create a Sense of Place in Oakland				
1	Redesign and Programming of Schenley Plaza as Oakland's new town square				
1.a	Plaza Design Consultant	Immediate	Private	\$\$	Funding is in place; preparing to release RFP for schematic design
1.b	Plaza roadway reconfiguration design work	Immediate	Public	\$\$	
1.c	Plaza Reconstruction Gardens, kiosks, lighting, restrooms, chairs/tables, lawn, demolition, construction, etc.	Mid-range	Public/Private	\$\$\$\$	
1.d	Plaza roadway reconfiguration construction	Mid-range	Public	\$\$\$\$	Coordinate with "hot spot" transportation study
2	Western Gateway Improvements				
2.a	Western Gateway Bridge design recommendations and design monitoring	Current	Private	\$	Currently working with PENNDOT on design of new bridge
2.b	Western Gateway Bridge improvements beyond PENNDOT's bridge and ramp design	Mid-range	Public	\$\$\$	
3	Southern Gateway Improvements -- Bates-Allies park				
3.a	Bates-Allies gateway park predevelopment activities	Immediate	Public/Private	\$\$	Currently underway
3.b	Bates-Allies gateway park construction	Immediate	Private	\$\$	To proceed upon completion of property acquisition
4	Reconfigure Fifth and Forbes Avenues to allow Forbes to be a pedestrian and retail friendly main street and to improve pedestrian safety on Fifth				
4.a	Develop consensus on options and undertake a traffic study as needed	Immediate	Private	\$	Coordinate with hot spot study and Eastern Corridor Transit Study
4.b	Design and Engineering	Mid-range	Public	\$\$	
4.c	Construction	Long-range	Public	\$\$\$\$	
5	Streetscape improvements on Forbes Avenue, from Craig to Margaret Morrison Streets				
5.a	Streetscape design	Immediate	Private	\$	

Innovation Oakland

Innovation Oakland was an initiative of the Oakland Task Force. The project was led by OBID with support from the universities, and UPMC. Several centers and programs at CMU provided technical expertise.

The 16-month process started with analysis and benchmarking, followed by preliminary design and proof of concept work for specific proposals, final design and prototype testing, and finally fabrication and installation.

Recommendations for signage, gateways, public art, web-based applications, and transportation information were intended to establish an integrated system.

Innovation Oakland

Recommendations and specific projects were organized into either categories summarized as follows:

- Remove the existing clutter.
- Improve signage including establishing clear wayfinding systems.
- Define entrances with signage at neighborhood gateways and smaller portals.
- Celebrate the character of streets through urban design guidelines.

Innovation Oakland

Recommendations continued:

- Create an iconic network of public art and wayfinding.
- Optimize and deploy mobile, sensor, and kiosk technology.
- Provide information at transportation starting points.
- Promote play through interactive tours, geocaching, and interactive public art.

Innovation Oakland

Forbes Digital Plaza was one of the projects proposed.



Oakland 2025 Plan

Initiated by OPDC, with a core team composed of community non-profits, and a broad Steering Committee.

Process began by engaging 200 residents through a kickoff event followed by 11 two-hour dialogue groups.

Second phase involved partners working on related plans (e.g., MOVEPGH, BRT, Innovation Oakland) and developers. This phase also included neighborhood walkshops, design workshops, and office hours.

Additionally, consultants analyzed socioeconomic trends and opportunities for development.

Oakland 2025 Plan

Those engaged liked Oakland's:

- Convenience of transportation, businesses, green spaces, parks, as well as educational, cultural, and medical institutions.
- "Metropolitan feel" provided by the diversity of races/ethnicities, age groups, and local institutions and businesses present.

Oakland 2025 Plan

Common concerns included:

- Connecting the transient student population to the larger community, and retaining younger populations after college.
- Absentee landlords' lack of maintenance of rental properties.
- The police department's responsiveness to residential concerns regarding noise, trash and loitering.
- Better integrating North, South, West and Central Oakland into a more cohesive Oakland with effective means of communication.

Oakland 2025 Plan

Common concerns continued:

- The stability of small business and job growth.
- The involvement of large institutions in future development.
- The need for better traffic safety for bicyclists and pedestrians, addressing transportation cuts and improving parking.
- The need for educational and other programs for children to help attract families.
- Improving green spaces and walking paths.

Oakland 2025 Plan

The plan has five themes, each with a goal statement, and strategies. Summarized goals include:

Housing: Provide housing choices for new residents attracted to Oakland's vitality and amenities, many of whom choose to live where they work.

Transportation: Establish a transportation network that will be highly multimodal, well designed, safe, and accessible.

Business and Development: Foster local, unique, diverse mixed-use businesses and development in core areas.

Oakland 2025 Plan

Goals continued:

Open Space and Art: Integrate green infrastructure (trails, parks, trees, stormwater catchment) and public art into all economic development initiatives.

Community Building: Reinforce neighborhood identity and increase social capital through community consensus, social networks, stewardship, gathering places, increased connectivity, and communication/access to information.

Strategies summary map follows...

Oakland 2025 Plan

Oakland 2025 Plan

MOBILITY

- Transit: Fifth/Forbes BRT line
- Transit: BRT stations
- ⋯ Transit: consolidated shuttle loops (3)
- - - Transit: Downtown circulator loop
- Transit: mobility hubs
- - - Bicycles: proposed on-street markings or dedicated lanes
- Bicycles: proposed off-street trail
- - - Bicycles: existing on-street markings or dedicated lanes
- Bicycles: existing off-street trail
- ⋯ Bicycles: existing on-street route

HOUSING

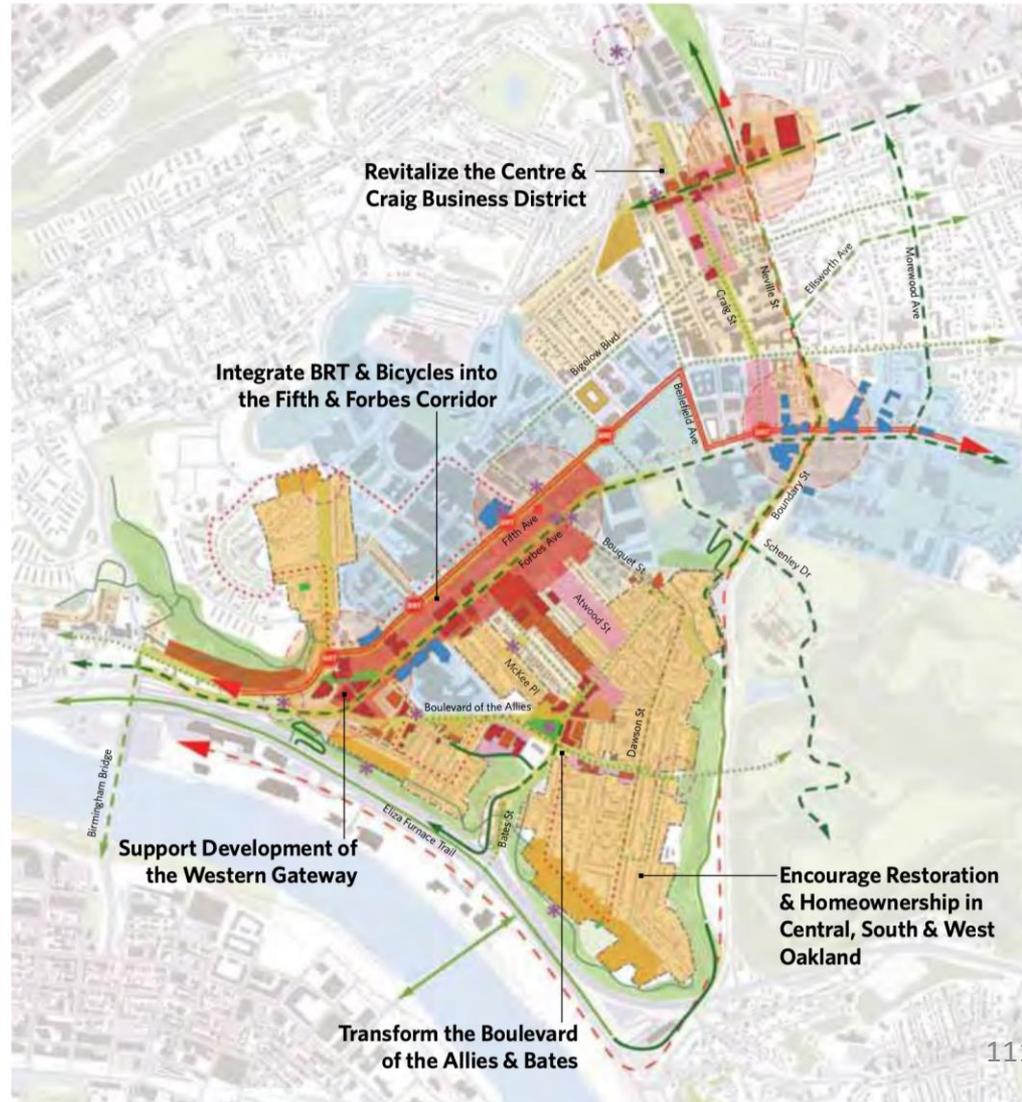
- Existing residential areas
- - - Homeowner preservation priority
- New market-rate housing development
- - - Corridors for apartments & student housing development

BUSINESS + DEVELOPMENT

- Oakland Business Improvement District
- Neighborhood business district
- Existing institutions
- Proposed mixed-use development
- Proposed building renovation
- Proposed institutional development

OPEN SPACE + ART

- Renovated and expanded parks
- Hillside restoration
- Streetscape improvements
- ⋯ Trailhead neighborhoods
- ✳ Public art
- ⋯ Gateway beautification
- Walking trails



Institutional Master Plans (IMPs)

Educational and Medical Institution (EMI) base zoning covers UPMC, Pitt, CMU and Carlow.

In EMI areas, IMPs establish development projects with details such as maximum height, uses, setbacks, desired materials, etc.

In 2018, City Planning collaborated with institutions and community organizations citywide to develop the “IMP Best Practices Guide” to help applicants create more comprehensive plans that better integrate sustainability and community planning best practices.

Institutional Master Plans (IMPs)

The relationship between IMPs and neighborhood plans:

- Neighborhood plans make recommendations for all portions of the study area including those with IMPs.
- Adopted IMPs and project plans are not impacted by later neighborhood plans.
- When IMPs are amended or replaced, the Planning Commission will review these changes for conformance with the adopted neighborhood plan.

IMPs: University of Pittsburgh

Following two years of planning, Pitt submitted a new IMP for approval in December 2019.

This IMP is the first submitted that utilizes the IMP Best Practices Guide recommendations.

Additionally, public agencies and non-profits worked with Pitt through the Performance Targets Program to improve the energy, stormwater, tree canopy, and urban design performance of all projects.

IMPs: University of Pittsburgh

- 1 Athletics Complex
- 2 Lower Hillside Housing
- 3 Recreation and Wellness Center
- 4 Crabtree Hall Redevelopment
- 5 UPMC Garage Expansion
- 6 Scaife Hall Expansion
- 7 Integrated Health Sciences Complex
- 8 UPMC Heart and Transplant Hospital
- 9 O'Hara Student Center/ GSCC Redevelopment
- 10 One Bigelow
- 11 RA Lot Site
- 12 Litchfield Towers Plaza Improvements
- 13 BK Lot Site
- 14 Academic Success Center
- 15 Bouquet Gardens Redevelopment
- 16 Frick Fine Arts Expansion
- 17 Forbes-Craig Redevelopment
- 18 Oakland Avenue Redevelopment



- Proposed Projects on Existing Pitt Properties
- Renovations to Existing Buildings
- Renovations to Partially Owned Facilities
- UPMC Development
- Proposed BRT Station
- Innovation District Potential Opportunities

Note: Image from Campus Master Plan for illustration purposes only.

IMPs: University of Pittsburgh

Streetscapes

Streets are a key component of the open space framework, creating campus edges and links to the adjacent community. Streets also provide a strong sense of place and contribute to the campus and neighborhood identity.

Streetscape improvements to provide safer pedestrian circulation, street trees, green streets, and street section modifications should be considered with all Ten-Year Development Sites.

Campus streets intersecting core campus spaces should have an emphasis on pedestrian circulation while accommodating vehicles. Bump-outs at pedestrian crosswalks allow for narrower crossings and have the added benefit of slowing traffic due to the narrower travel lanes. Campus streets can support raised, tabletop crossings that prioritize pedestrians. Changes in the pavement material at these crossings add a visual cue for drivers that they are entering a pedestrian zone. Consistently addressing crosswalks in this manner throughout campus has the added benefit of delineating campus within the larger city context. Street trees, benches, and pedestrian scale lighting all contribute to the character of these streets.

Streets at the perimeter of campus can create a defined edge by implementing consistent materials, plantings, banners, and signage. Expanding the campus landscape material palette to these edges will help identify the Pitt campus within the city. These streets provide an opportunity to add banners, signage, and gateways marking the campus threshold and should be designed in conjunction with campus gateways.

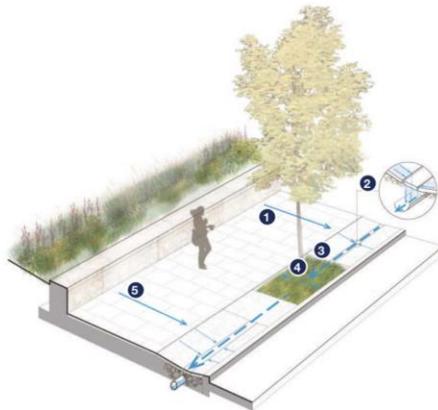
Street Trees

Landscaping and screening are required by the City of Pittsburgh zoning ordinance Chapter 918. Urban forestry is also a concern for major project development due to its impact and effect on the environment. Street trees have beneficial environmental aspects including reducing heat gain in an urban setting but just as importantly, trees have perceived safety impacts for pedestrians. There is an added sense of security from the simple addition of a traditional tree lawn. Trees planted between the pedestrian sidewalk and the edge of curb provide a much appreciated separation between pedestrians and vehicles. Healthy and well established canopy trees provide a beautiful setting for the

pedestrian and driver alike. There are several methods that help establish healthy street trees. The foremost of these is providing adequate soil volume for the mature growth of the tree. The larger the soil volume, the greater growth the tree will achieve. In cases where there is limited real estate to provide adequate soil, the addition of structured cells that allow for root growth under adjacent sidewalks and hardscape is suggested.

Green Streets

Green Streets integrate best management practices for stormwater management and safely accommodate the mobility needs of all users. Planting strips and tree pits are opportunities to capture run-off from the adjacent streets and/or sidewalks and return the runoff into the groundwater immediately. Green Streets are designed to provide percolation of the run-off into the groundwater system as opposed to the run-off being directed straight to the stormwater sewer system.

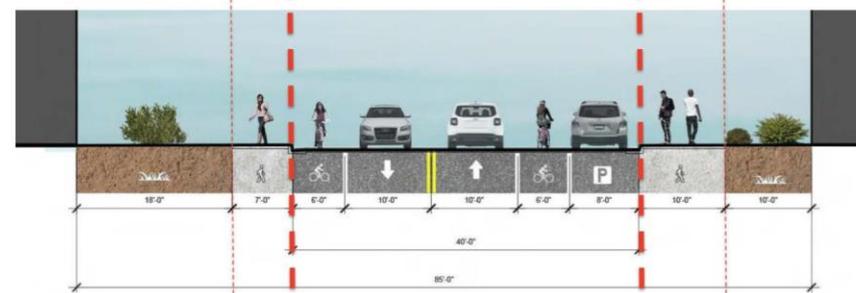


1. Runoff gets collected to runoff
2. Runoff falls into underground water pipe
3. Overflow flows gets treated in a tree planter
4. Water distributed to tree
5. Process repeats

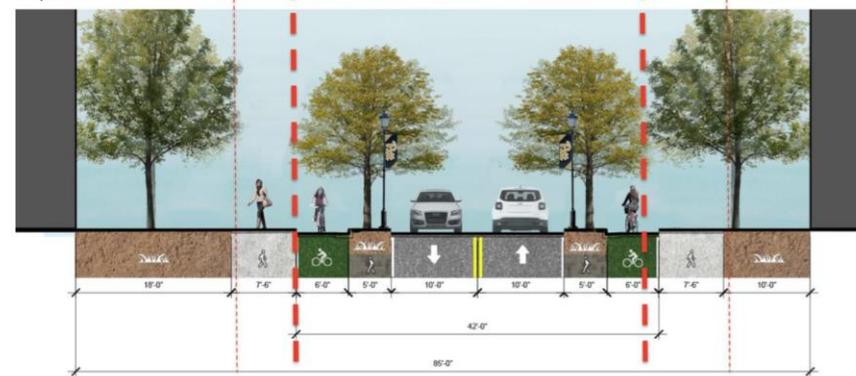
Section through O'Hara Street

Along O'Hara Street, a flexible and typical setback from curb to building facade should be 17'-6" to 25'-6" to allow for a 10'-18' planting and amenity zone along the building, a 7'-6" sidewalk, a 6' bike lane and a 5' planting strip separating bike lanes from vehicular traffic.

Existing



Proposed



IMPs: University of Pittsburgh



Total Existing Canopy Area: 29.95 Acres = 16.8%
 Proposed Additional Canopy Area: 1.30 Acres
 Total IMP Environmental Study Area: 177.4 Acres

Potential Tree Canopy Coverage = $17.6\% (29.95 + 1.30) \div (177.4)$

- EXISTING TREE CANOPY - POTENTIAL CANOPY INCREASE**
- IMP Environmental Study Area
 - Existing Tree Canopy
 - Projected 10-Yr Canopy
 - Aerial Located Canopy
 - Conceptual Tree Placement
 - Pervious Areas
 - Impervious Areas
 - Opportunity Tree (Non-Pitt Property)

IMPs: University of Pittsburgh

Potential BMPs Across Campus

The IMP identifies sites, spaces and buildings that are candidates for potential renovation, development, or redevelopment. These sites are generally sized to indicate full build out conditions. The following BMPs should be considered for each developed zone based on certain criteria. Some of the future development sites are vast and can incorporate sustainable practices that benefit from large infiltration areas. Other development sites are highly constrained by the surrounding uses and environmental factors. Areas in urban developments must accumulate a large volume in a small area and provide the maximum pervious coverage possible in order to achieve a measurable level of stormwater offset. Potential BMPs are indicated in green.

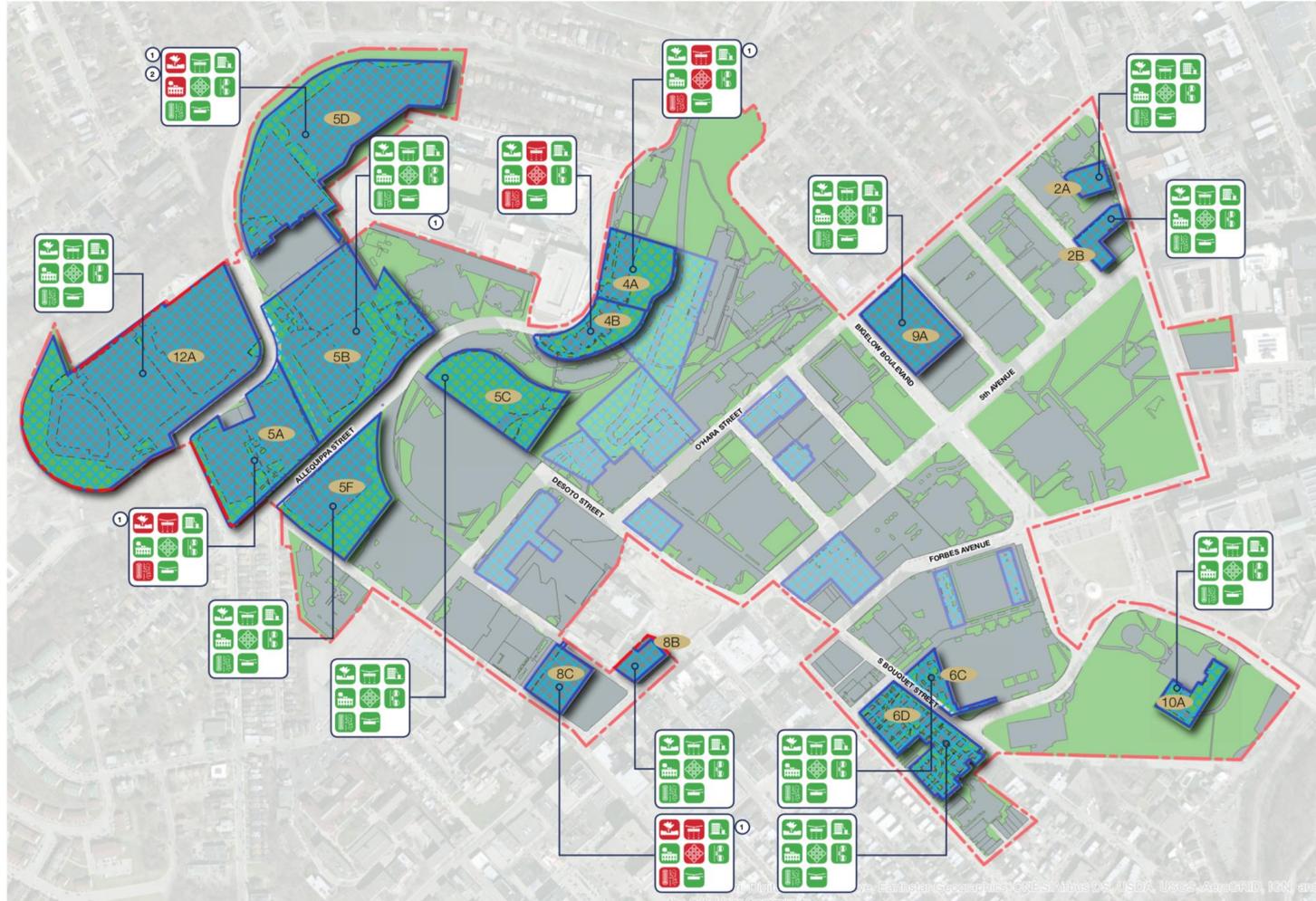
Some BMPs are not advisable, given the limitations of each development site. These BMPs are colored red. Each individual future project within the development sites will evaluate the practicality and benefits of these and other selected BMP practices. These diagrams are intended for planning purposes only. Future RFPs within development sites shall refer to section 7.4.3 and contain BMP Planning Diagrams. A licensed professional engineer shall conduct a formal study of each project and complete the BMP tracking spreadsheet.

BMP Legend



*BMP Feasibility Notes:

1. Evaluate feasibility of infiltration BMPs to avoid steep slopes and landslide prone areas on the site.
2. The IMP considers a field for this site. However, green roof is possible if buildings are proposed.
3. The IMP indicates potential development over the base of a building/structure. There are BMP limitations with this construction.
4. Groundwater seepage downslope of the site is a current issue. Infiltration is not recommended.



POTENTIAL BMP STRUCTURES

- IMP Environmental Study Area
- Pervious Areas
- Impervious Areas
- Ten-Year Development Sites

IMPs: University of Pittsburgh



PITT OPEN SPACE CONCEPT

Existing Facilities

- 1 Oakland Civic Center - Cathedral Grounds
- 2 Schenley Quadrangle Open Space
- 3 Petersen Events Center Upper Plaza
- 4 Posvar Hall Courtyard

Proposed Facilities

- 1 Bigelow Boulevard Streetscape Improvements
- 2 One Bigelow Development Open Space
- 3 Bouquet Gardens Open Space
- 4 Recreation and Wellness Center Open Space
- 5 Lower Hillside Housing Open Space
- 6 Athletics Complex Central Open Space



Group Activity: Challenges Over the Next Decade

Challenges Over the Next Decade

- You have been placed into groups based on similarities in the kinds of stakeholder groups you represent.
- Your facilitator will help you to work as a group to identify the challenges your group expects to face in the 10 years the plan will cover. Think about the issues raised in the plans we just reviewed.
- This activity will prepare you for the homework assignment where you are asked to engage your groups on challenges and establishing a vision for Oakland's future.
- Facilitators will report out at the end of the activity.

Not Presented



Homework for February

Homework

- Complete any unfinished prior homework assignments using online survey and provide comments on the draft Public Engagement Plan by email.
- **For February: Use your “Meeting in an Envelope” newspaper headline materials to lead a discussion and activities with the group you represent focused on establishing a positive vision for Oakland’s future and up to three key challenges that will need to be overcome to realize that vision. Staff can support you as needed and will retrieve the envelopes when you have completed the exercise. A web-based survey will also be provided by email.**

Questions? Other Business?

- Is there anything we covered tonight that was confusing?
- Is there anything the Steering Committee should know about (e.g., upcoming event, issue, etc.)?