

THE PITTSBURGH DOWNTOWN PLAN

A blueprint for the 21st century



Contents







Overview

This Plan is a flexible, market-based framework for Downtown development over the next ten years.

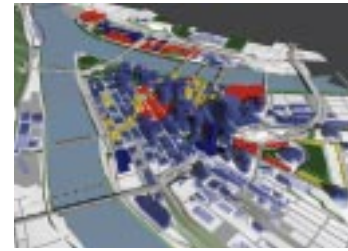
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The following studies and reports contribute to the final Plan and are available in the Adobe Acrobat® format on the accompanying CD-ROM.

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THE PITTSBURGH DOWNTOWN PLAN

A blueprint for the 21st century

► Overview

Why Now?



View of Pittsburgh from Mount Washington in 1942

It's been more than 35 years since Pittsburgh last undertook a comprehensive Downtown planning process. Since then, the city and region have undergone major economic and social changes, including the diversification of its

employment base, from manufacturing to one driven by technologies and knowledge-based enterprise.

Through it all, Downtown has remained the center of business and employment for the region. When the Plan process began, stress points in the Downtown fabric were beginning to show: a resolute but vulnerable retail corridor, an underachieving entertainment sector, a negligible residential population, worsening traffic and parking shortages and limited riverfront access and amenities. To address these and other issues, a comprehensive development strategy and a series of strategic projects was needed. That strategy, discussed in great detail in the sections that follow, will steer and coordinate public and private investments, and guide the location and types of future improvements.

Project Scope

The Golden Triangle, the area bounded by the Monongahela, Ohio and Allegheny Rivers and the Crosstown Expressway has traditionally defined "Downtown." Early on, participants in



Study area

this study recognized the North Shore of the Allegheny River, the South Shore of the Monongahela River and the adjacent areas of the Strip, Hill and Bluff as integral parts of the center city, now and in the future. The group also agreed that Downtown serves a regional role, as transportation hub, symbol of national and international recognition and identity, and a main stage for business, sports and cultural achievement. Current conditions and future demand were measured in three main areas: economic vitality and growth; Downtown's transportation requirements, now and in the future; and how best to complement Pittsburgh's natural features and physical form, using design guidelines and other available tools.

► Overview

Development Strategy—Establishing the 24-Hour City

The 10-year development strategy for Downtown Pittsburgh is built from a series of interlocking pieces, each adding strength and vitality to the whole. The development objectives and projects are broken into two phases. Phase One (1-4 years) seeks to bolster the retail, office, dining, residential and entertainment choices within the Golden Triangle, while at the same time introducing new and improved sports and entertainment opportunities on the North Shore. A strong pedestrian and visual link connecting the North Shore and the heart of the Golden Triangle via Sixth Street and the Sixth Street Bridge will be established. The desired result is a 24-hour city fueled by significant numbers of new employees, residents and visitors, both day-trip and overnight guests.

Key centers of activity include Fifth & Forbes Avenues, Grant Street, the Cultural District and the area comprising the Near Strip and the Convention Center. These areas all feature concentrations of retail, entertainment and business. Targeted sections of First Side, Cultural District and the Strip will accommodate a far greater number and variety of adaptive reuse housing.

The development strategy builds from the straightforward observation that people attract people. A multiplicity of activities—working, residing, shopping, and recreating—reinforce that notion, creating a whole greater than the parts. Another fundamental principle is that Pittsburgh's rivers and riverfronts



Downtown Pittsburgh

should serve as the central features, uniting rather than dividing a greater Downtown. This document outlines an aggressive 10-year program to invest in the development of all of these activities as well in the public infrastructure of transit, parking and public spaces to unite it all within the city and the region.

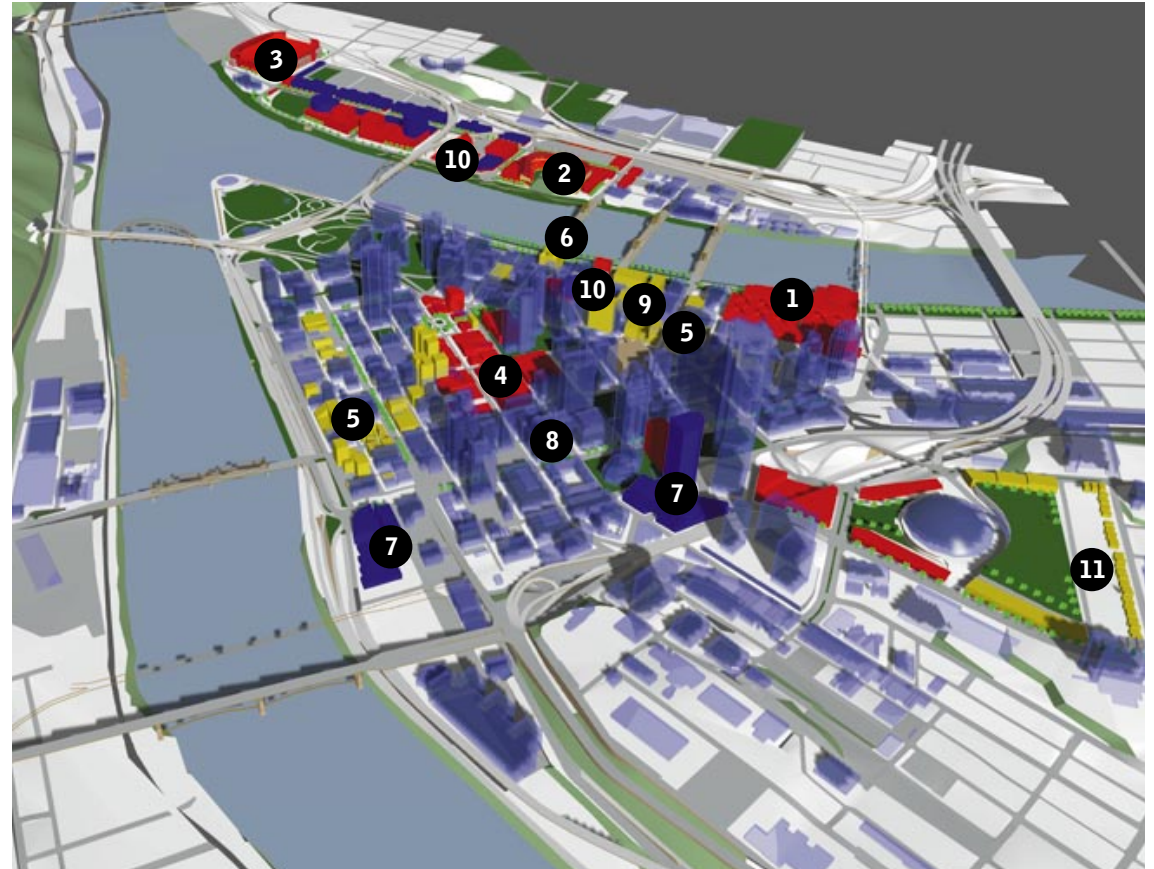
► Overview

Phase One (Present to 2001)

Among the first major projects underway will be an expansion of the Convention Center that will nearly triple its current exhibit space, add a spacious and elegant ballroom and improve its relationship to the riverfront and other surrounding resources. Across the Allegheny River, a new 38,000-seat baseball park will greet pedestrians at the end of the Sixth Street Bridge, conjuring up memories of small, intimate urban ball parks while lavishing both fans and players with modern comforts like club seating, a field-view restaurant, and state-of-the-art clubhouse facilities. Further west and pulled back slightly from the riverfront will rise the proposed new home of the Pittsburgh Steelers.

Staring back from the Golden Triangle will be several new developments and open space improvements along Fort Duquesne Boulevard. Plans call for a new mid-priced high-rise hotel at Seventh Street, and a six-story loft apartment set above a new jazz nightclub at Ninth Street. One block off the river, the Cultural District is getting set to welcome the O'Reilly Theater, Downtown's fourth major arts venue. Theater patrons and game-day crowds will enjoy the view along the new Allegheny Riverfront Park, now under construction. The Park will connect the Convention Center to Point State Park. One level up, the Sixth Street Bridge and its connecting streets will funnel pedestrians to and from the heart of Downtown in all directions, and provide the only visual gateway connecting the North Shore, Market Square, and the Monongahela River.

Market Square would regain its former polish and shine as the entertainment anchor, with a proposed new multiplex cinema and several destination restaurants. From Sixth Street, it is a short walk to the Fifth & Forbes retail corridor where major



Phase One (1-4 years):

- | | |
|--------------------------------|------------------------------|
| 1. Convention Center expansion | 7. Corporate Centers |
| 2. New Ballpark | 8. Allegheny Riverfront Park |
| 3. New Stadium | 9. O'Reilly Theater |
| 4. Fifth & Forbes Retail | 10. Hotels |
| 5. Adaptive Reuse Loft Housing | 11. New Construction Housing |
| 6. Sixth Street Connection | |

► Overview

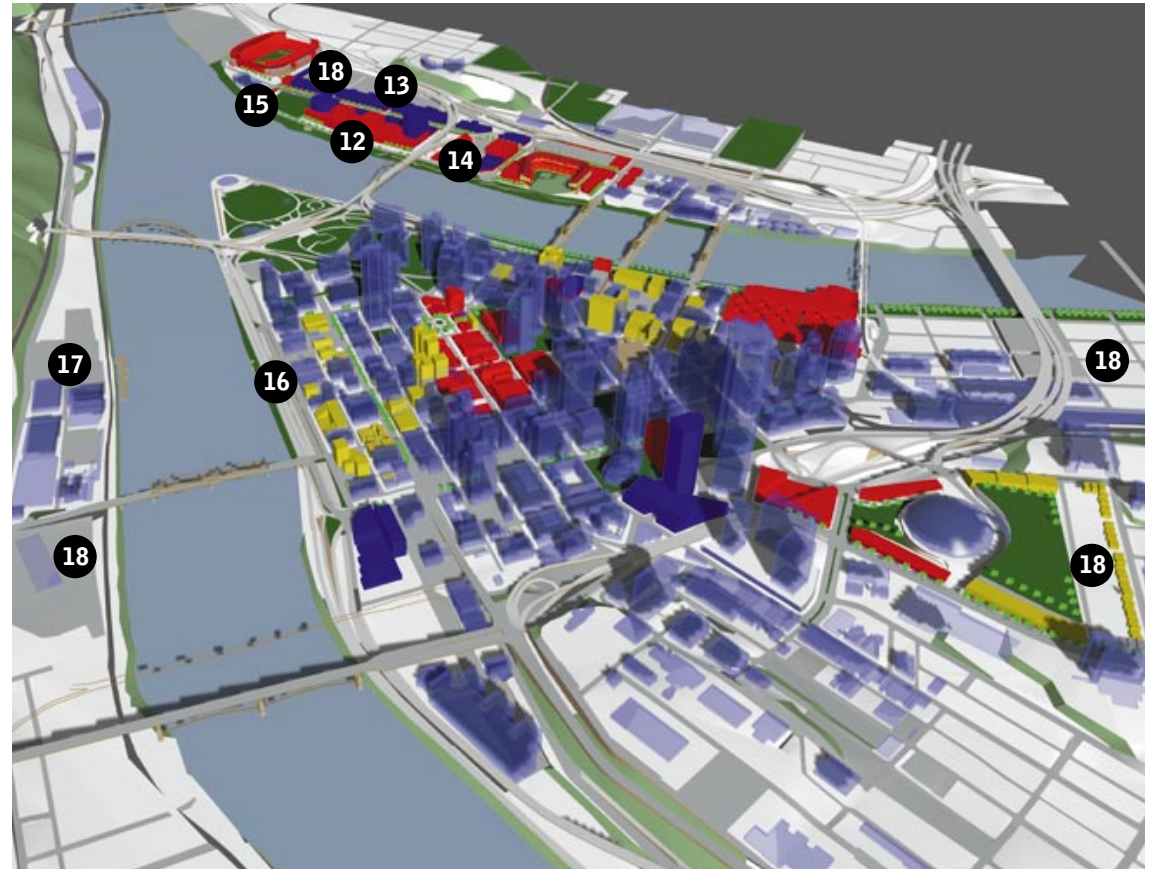
street and sidewalk reconstruction is underway. Plans call for a comprehensive makeover of street-level retail, part of a proposed urban entertainment district meant to attract and showcase national retailers, destination clubs and restaurants.

Across the Boulevard of the Allies, the narrow, tree-lined streets of First Side have started to welcome a new wave of urban homesteaders, drawn by creative loft designs, and by the convenience and amenities offered by Downtown living. Such market advantages have prompted similar adaptive reuse development in the Cultural District and the Strip. The development picture comes full circle with transit and pedestrian improvements to better connect all the disparate parts of this development program.

The North Shore's Second Act

Two issues—land and access—will guide the remaking of the North Shore into a new mixed-use district during Phase Two. The demolition of Three Rivers Stadium will create a significant parcel of land. A new street grid will ensure the urban character of the area—the connecting piece between the two new sports facilities and the Carnegie Science Center. This area could contain a major “first-day” entertainment destination, new large floorplate office buildings, housing, hotels and retail. A new Science and Art Park could provide a year-round attraction, while an outdoor amphitheater would offer three seasons of programming.

The proposed extension of the light rail and other transit systems to the North Shore will alleviate vehicle congestion and parking shortages, and give both residents and visitors a quick,



safe, convenient ride between major destinations. Other transit improvements would include new parking facilities, a comprehensive reorganization of the bus system, and the creation of a Downtown shuttle bus system. Pedestrians will always be given first consideration, and the linking of Downtown's riverfront parks and trails will continue with the redevelopment of Roberto Clemente Park and the construction of the Fort Pitt Park along the Monongahela River.

Phase Two (5-10 years):

12. "First-Day" Attraction
13. Offices
14. Hotels
15. "Science & Art" Park
16. Fort Pitt Park
17. Station Square Master Plan
18. New Construction Housing

► Overview

The Planning Process

Hands-on planning and public input have guided the development of the Downtown Plan. Six task forces—corresponding to the six focus areas of this document—provided leadership, ideas and feedback. The planning team invited public participation, and conducted detailed research and analysis to inform the Plan’s proposals. Market studies for retail, attractions, business climate and housing; analysis of various transportation and parking needs; and urban design studies were undertaken in support of this study. At every step, from research and analysis to interim findings and final proposals, information was checked against the specific local knowledge of participants and public officials who led the task forces.

From Focus Areas to Districts

The Plan content moves from the general to the specific, reflecting task force discussions. Agreement was first reached on broad principles for each of the six focus areas. Those ideas became the foundation for a General Development Strategy. Within each focus area, we present specific Phase One and Phase Two objectives, preceded by a summary of initiatives and assignments—how we plan to achieve them.

The Plan

The process of conceptualizing, researching, and drafting the Pittsburgh Downtown Plan required time, energy, commitment, and insight from many sources. The initial step focused on producing an action plan designed to guide and advance each stage of the process. One of the initial action plan steps involved defining a team structure that would generate and

serve as a container for information. This team approach also provided a system of checks and balances to ensure that all work was carried out in a professional and timely fashion.

There is no “right” way to organize an effort as complex and all-encompassing as the Pittsburgh Downtown Plan. Our goal simply was to be inclusive at every turn, to listen actively, and to create a process that covered as much ground as possible and allowed the best ideas to surface.

The Team

Our team structure consisted of four key elements: the oversight committees; the community task forces; the planning group; and the core team. Throughout the process, City Council and the Mayor’s Office received regular updates and offered valuable comments and direction. City Planning Director Eloise Hirsh’s constant involvement helped to tie together various pieces of the process.

Three **Oversight Committees**—the Strategic Investment Partnership, the Management Committee and the Advisory Committee—formed a partnership to bring the highest levels of technical, financial and managerial expertise to the Plan process.

Six **Community Task Forces**, corresponding to the six focus areas of this document, convened a diverse and enthusiastic group of business leaders, administrators, design professionals, residents, clergy, and other concerned citizens. They volunteered their time and ideas, and lent an informed and critical eye to the work at hand. Their contribution can’t be overstated.

► Overview

The Planning Group, comprised of key Market Strategy, Urban Design, Transportation and Project Support professionals supported both staff and volunteer participants by applying a rigorous standard of analysis to all phases of the Plan process. They also helped to identify and articulate the underlying principles through proposed development scenarios. The contributions of the Planning Group are best expressed in the rich and detailed study of current conditions and the highly targeted strategies provided by the Plan.

Project Support members helped to ensure that the final products of this process would be clear, concise and accessible by a broad cross-section of interested citizens, business owners and other stakeholders. Finally, the Core Team provided direction and day-to-day support for this undertaking.

The Process

In order to squeeze the most benefit from every contribution to the Plan and to remain on schedule, it was necessary to chart a timeline. Early on, the City Planning office and the Core Team developed a conceptual framework and began the arduous task of collecting and analyzing existing information. Key members reviewed the most recent comprehensive plan for Downtown, completed in 1961, and outlined steps for taking a fresh look at the situation.

Next came assembling the various working groups, and establishing specific assignments and techniques for field research and data gathering. Staff from the City Planning office and members of the Core Team kept the process moving. The planning team invited public participation, and conducted detailed

The Planning Process: A Chronology

<p>JUNE 1996</p> <p>1</p> <p>Develop conceptual framework</p> <ul style="list-style-type: none"> • City Planning • Core Team 	<p>ONGOING</p> <p>2</p> <p>Collect and analyze existing information</p> <ul style="list-style-type: none"> • City Planning • Core Team 	<p>FALL 1996</p> <p>3</p> <p>Assemble work groups: Planning Group, Task Forces, Advisory Committee</p> <ul style="list-style-type: none"> • Management Committee • City Planning • Core Team 	<p>JUNE 1996 – MARCH 1997</p> <p>4</p> <p>Field research, data gathering and analysis</p> <ul style="list-style-type: none"> • Task Forces • City Planning • Core Team • Consultants 	<p>NOVEMBER 1996 – DECEMBER 1997</p> <p>5</p> <p>Conduct task force workshops</p> <ul style="list-style-type: none"> • Task Forces • City Planning • Core Team • Consultants
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► Overview

research and analysis to inform the Plan’s proposals. Market studies for retail, attractions, business climate and housing; analysis of various transportation and parking needs; and urban design studies were undertaken in support of this study. At every step, from research and analysis to interim findings and final proposals, information was checked against the specific local knowledge of participants and stakeholders who led the task forces.

The resulting data began to reveal Downtown’s major assets, needs and opportunities. The City Planning office and Core Team began convening the task forces and consultants in “workshop” settings to see which development ideas would prove to be both achievable and most in keeping with the larger objectives established for Downtown. A series of workshop task forces and design charrettes analyzed various development scenarios, moving the Plan a step closer to its conclusions.

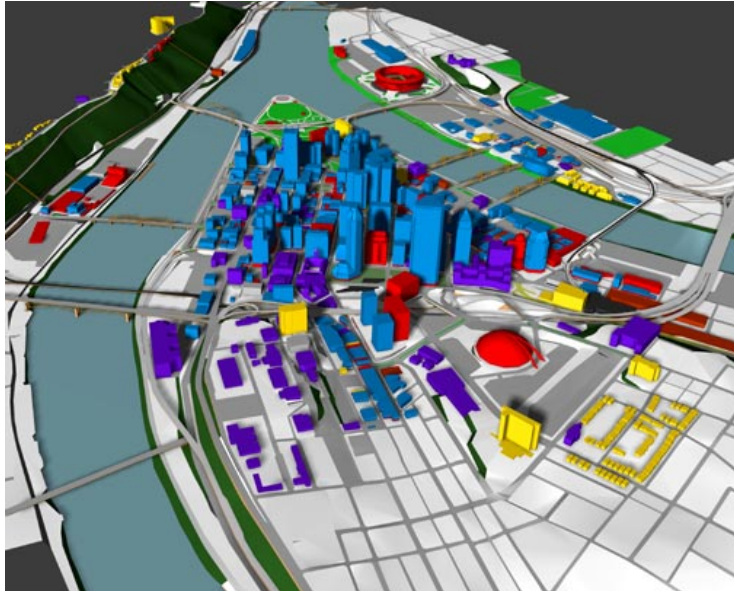
From those workshops emerged a series of draft design and policy guidelines and implementation strategies. The planning team once again called upon Downtown’s major stakeholders—employers, institutions, cultural groups, sports teams, etc.—to shoulder specific action steps and follow-up. All of these action steps first went before the Management and Advisory Committees for comment and final approval.

Concurrent with implementation was the effort to summarize and publish the Plan’s findings, culminating with the publication of an Executive Summary, an Investor’s Prospectus, and a full, final Plan. The Core Team and various Project Support members joined to create these public documents.

The Planning Process: A Chronology *Continued*

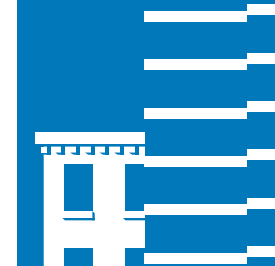
<p>JULY 1997</p> <p>6</p> <p>Conduct design charrettes to analyze development scenarios</p> <ul style="list-style-type: none"> • Task Forces • City Planning • Core Team • Consultants 	<p>JULY 1997 – OCTOBER 1997</p> <p>7</p> <p>Draft design and policy guidelines and implementation strategies</p> <ul style="list-style-type: none"> • Core Team • Consultants 	<p>NOVEMBER 1997</p> <p>8</p> <p>Review and refine guidelines and strategies</p> <ul style="list-style-type: none"> • Advisory Committee • Management Committee • Task Forces 	<p>SEPTEMBER 1998</p> <p>9</p> <p>Publish plan documents</p> <ul style="list-style-type: none"> • Core Team • Consultants 	<p>ONGOING</p> <p>10</p> <p>Periodic assessment reviews</p> <ul style="list-style-type: none"> • Management Committee • Task Forces • City Planning
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► Overview



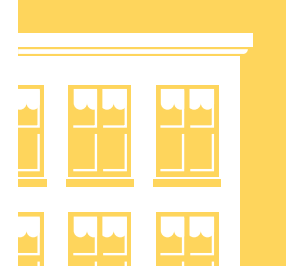
RETAIL & ATTRACTIONS

We measure market demand for a major infusion of new Downtown retail, dining and entertainment activities.



BUSINESS CLIMATE

We chart a plan for meeting the changing office space and support needs for Downtown companies, large and small.



HOUSING

We identify opportunities for developing architecturally distinct housing, with an eye for showcasing the waterfront, and other amenities.



INSTITUTIONS

We honor the longstanding contribution of our Downtown institutions, and look at ways to meet their evolving needs.



TRANSPORTATION

We suggest innovative ways to balance the growing demands of riders and the need to keep Downtown attractive for business.



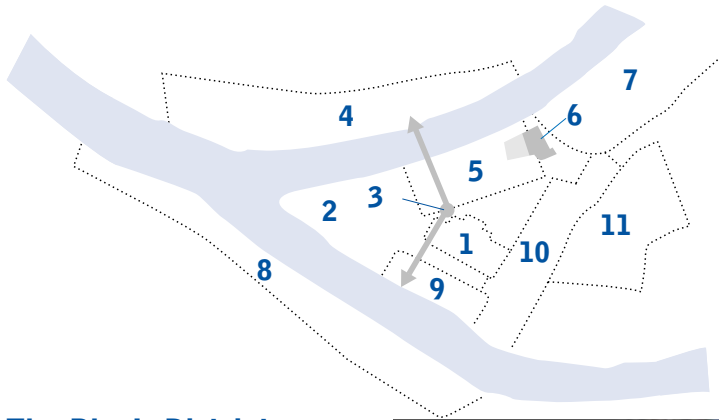
URBAN DESIGN

We examine critical design issues and how attention to streets, parks and open space helps to define the "public realm."

The Plan's Focus Areas

Like the precision workings of a time-piece, Downtown's major sectors only work well when they work in cooperation with one other, and for the sake of the whole. Each Focus Area section outlines general strategies and specific district proposals.

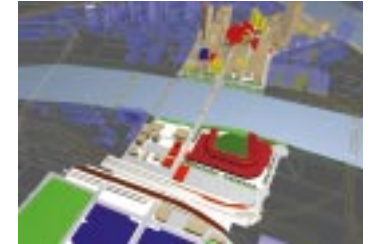
► Overview



1 FIFTH & FORBES
Create a focused district to revitalize the traditional retail heart of Downtown.



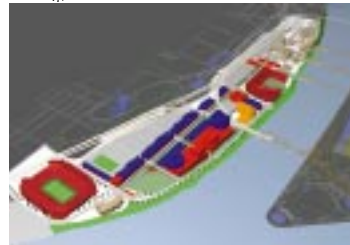
2 GATEWAY
Add recreational uses and connections to this, the city's ceremonial center.



3 SIXTH STREET CONNECTION
Connect the North and South Shores with commerce and entertainment.

The Plan's Districts

The planning process identified eleven coherent districts that call for individualized design and development approaches. Transportation and urban design improvements enhance the physical connection and synergy between districts. The complete Plan document provides detailed descriptions of each district, and clearly delineates what an investor could expect to be supported in that district.



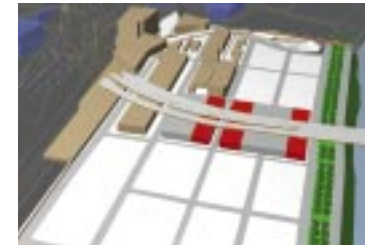
4 NORTH SHORE
Capitalize on investments in major projects to establish a new, urban district.



5 CULTURAL DISTRICT
Develop new residences while growth continues in the region's cultural center.



6 CONVENTION CENTER
Exploit the riverfront setting and make connections to the surrounding areas.



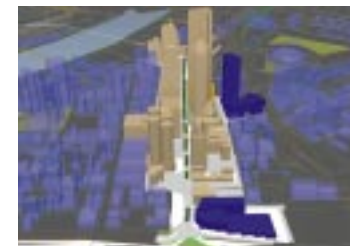
7 STRIP DISTRICT
Preserve the existing character while supporting new development near Downtown.



8 SOUTH SHORE
Improve the transportation nexus with mixed-use development.



9 FIRST SIDE
Establish a new residential neighborhood through adaptive reuse and infill housing.



10 GRANT STREET CORRIDOR
Continue to expand Downtown's corporate address.



11 CIVIC ARENA / LOWER HILL
Reinvigorate the Arena and connect to neighborhoods and employment centers.



Retail & Attractions

OVERVIEW

FOCUS AREAS

► Retail & Attractions

Summary

Current Projects

Research Findings

Challenges

Development Strategy
and Implementation

Business Climate

Housing

Institutions

Transportation

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APPENDIX



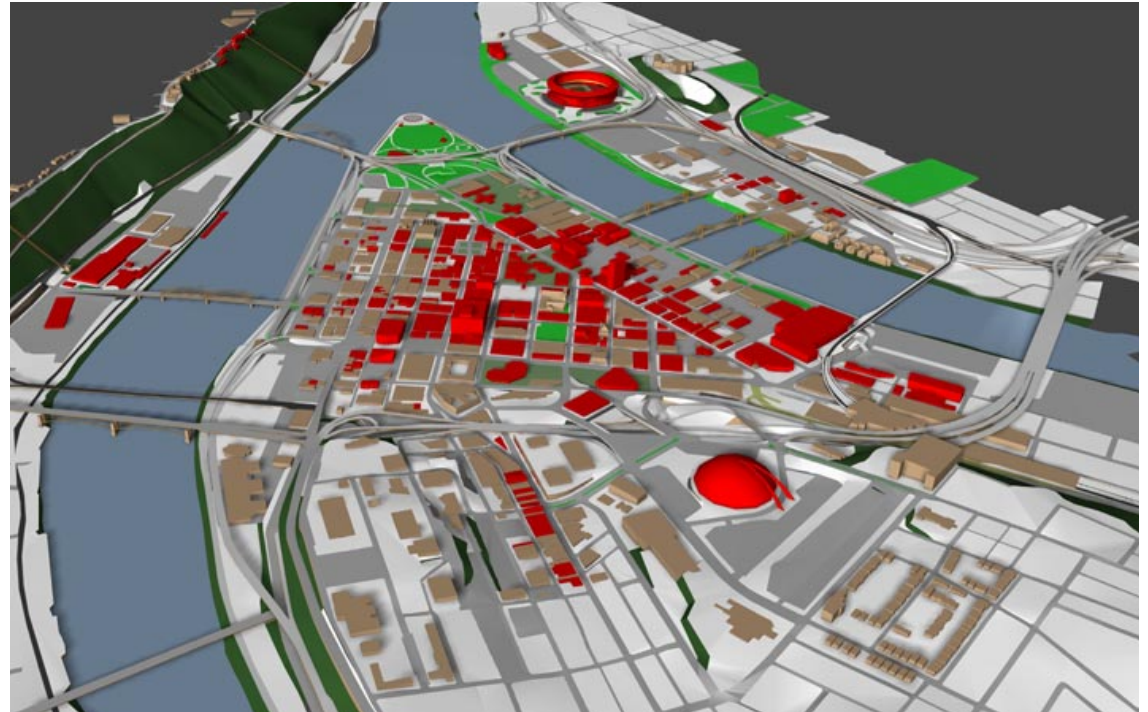
► Retail & Attractions

Summary

Unlike retail districts in many urban centers, Pittsburgh's Downtown has retained key department store anchors, unique specialty retailers, and some of the polish and finish we associate with a "downtown" shopping experience. While the retail fabric remains intact, it has worn thin in spots. The lack of synergy between retail, restaurant and entertainment options compounds the problem, leaving Downtown largely dependent on the spending of 120,000 weekday employees.

A ring of major visitor destinations—the North Shore's museums and sports teams, the Strip's music and club scene, the Civic Arena, Station Square, and the Cultural District—surround the inner Triangle, and yet there is no signature entertainment or dining attraction in the core. New development in the Triangle and elsewhere would enjoy a built-in audience of 3.6 million people who annually attend events at the Civic Arena, Three Rivers Stadium and Cultural District venues.

The Plan outlines steps to upgrade and expand Downtown's store mix, and to ally retail, restaurant and entertainment offerings to attract a wider audience of shoppers and visitors. The Plan also calls for improved connections between the Triangle and North Shore, and a centralized management and marketing group to coordinate operations. Retail and attraction development is a cornerstone and lead economic generator for the 24-hour city.



Retail & Attractions facilities dominate the ground floors of the Downtown area, but are often underutilized or disconnected.

► Retail & Attractions

Current Projects

Downtown, already the region's largest concentration of retail space (approx. 3 million square feet), recently added about 26,000 square feet of first-floor retail space at Penn Avenue Place, anchored by Old Navy's flagship Pittsburgh location. A new Lazarus Department Store, set to open later in 1998 at the corner of Fifth Avenue and Wood Street, will contain 250,000 square feet of space within a four-story facility.



Old Navy at Penn Avenue Place



O'Reilly Theater

The [Cultural District](#)'s year-round draw will soon be strengthened with the addition of a fourth major arts venue, the O'Reilly Theater, to a collection that includes the Byham Theater, Heinz Hall and the Benedum Center. The

Pittsburgh Public Theater will occupy the new 650-seat theater, located on the corner of Seventh Street and Penn Avenue.

Pre-development, including acquisition and design, is underway for the expansion of the David L. Lawrence Convention Center. Site study and financing are also underway for the construction of two new sports



Expanded Convention Center

facilities on the North Shore: a 37,000-seat baseball only park set against the Allegheny River at the Sixth Street Bridge; and a 67,000-seat football stadium to be located west of Three Rivers Stadium. These projects, along with the hotel, restaurant and retail projects they should spark, will provide Pittsburgh a great opportunity to draw new and repeat visitors from a largely untapped market of 6 million visitors living within a 100-mile radius. An expanded [Convention Center](#) should generate significant increases in event attendance and delegate spending.

Several parking, transportation, and public-space improvements are underway to support all current and planned Downtown retail and attraction development. The new Lazarus sits atop a 490-space underground parking facility. Some \$30 million of public funds have been spent on new lighting, curbs, sidewalks, trees, reconstructed roadways, and underground infrastructure to create lively pedestrian connections around Liberty Avenue, and the Fifth and Forbes



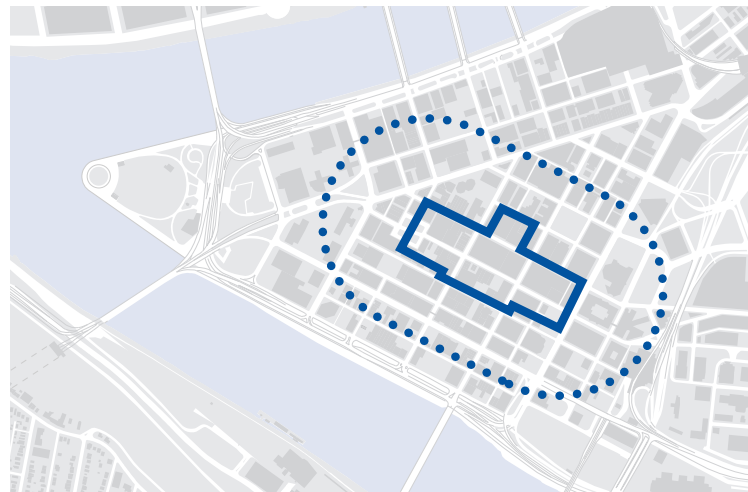
Lazarus Department Store

Avenue/Wood Street area. New riverfront parks on both sides of the Allegheny River will connect development to one of Pittsburgh's greatest amenities.

► Retail & Attractions

Research Findings

Our research finds that Downtown could support 300,000 to 500,000 square feet of additional retail space in the Downtown market in the near term. Market analysis and surveys suggest that the types of retail establishments in highest demand include another “better quality” department store, in addition to the new Lazarus, of between 125,000 and 200,000 square feet. Smaller mid- to upscale specialty stores totaling 100,000 to 250,000 square feet are also in demand. Our research finds that restaurant and entertainment uses are also lacking, particularly in the Golden Triangle. As much as 300,000 square feet of additional restaurant development and entertainment options is currently in demand in the Downtown area, to be distributed



Downtown's retail core, similar in scale to a typical suburban mall such as Monroeville Mall (solid blue line, dotted blue outline indicates mall parking), is well suited to become a shopping nexus.

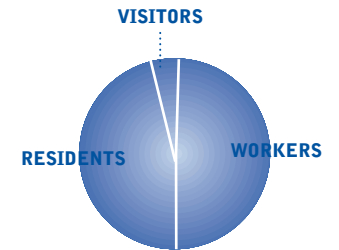
among the various districts. Among the entertainment centers to be given strong consideration is a large, state-of-the-art cinema featuring 14-20 screens (approximately 62,000 to 70,000 square feet), along with several specialized destination restaurants and night clubs totaling about 85,000 to 125,000 square feet to be situated in the Triangle. On the North Shore, an additional 125,000 to 200,000 square feet in specialized sports-related “themed” restaurants and related entertainment would coincide with new stadium development. Newly constructed hotels should total about 1,000 to 1,200 rooms/suites, with the prime convention-oriented hotel integrated with the expansion of the Convention Center.

► For more information, see the [Appendix](#).

Challenges

The Plan to expand Downtown’s retail store mix and develop a critical mass of new restaurants and attractions acknowledges several important challenges.

- ◆ Downtown’s ability to compete with suburban retail centers would be greatly improved by a centralized management and marketing plan designed to attract complementary development, oversee joint marketing and carry out day-to-day management. The management entity would coordinate everything from store hours, to holiday promotion, and general presentation and security, with a focus on accentuating Downtown’s competitive advantages.
- ◆ Urban design and transportation improvements—including wider sidewalks, and clear pedestrian signage—are needed to



Who shops downtown? Together, downtown workers and area residents comprise 95% of downtown shoppers. Only 5% are from out of town.



Downtown’s average shopper is 35, earns \$40,000, has at least some college, and spends 22% of his or her non-grocery budget downtown.

► Retail & Attractions

improve pedestrian connections between the Triangle and adjacent centers of activity: sports and sports-related development on the North Shore, performing arts venues and the Convention Center in the Cultural District; the burgeoning night scene in the Strip, and the well-established visitor attractions of Station Square. Recommended mass transit changes include reducing bus congestion on key retail corridors, expanding LRT connections, and creating short-route shuttle service between attractions.

- ◆ Meeting the parking needs of shoppers and visitors will require a new five-tier parking strategy designed to free up short-term spaces for visitors and shoppers, and offer free or reduced off-peak parking in the Triangle core. Parking and access are currently impediments to Downtown shopping, especially for those used to the conveniences of suburban retail centers.

Development Strategy and Implementation

A potent new infusion of attractions, including cinemas, restaurants, national retail stores, performance arts venues, professional sports and interactive arcades has helped to breath new life and visitor spending into many downtown areas. Pittsburgh, with its compact street grid and abundant waterfront, could develop a unique Downtown entertainment district, with the Sixth Street Bridge serving as a link between one activity center on the North Shore and another near Market Square in the Golden Triangle.



Such a plan should create a distinct urban ambiance designed to target global entertainment interests and to draw visitors from outside as well as the normally defined primary markets. This kind of development has demonstrated the ability to complement more traditional retail operations by increasing the duration of retail visits, which translates into higher sales. This development could have a dramatic impact on Downtown Pittsburgh, by attracting a larger and more profitable consumer market, one able to sustain the kind of evening and weekend activities critical to the 24-hour city.

The Plan proposes a revitalized retail core in the Fifth and Forbes district, and a spectrum of family-oriented entertainment attractions on the North Shore, linked by the Sixth Street corridor. Other outlying retail and entertainment centers such as Station Square, the Strip and Civic Area should also be linked to the core. Red indicates new and expanded retail and attractions (including hotels); beige buildings are existing facilities.

► Retail & Attractions

Recommendations

The Pittsburgh Downtown Plan's initial projections of demand for new retail, restaurant and entertainment development reflect current market conditions and a conservative forecast for Downtown employment growth. A comprehensive retail/entertainment development for the [Fifth & Forbes](#) corridor and the [North Shore](#) could bring a major influx of developer interest and investment. Even more modest investments, combined with ongoing transportation and parking improvements, should have a significant impact on overall market conditions.

Phase One

Research confirms that near-term potential for new Downtown retail, restaurant and entertainment development exists in several key areas: the Fifth & Forbes corridor, Sixth Street Connection, Convention Center and the North Shore. Other development opportunities exist in the Cultural District, the Civic Arena/Lower Hill area, and Strip District. On the South Shore, plans by the Forest City Enterprise for an expansion of Station Square are also being developed.



Fifth Avenue development will become the focus of the new retail corridor.

Phase Two

As the Triangle becomes more firmly re-established as the traditional retail center, development focus will shift to other parts of the study area, especially the North Shore. A wide range of entertainment development, including possibly a year-round sports and active recreation center, amphitheater, and a first-day or lead attraction, will anchor a restored street grid between the two new stadiums. New LRT connections and

other transportation improvements should help ensure the viability of this entertainment center by providing quick and easy access to the Triangle and the regional transportation network.

Implementation

From the outset, The Plan process called upon experts and stakeholders in each focus area to help establish a development strategy. The Retail and Attractions Task Force has identified important first steps and suggested the following assignments:

- ◆ The Mayor's Office, City Planning Department and the Urban Redevelopment Authority, with the help of the national real estate community, will pursue a comprehensive and coordinated retail and entertainment development strategy for the Fifth & Forbes Avenue corridor.
- ◆ The Pittsburgh Downtown Partnership, working with retailers and property owners, should develop a plan for centralized retail management for Downtown to coordinate marketing, improve store mix and boost occupancy rates. The Pittsburgh Downtown Partnership will benchmark and assess Pittsburgh's needs, and update and build on current retail and property ownership databases.
- ◆ The Pittsburgh Downtown Partnership, working with Downtown businesses, institutions, and historical and cultural attractions, and regional marketing organizations, will seek to integrate promotional efforts and position Downtown as the regional hub for visitors.



Carnegie Science Center on the North Shore



Business Climate

OVERVIEW

FOCUS AREAS

Retail & Attractions

► Business Climate

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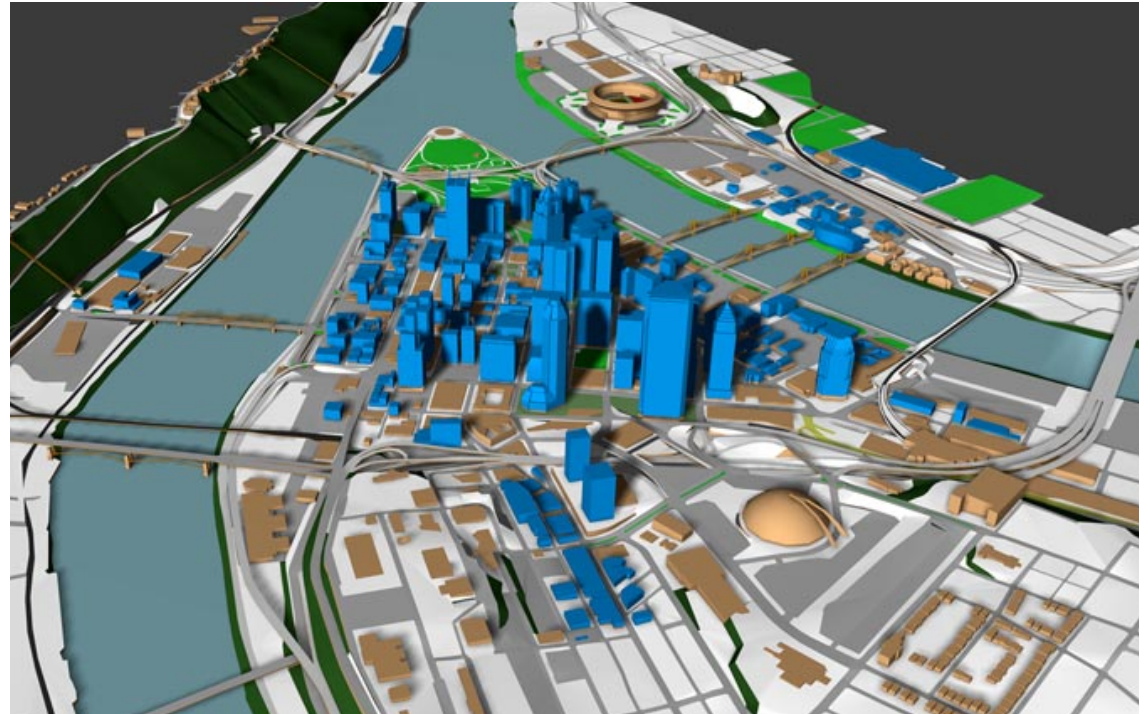


► Business Climate

Summary

Downtown Pittsburgh—long a world-class corporate and finance center—remains the region’s center of employment, with 120,000 employees arriving each work day. Downtown contains two thirds of the region’s office space (approximately 24 million square feet), including a majority of the prime Class A space. Long-standing icons ALCOA, USX and PPG share the skyline with international brand names like Heinz, and growing financial powers Mellon and PNC. Less visible but equally important to the Downtown business climate are countless small and start-up firms, and many international corporations, some of which have established U.S. or world headquarters in Pittsburgh.

The Plan addresses the need to nurture small and start-up businesses, while continuing to satisfy the demands of large corporations. A small cadre of tenants (less than 10 percent) occupy some 70 percent of Downtown’s total multi-tenant space. Recent trends indicate further consolidation among large tenants looking for economies of scale. This trend is likely to result in a shortage of large floorplate flexible space in the Triangle. Some of the Plan’s specific recommendations include maximizing the remaining Class A inventory, upgrading Class B and C buildings for small and start-up businesses, and encouraging large floorplate development in other parts of the study area.



Downtown holds several competitive advantages as a business center, including a central location for employees, and a growing list of after-work-hours amenities. The Plan recognizes the importance of Downtown employees, long the bedrock of its retail economy, in sustaining new retail, restaurant and entertainment development, and invigorating the 24-hour city.

The concentration of the office market in the Golden Triangle is clearly visible as the predominant building use.

► Business Climate

Current Projects

After a long period of stasis, office development is once again on an upswing, thanks in part to an aggressive program of land acquisition, financing, and business recruitment and retention directed by the Mayor’s Office and the Urban Redevelopment Authority. The public sector has become a regular partner in major developments, supporting employment growth with parking improvements and other infrastructure investments.



Alcoa Headquarters

A case in point is the development of ALCOA’s new world headquarters on the North Shore, a 230,000 square foot facility located between the Ninth and Seventh Street Bridges. Other recent developments include construction of

Penn Liberty Plaza, a complex of large floorplate offices totaling 374,000 square feet just west of the Veteran’s Bridge near the Convention Center. The computer design firm Daxus (113 employees) renovated a historic Penn Avenue structure containing 30,000 square feet in the Cultural District. GNC Corporation renovated 150,000 square feet of office space at 300 Sixth Avenue Building for its headquarters.



Proposed Mellon Bank Operations Facility

PNC and Mellon recently announced plans for construction of large floorplate operations centers along Grant Street, adding hundreds of jobs in the Downtown area.

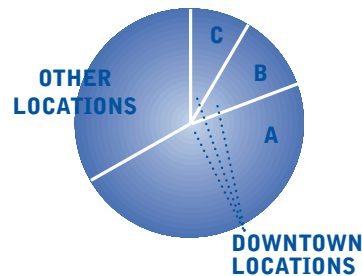
Proximity to mass transit was a key factor in the decision.

Recent land acquisitions in the Golden Triangle by PNC and Mellon for large-floorplate operations centers mean that future demand will look to the North and South Shores and the Strip District to find similar sites. Blue indicates proposed office buildings, with existing buildings in beige.

► Business Climate

Research Findings

Our market study projects Downtown employment to grow to 139,600 by the year 2010 from 120,000 in 1990. This represents a 16-percent increase which is greater than the projected regional employment growth of 10 percent during the same period. Growth will likely be strongest in the finance, insurance, real estate and construction industries, consistent with national trends. That growth rate translates into a demand for an additional 250,000 square feet of Class A office space during the next five years. Projections also call for an additional 750,000 square feet of large floorplate office space likely to be situated primarily outside the Triangle. These projections amount to absorption rates of 200,000 to 400,000 square feet per year. Currently, Class A office space rents average \$21 per square foot, relatively low compared with rental rates in comparable cities. This is a primary factor inhibiting the development of new office towers in the core.



Two-thirds of the region's total office space, including a majority of all prime Class A office space, is found Downtown.

► For more information, see [Appendix](#).

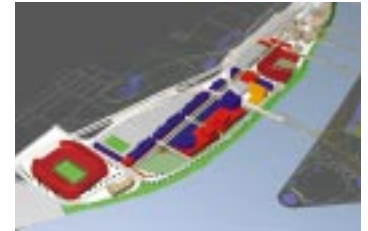
Challenges

The Plan to expand Downtown office space and support future employment growth acknowledges several important challenges.

- ◆ Downtown office tenants will increasingly demand large floorplate, flexible building space that will readily adapt to new technologies and make it possible for them to reach economies of scale. Key issues in locating new offices will be site size, with tenants demanding prominent sites of between 30,000 and 75,000 square feet constructed in a horizontal form with adjoining parking and services. The Triangle has few remaining locations on which it is possible to achieve these parameters. Therefore, up to 75 percent of the demand during the next 10 years is expected to be filled in the North Shore, Strip and South Shore areas.

- ◆ Certain districts, including the Fifth and Forbes area, First Side and the Cultural District, have an abundance of historic Class B and C office structures—narrow “sliver” buildings and older skyscrapers—that need to be upgraded. Building codes and the code compliance process, to date, have not always acknowledged the special situations presented by these types of adaptive reuse projects. Small and start-up businesses in areas such as law, real estate, accounting, engineering, and advertising comprise 70 percent of all Downtown office tenants. These companies and firms perform a vital service, and the Plan recognizes the importance of providing a full range of office environments.

- ◆ Future office and employment growth will require a constant assessment of mass transit and parking conditions. More than 50 percent of the 160,000 daily workers, shoppers, students, and visitors to Downtown rely on commuting by transit or car-pool, much higher than comparable urban centers. The Plan recognizes the need to balance growth with Downtown's overall efficiency and comfort. Steps should be taken to maximize transit and pedestrian flow, and to create pleasant street environments.



North Shore



Downtown serves as a hub for the region's highway and mass transit network. Future employment growth, driven by the need to attract and retain employees, will cluster around mass transit stops.

► Business Climate

Development Strategy and Implementation

The density of offices and employees in a compact, easy to access Downtown bode well for the growth of complementary elements of the 24-hour city: new residential units and expanded retail, restaurant and entertainment choices. The business development strategy hinges on the ability to distribute new offices and employment centers to the Triangle, as well as the Strip, North Shore, South Shore, and provide a system of transportation, parking and pedestrian access to connect all sites to each other and to the business core.

Recommendations

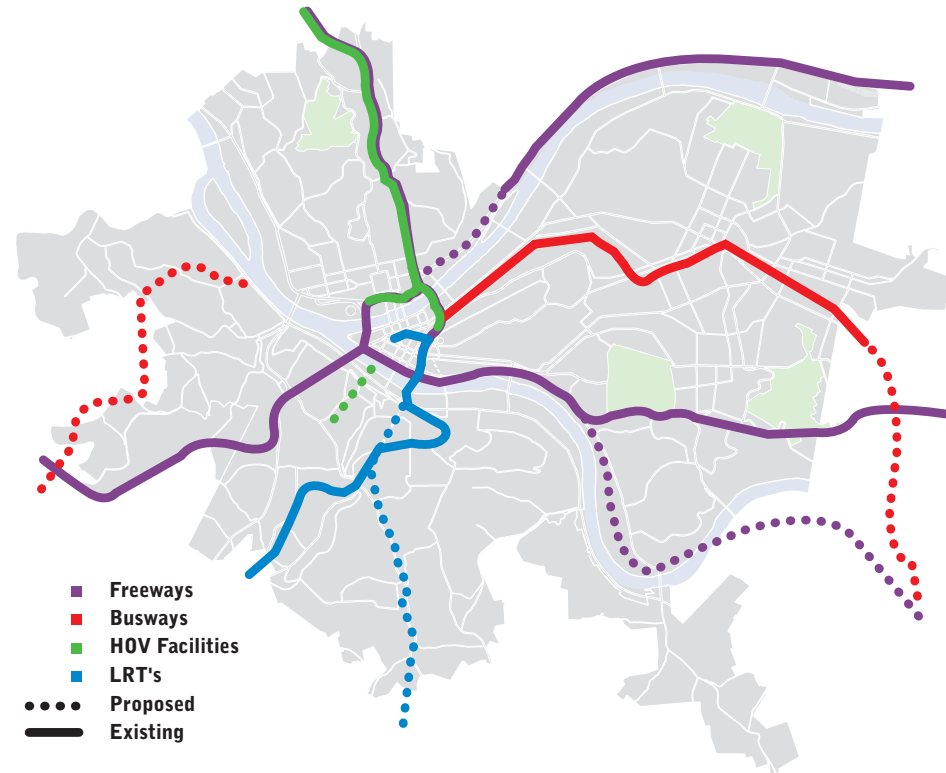
The Pittsburgh Downtown Plan’s projections for employment and new business development reflect current market conditions and a conservative forecast for Downtown employment growth. Trends toward consolidation and merger in key industries, and an ongoing effort to recruit and retain employers, could significantly alter the forecast and market conditions.



Second Avenue parking facility

Phase One

Research and recent corporate investments, including construction plans announced by PNC and Mellon, confirm that major tenants will increasingly seek to consolidate operations. The Plan process will continue to identify new large floorplate sites on the North Shore, South Shore, and Strip District, while developing existing Class B and C space to accommodate



expansion within the Triangle. Equally important is a series of transportation and parking improvements designed to reduce vehicle congestion around major employment centers.

Phase Two

Long-range development of large floorplate, flexible office space in districts such as the North Shore, South Shore, and Strip District will require aggressive land assembly, and in some cases the reestablishment of a traditional urban street grid to define development parcels. Such employment and office development will help provide a year-round, 24-hour customer base

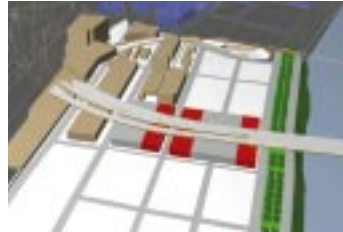
► Business Climate

for attractions, restaurants and retailers. For smaller space users, development of the Cultural District and First Side as residential neighborhoods will help attract small firms and managerial and technical talent.

Implementation

From the outset, The Plan process relied on experts and stakeholders in each focus area to help establish a development strategy. The Business Climate Task Force has identified critical first steps and suggested the following assignments:

- ◆ The Mayor's Office, City Planning Department and the Bureau of Building Inspection will assist realtors and developers working to identify sites for both infill and new district developments that will accommodate the current demand for large floorplate office buildings. All agencies will coordinate efforts to make Downtown attractive to building types and businesses that might otherwise locate in suburban sites.
- ◆ Led by the City Planning Department and Urban Redevelopment Authority, a group of real estate, design and foundation interests will pursue the recommendations of a comprehensive [Adaptive Reuse Building Code Study](#), and in some cases look to upgrade Class B and C office space on upper floors, with street level retail and services below.



Strip District proposed new street grid



Penn Avenue Place



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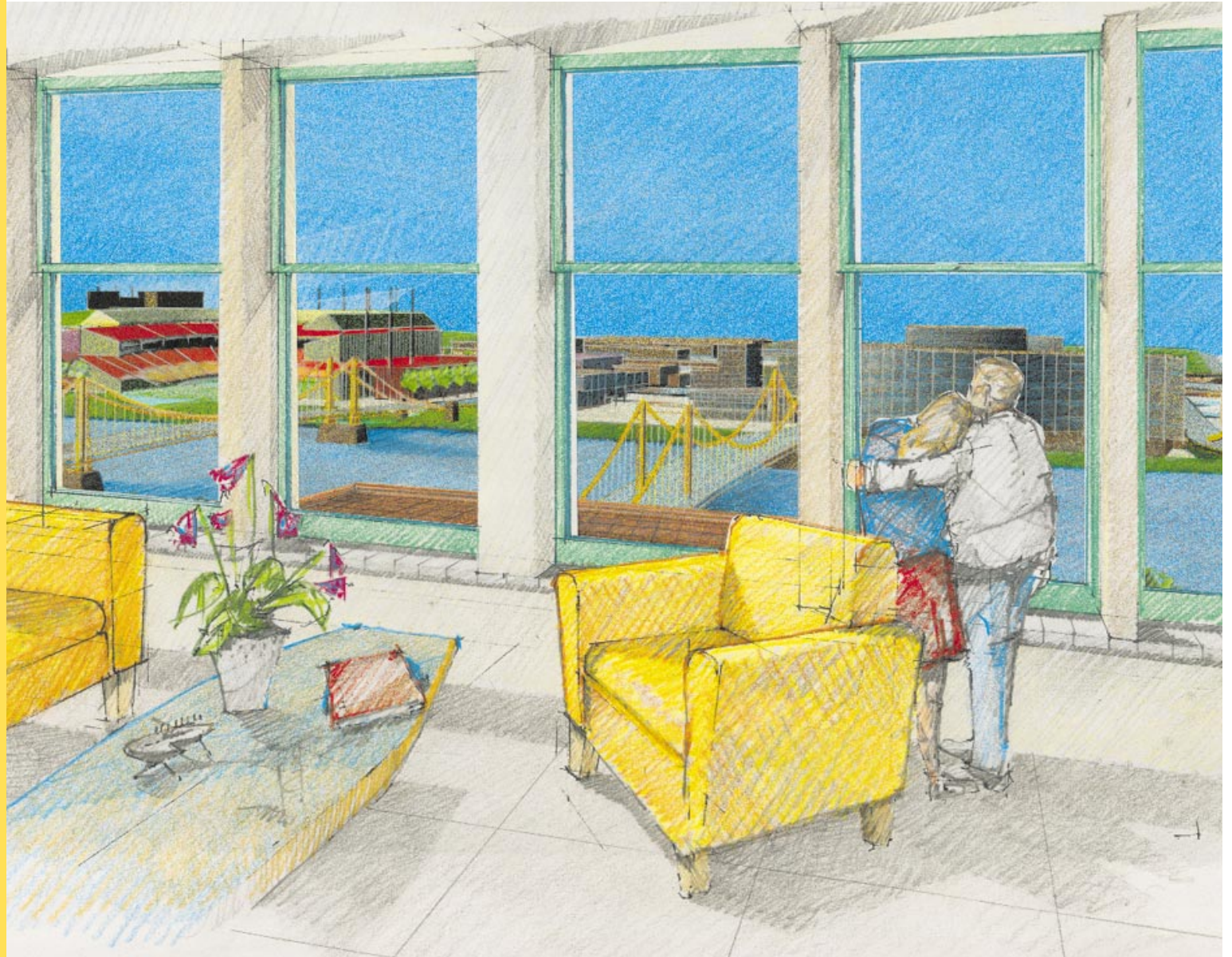
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► Housing

Summary

Downtown has always been and remains a residential neighborhood. The Plan outlines steps to support and further stimulate the housing market, and in doing so attract additional Downtown residents. The specific steps include expanding the number and variety of housing options in key Districts, creating clusters of housing and neighborhood-scaled commercial services, and emphasizing Downtown's location and amenities: with easy access to work, recreation, cultural events and museums, and retail and restaurant choices. The Plan demonstrates how Downtown residents will help to anchor and complete the 24-hour city.



Currently, residential buildings (indicated in yellow) are few and far between the Downtown area, although adjacent neighborhoods like the North Shore and Mount Washington remain strong.



Lincoln at the North Shore features convenience of city living along with the amenities of riverfront living.

► Housing

Current Projects

After a period of slow decline, Downtown housing demand and values show several signs of recovery. The recent success of market-rate housing ventures, rental and owner-occupied, indicates renewed interest in Downtown living. The current trend



Crawford Square

began in the late 1980s with the development and success of Crawford Square, a mixed townhouse and apartment community located in the Lower Hill, adjacent to the Civic Arena and within walking distance of Downtown. Crawford Square continues to expand and will eventually number more than 400 units of rental and for-sale housing.

Several recent developments capitalize on waterfront locations: the Village at Washington's Landing, the 232-unit Lincoln at the North Shore apartment complex, and an eight-unit, adaptive-reuse condominium known as 429 First Side Lofts. Also in discussion or under construction are several other adaptive reuse projects in the Cultural District and the [Strip](#).

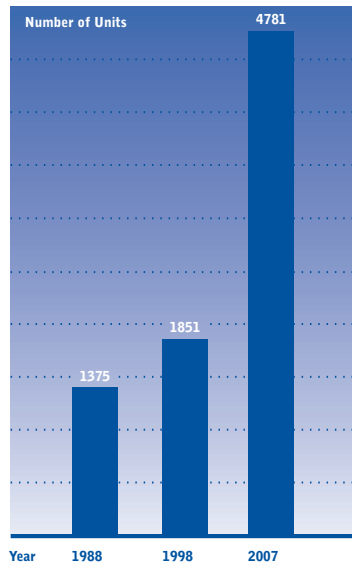


Washington's Landing

► Housing

Research Findings

Our research finds that Downtown housing could expand by some 3,000 units, or approximately 300 units per year over the next decade. The research concludes that a mix of rental and owner-occupied condominiums should initially be concentrated in two areas of the Triangle, First Side and the Cultural District, and fall along a continuum of price points. The majority (1,480 units) are projected as above-median priced rental units, with an additional 890 below-median rental apartments, and 560 condominiums.



The plan's implementation is predicted to potentially produce three times as many housing units than exist currently.

As resident services and parking expand, and the overall Downtown market strengthens, the tenure would likely shift toward ownership. The study concluded that while high land values make single-family detached housing prohibitive within the Triangle, such housing could be accommodated in later phases on the North and South Shores, and in the Strip District and raise 10-year demand to 5,000 new households.

Most of the demand (95 percent) would come from existing Allegheny County residents, with younger singles and couples, typically the most risk-tolerant and earliest buyers, comprising two-thirds of the potential buyers. Other large market segments would include empty nesters and retirees, representing 28 percent of the market.

► For more information, see [Appendix](#).

Challenges

The interest in attracting new residents Downtown is tempered by several important challenges.

- ◆ Developers and architects face obstacles when trying to convert historic structures, both narrow “sliver” buildings and older skyscrapers, into loft and apartment housing. Building codes and the code compliance process, to date, have not acknowledged the special situations presented by these types of adaptive reuse projects.
- ◆ Along with help in navigating the bureaucracy, developers require other incentives—including selective tax abatement and exemptions—to assume the risk of rehabilitating older structures and introducing new housing types to Downtown.
- ◆ Downtown lacks the full range of commercial services (grocers, delis, etc.) needed to support a large, self-contained residential population.
- ◆ While Downtown’s compact street grid creates an appealing place for pedestrians, it also creates real and perceived shortages of convenient, secure and affordable on-street and off-street parking, an important need for residents.

► Housing

Development Strategy and Implementation

The impact and presence that 24-hour residents will bring to Downtown is a key component in the overall development strategy. The Plan recognizes the direct connection between new housing options and other types of investment. As each new piece of the development puzzle—offices, retail, destination attractions—falls into place, more people will give serious consideration to living Downtown.

Recommendations

The Pittsburgh Downtown Plan's initial projections of housing demand reflect current market conditions and a conservative growth forecast. Each new Downtown resident will help to strengthen the overall impression of Downtown as a convenient and attractive place to live. Demand for downtown housing could grow significantly in response to other investments: transportation and parking improvements, or new retail, restaurant and entertainment options.

Phase One

Research confirms that the greatest near-term potential for Downtown residential development exists in two areas: [First Side](#) and the [Cultural District](#). Both contain important strengths: a critical mass of buildings suitable for adaptive reuse, access to work and the waterfront, a scale that is amenable to residential living, and the potential for supporting and sparking parallel developments in retail, entertainment, and offices.



Cultural District

reuse, access to work and the waterfront, a scale that is amenable to residential living, and the potential for supporting and sparking parallel developments in retail, entertainment, and offices.



Phase Two

As the Cultural District and First Side become more firmly established as residential neighborhoods, demand and the development focus will shift. New and more expensive units, different in character than those developed in Phase One, will attract more risk-averse and affluent households increasingly comfortable with the idea of downtown living.

Both public- and private-sector efforts will expand to other parts of the study area, including the North and South Shore, the Strip District, the Civic Arena area and other niches and locations within the Triangle. Waterfront locations will contin-

Historic buildings in the Cultural District and First Side offer the right mix of location and charm to attract apartment and condominium dwellers to Downtown. City officials help assemble financing to bring these adaptive reuses to market.

► Housing

ue to attract interest, and locations along the North and South Shores, and in the Strip District, suitable for single-family detached housing.

Implementation

From the outset, The Plan process called upon experts and stakeholders in each focus area to help establish a development strategy. The Housing Task Force has identified critical first steps and suggested the following assignments:

- ◆ City Planning and BBI will implement the [Adaptive Reuse Building Code Study](#). The recommendations include developing new building code strategies, more effective housing design and construction, the role of a single source code officer in simplifying the building code approval process, and creation of an Adaptive Reuse Handbook that would inform developers and help demonstrate project viability.
- ◆ The Mayor's Office, City Planning Department and other government agencies would consider the following tools to stimulate development of older buildings into creative and attractive residential units: selective application of tax abatement and exemption programs; and aggressive public/private financing, including a gap financing pool for small projects.
- ◆ The Plan's Transportation Committee, along with the Parking Authority, Cultural Trust and other interests, would undertake a detailed study of potential free or reduced overnight residential parking for each potential new housing development, including incentives to developers who add to the parking inventory, use of municipal garages and creation of a Downtown residential permit program.



Sliver building in the Cultural District



Cultural District



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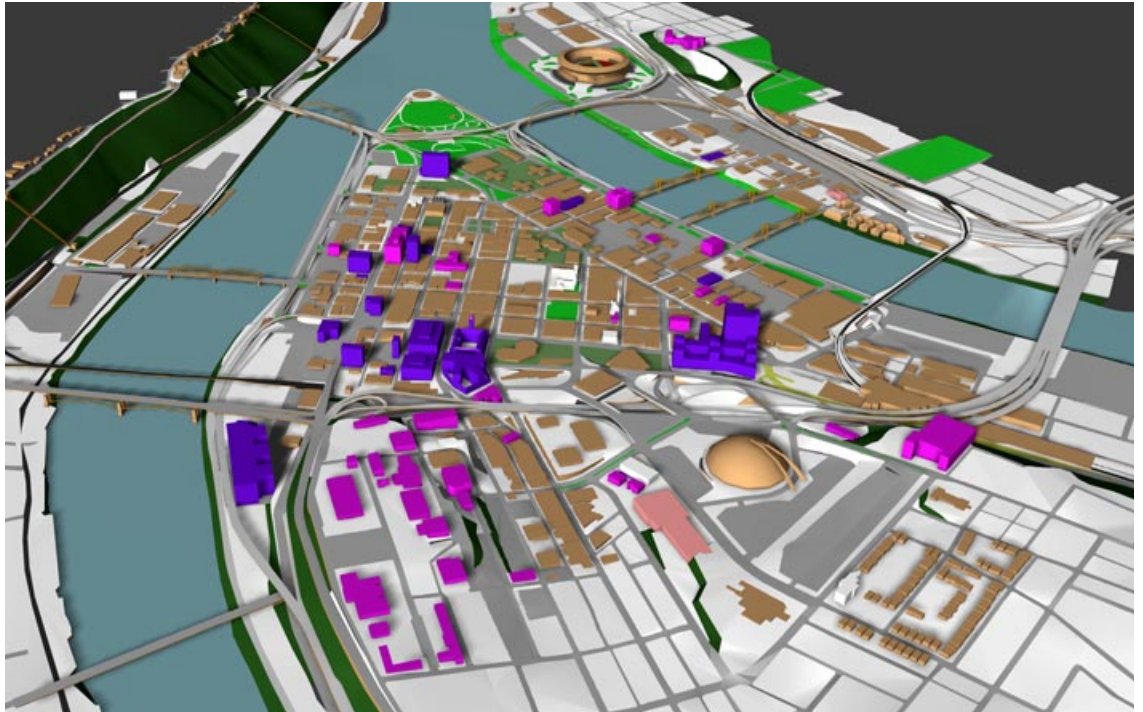
► Institutions

Summary

Downtown's various colleges, universities, trade schools, churches, hospitals, and other institutions represent an important link between the region's past and future. Although these institutions generally maintain a lower profile than neighboring corporations or major retail stores, they contribute vital energy and human services to Downtown and its citizens.

Downtown institutions attract people from across the city and region—students, faculty, congregation members, visitors and staff—including many weekday, evening and weekend users. They contribute to the ongoing success of Downtown, in every district and across all focus areas. Consider that 35,000 people attend Ash Wednesday services at St. Mary of Mercy Church.

The question of how these organizations and their constituents can add to the long-range viability of Downtown deserves more attention. The Plan, with the help of the Institutions Task Force, suggests ways that Downtown institutions can thrive, and in the process help Downtown attract and support future economic growth.



Downtown schools, churches, government and other institutions (indicated in purple) help give Pittsburgh a deep sense of rootedness in time and place, and attract a significant year-round stream of students, congregation members and visitors.



Downtown's growing student body represents a cross-section of colleges and universities, and numerous private art, culinary and business schools.

► Institutions

Current Projects

Although most of Downtown’s churches, colleges and schools took root decades—and in some cases a century or more—ago, not all of Downtown’s institutions are distinguished solely by age. The role and presence of institutions continues to evolve.



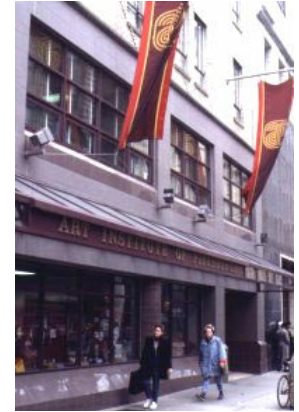
The Library Center

At the corner of Fourth Avenue and Wood Street, the Library Center—a collaboration between The Carnegie and Point Park College—has breathed new life into a collection of turn-of-the-century bank buildings. The new Library Center has become a bright new focal point for students and other Downtown information users. Expansion and improvements underway at Duquesne University have helped to merge the campus more with the surrounding businesses and residents of the Lower Hill. Other schools, such as the Art Institute of Pittsburgh and Pennsylvania Institute of Culinary Arts, are also growing, with an eye toward expanding their operations in Downtown.

Research Findings

Our research finds that some 23,000 students attend three private colleges and universities (Duquesne University, Robert Morris College and Point Park College), and more than ten private career schools (including the Art Institute of Pittsburgh and two culinary academies) within the Downtown study area.

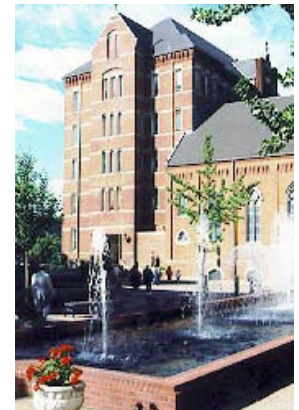
The collective student body, along with faculty, staff and visiting friends and parents, uses Downtown as an extended campus, both during peak week-day times, and nights and weekends. Research confirms that Downtown retail, entertainment, and housing strategies should consider this group—a young, diverse audience accustomed to setting trends and willing to spend a significant share of their disposable income—as an important customer base. Research also finds that students represent a potential pool of part-time employees needed to attract and sustain key elements of the 24-hour city. Nurturing and targeting this market segment is particularly important given the out migration of young people from the region.



Art Institute of Pittsburgh



Pennsylvania Institute of Culinary Arts



Duquesne University

► Institutions

Challenges

The job of bringing institutions and their patrons more fully into the daily economic and social lifeblood of Downtown faces several important challenges:

- ◆ New and enhanced open spaces should be established in the study area to attract students, and regulations should allow and encourage active recreation uses in Downtown parks and greenways wherever space and conditions permit. Urban design improvements should reinforce the feeling of safety, day and night, through the addition of lighting, clear signage and other streetscape elements.

- ◆ The plan for centralized marketing of key Downtown retail corridors should emphasize a lively mix of shops and 18-hour activities geared toward the student population and others. Outdoor concerts, festivals, and other programming could attract students and extend their visit.



Sixth Street Bridge Party

- ◆ New Downtown housing options should open a two-way exchange of benefits. Students and other institution users could help to support neighborhood-scaled businesses such as small grocery stores, laundries and dry cleaners. Downtown residents, in turn, could access services and facilities within churches and schools—speakers, book clubs, travel groups and other amenities—that add value to city life.

- ◆ The overall retail climate should meet the needs of students, churchgoers, families of hospital patients, social service clients, visitors and other Downtown populations. This includes extending operating hours that recognize the presence of populations after 6 PM and on the weekends, and maintaining a diversity of price points to serve a wide variety of users.

- ◆ Many congregation members and students drive from outlying areas to attend events, services and classes. High parking costs and reduced evening and weekend transit service convince many to limit the length of their stay. A coordinated parking validation program would encourage more patrons to shop and otherwise extend their stay Downtown.

- ◆ Off-peak, transit service would serve both institutional users and others trying to access retail and entertainment options. Downtown attractions, including the Regional History Center, Carnegie Science Center, Cultural District, and The Andy Warhol Museum, could be linked by a cultural/historical loop.



Carnegie Science Center



Andy Warhol Museum

► Institutions

Development Strategy and Implementation

The relationship between Downtown’s educational institutions—both non-profit colleges and universities, and for-profit trade and technical schools—and future development should be a mutually beneficial one. Pittsburgh’s schools compete with those from other cities for students. A bright and vibrant retail core, with special attention paid to the tastes and trends of young adults, can help Pittsburgh grow its student population.

Recommendations

The Pittsburgh Downtown Plan’s projections for growth in employment, housing, and retail and entertainment accounts for the presence of so many Downtown institutions. These organizations and their constituents help to keep Downtown a safe, family-friendly place to work, visit and play. All sectors of the Downtown economy benefit from the stability and framework that these institutions provide.

Phase One

Pittsburgh’s institutions occupy key locations throughout the study area. Opportunities to encourage more interaction and mutual reliance between institutions and the major players in retail, entertainment and business abound. Institutions offer an important audience of customers and employees for new stores and attractions. Students and other institution members could be a prime source of tenants for new housing. By pooling land and financial resources, smaller institutions, particularly the trade schools, could themselves develop new apartment housing designed especially for student populations.

Phase Two

As the Triangle becomes more firmly established as a retail and entertainment center, issues of parking and store mix will become increasingly important. Coordination between the central retail management group and institution leaders will be critical.

Implementation

Downtown stakeholders must look for ways to support many institutional activities at once, and to ensure that Pittsburgh can support both increased retail and entertainment uses and traditional institutional activities, especially during off-peak evening and weekend periods. The Institutions Task Force has identified important first steps in that process:

- ◆ Advocate on behalf of Institutions for improved transportation and parking strategies as they affect students, church congregations and other constituents.
- ◆ Join with the Pittsburgh Downtown Partnership (PDP), Downtown businesses, historical and cultural attractions, and regional marketing organizations, to integrate promotional efforts and position Downtown as the hub for the region’s visitors.
- ◆ Pursue, with the help of the City Planning Department and Urban Redevelopment Authority, recommendations of a comprehensive [Adaptive Reuse Study](#) (see appendix) and other tools to stimulate development of older buildings into creative and attractive residential units for student housing.
- ◆ Join the PDP’s Transportation Committee, the Parking Authority, Cultural Trust and other interests in undertaking a detailed study of potential free or reduced overnight residential parking to support new housing development.



Allegheny County Courthouse



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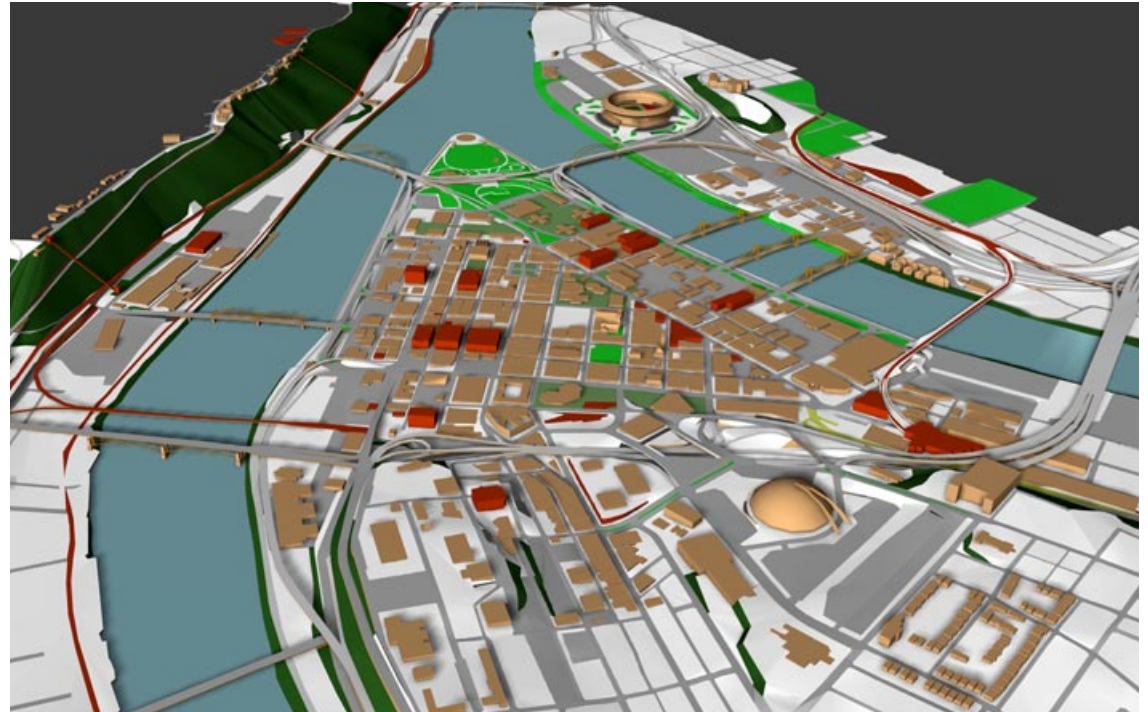


► Transportation

Summary

Downtown Pittsburgh is beset with conflicts between transportation modes and activities as they compete for limited street and sidewalk space. We attempt to serve a diverse population, each with distinct transportation needs. This tension can compromise the efficiency and character of our public spaces, and jeopardize the vitality and development potential of Downtown. The transportation component of the Downtown Plan outlines how to balance the various transportation needs and modes, with the goal of improving the efficiency and sustainability of Downtown's transportation infrastructure.

The transportation component includes recommendations concerning roadway, pedestrian, parking, and transit improvements that will serve to enhance Downtown's business climate, support Downtown's growing retail base, make Downtown's attractions more convenient and integrated, and accommodate more people living downtown. Underlying each of these development targets are specific transportation issues. For improving the business climate, all day parking cost and congestion are key issues. For accommodating an increase in retailing activity, short-term parking and pedestrian-friendly street environments are key. Attractions are in need of better connections for their patrons to circulate among the various venues in the Downtown area. These connections could be pedestrian or transit improvements. And accommodating more residents in the Downtown will require innovative parking arrangements and more convenient access to neighborhood services.



Brown buildings are existing above-ground parking and transit facilities (the many below-ground garages are not visible). New parking facilities will need to be added mostly in less congested areas outside the core of the Triangle.

► Transportation

The transportation component of the Downtown Plan provides a framework for shaping the proper mix of modes that best meet the diverse access, parking and mobility needs presented by the proposed development strategy for downtown. To achieve that mix, the rerouting of Downtown bus service is proposed along with the restructuring and expansion of Downtown parking, the enhancing of the pedestrian environment on key retail streets, and the pursuing of radial transportation improvements, especially HOV and transit improvements.

Altogether, the recommendations put forth by the transportation component achieve a better modal balance for accommodating the varying and distinct transportation needs of existing activities and development efforts.

Current Projects

Transportation projects currently under consideration, design or construction in the Downtown area are divided into three types: streets and highways, parking, and transit. This list provides a brief description of the six major public transportation project sponsors involved in the operation, upkeep and expansion of Pittsburgh's Downtown transportation infrastructure. A description of the projects along with their scheduled dates for construction, estimated total cost, objective (or need), sponsor, and status are provided. Also included is a summary of any comments concerning impacts or issues related to the project.

Pennsylvania Department of Transportation (PADOT), District 11: This is one of 13 districts of the Pennsylvania Department of Transportation. It is responsible for the planning, maintenance, repair, improvement, and expansion of the



state highway and federal interstate systems within Allegheny, Beaver and Butler counties. Along with the interstates and the ramps leading to them in the Downtown area, the state is also responsible for the Tenth Street Bypass, the Boulevard of the Allies, and the Smithfield Street Bridge in the Golden Triangle, and Carson Street along Station Square.

Allegheny County: The City of Pittsburgh and its Downtown are located within Allegheny County. The County owns and maintains three river crossings in the Downtown area—the Sixth, Seventh, Ninth Street Bridges and the Tenth and Sixteenth Street Bridges just upriver from Downtown. It also oversees the operations of the region's primary transit agency—the Port Authority of Allegheny County.

The Plan proposes reorganization and a refocus of our current transportation system. Increased ridership of public transportation and new parking structures are its major goals. Grey indicates existing parking and transit facilities.

► **Transportation**

Port Authority of Allegheny County (PAT): PAT is an authority of Allegheny County and the primary transit service provider for the metropolitan area. It includes the operation of bus, light rail, paratransit and incline modes and is responsible for the planning, maintenance, repair, improvement, and expansion of all transit facilities within Allegheny County. Its major facilities serving the Downtown area include a light rail system to the south, two busways (one to the east and one to the south), a third busway to the west under construction, three contra-flow bus lanes in the Golden Triangle, and the Monongahela Incline tram along Mount Washington. PAT also has approval authority over private transit and shuttle operations within Allegheny County.

City of Pittsburgh: The City of Pittsburgh is a Second Class municipality of the state of Pennsylvania. It is responsible for the planning, maintenance, repair, improvement, and expansion of local streets within the City of Pittsburgh as well as the maintenance and timing of traffic signals.

Pittsburgh Parking Authority (PPA): The PPA is an authority of the City of Pittsburgh responsible for the planning, maintenance, repair, improvement, expansion, and operation (including regulation and enforcement) of publicly owned parking facilities and street meters within the City of Pittsburgh. PPA currently owns eight garages Downtown with a total of 5,293 spaces, 330 street meters, and two lots with a total of 1,364 spaces. Total number of spaces controlled by PPA is just under 7,000.

Urban Redevelopment Authority (URA): The URA is an authority of the City of Pittsburgh responsible for redevelopment projects including residential, commercial, industrial and mixed use projects. Many of these projects involve the construction of new roadways and parking facilities within the redevelopment areas.

Street and Highway Projects

Fort Pitt Bridge/Tunnel Rehabilitation

The Fort Pitt Bridge/Tunnel carries I-279 over the Monongahela River. Its rehabilitation is scheduled for 2000 and is to include deck replacements and some rehabilitation work to its piers and other substructure members. Also included will be the reconstruction of the I-376 Parkway ramp off the north end of the bridge. While some work is currently underway, the main portion of the work will occur in two phases. The inbound bridge/tunnel will close in 2002 for rehabilitation. Following its completion the outbound work will begin in 2003. Because the Fort Pitt Bridge/Tunnel carries over 120,000 vehicles a day, extensive mitigation measures are being implemented first to minimize the impact of the bridge's closure on regional traffic and Downtown commercial and employment activity. *Construction: 4/00-4/02*

Fort Pitt Boulevard Reconstruction/Relocation

Fort Pitt Boulevard eastbound is a viaduct extending from Stanwix Street over the Mon Wharf to Smithfield Street. It is in need of extensive repairs. It currently serves as an interstate-to-interstate link between southbound I-279 and eastbound I-376 as well as an entrance into the Golden Triangle. The project will reconstruct the viaduct either in place or relocated adjacent to the westbound lanes. The project is being designed and scheduled in conjunction with the Fort Pitt Bridge and I-376 reconstruction projects. A relocated Fort Pitt Boulevard is 90 percent designed. The options for rebuilding the viaduct in place are currently under discussion. *Construction: Unknown*

► Transportation

I-376 Reconstruction

This project includes the complete reconstruction of the I-376 viaduct extending from the Fort Pitt Bridge over the Mon Wharf to Smithfield Street. It is part of the Fort Pitt Bridge rehabilitation project and is in need of reconstruction. Still undecided are the options to either rebuild it in place or rebuild it at a lower level so as to provide room for a park connection between the Mon Wharf and First Side. *Construction: 3/99-7/00*

New I-376/279 Connector

This project consists of a new direct ramp connection providing interstate to interstate access between southbound I-279 and eastbound I-376 in the vicinity of the Mon Wharf. It is to be located in the corridor currently occupied by existing Fort Pitt Boulevard and will connect with the Wood Street on-ramp for access to I-376. Also included in the project is a reuse of the Mon Wharf parking ramp as an off-ramp to Wood Street. Currently, traffic headed southbound on I-279 across the Fort Duquesne Bridge must use the City's congested Fort Pitt Boulevard to enter I-376. This connection involves three traffic signals and is currently a bottleneck for both through and Downtown destined traffic. The connector will remove the interstate to interstate traffic from Fort Pitt Boulevard and improve the pedestrian environment. *(Construction: 4/02-11/03)*

Wood Street Phase 1 Reconstruction Design

This reconstruction includes a complete upgrade of the utility and drainage systems under the roadway, a reconstruction of the roadway and sidewalks, and installation of street amenities from Liberty to Fourth Street. The reconstruction of Wood Street is to occur concurrently with Fifth Avenue so as to have

them both completed before the 1998 scheduled opening of the new Lazarus store at Fifth and Wood. *Construction: 3/98-9/99*

Fifth Ave Reconstruction

The project includes the complete reconstruction of the cartway and sidewalks from Ross Street to Liberty Avenue. It includes a complete upgrade of the utility and drainage systems under the roadway, a reconstruction of the roadway and sidewalks, and installation of street amenities. Fifth Avenue serves as a major retail and transit corridor. The objective of this project is to restore Fifth Avenue as the City's ceremonial boulevard and this region's premiere retail street. It is being done in two phases: Phase One—Ross Street to Smithfield Street and Phase Two—Smithfield Street to Liberty Avenue. Phase One was completed in June of 1996. Construction of Phase Two is scheduled to be completed in the fall of 1998 coinciding with the opening of the new Lazarus department store. *Construction: 3/95-9/98*

Fort Duquesne Boulevard Relocation

This project includes relocation of the westbound Fort Duquesne Boulevard lanes from Sixth Street to Tenth Street so that they are next to the east-bound lanes and provide additional land for a riverside promenade. The project also includes intersection and pedestrian improvements along Fort Duquesne Boulevard. The relocation of Fort Duquesne Boulevard is intended to improve the open space along the boulevard and create a promenade overlooking the river enhancing adjacent residential and commercial development. *Construction: 3/98-4/00*

► Transportation

Computerized Traffic Response/Traffic Control System

This project consists of the automation of Downtown's traffic control signals. The automated system will include 93 intersections in the downtown, wired by fiber optics and connected to a mainframe computer housed in the basement of the City County building. The objective of the project is to improve traffic flow by coordinating the flow of traffic through each Downtown intersection. *Construction: 9/94-10/98*

Parking Projects

Fifth Avenue Parking Garage at Lazarus

This project is a 492-space parking garage to be built under the new Lazarus Department store at Fifth Avenue and Wood Street. It will be a short-term public parking garage with up to 30 spaces reserved for leases. The objective of this project is to provide additional short term parking spaces convenient to Downtown's Fifth Avenue retail corridor. It is currently under construction, scheduled to open in the fall of 1998.

Construction: 5/97-10/98

North Shore Parking Garage

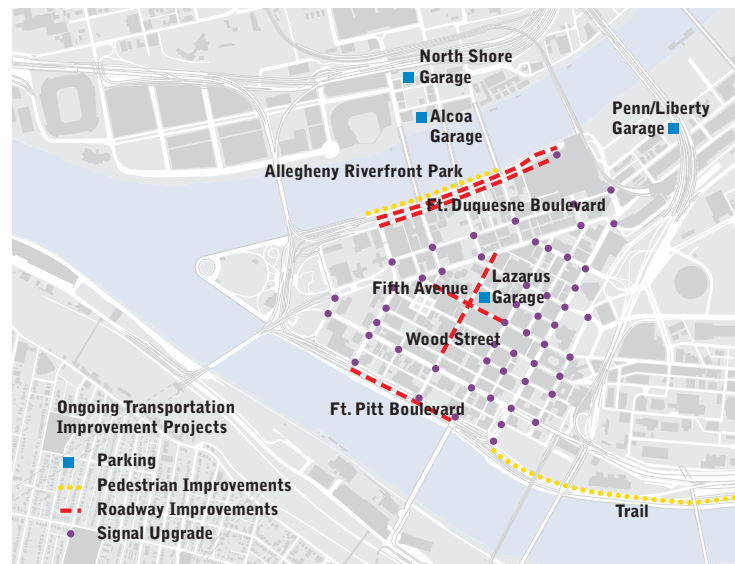
This project is a proposed 600- to 1,000-space parking garage located off General Robinson between Federal and Sandusky Streets. Accommodations for retail and a future, fixed-guideway mass transit link into Downtown will be included in its design. The objective of this project is to replace parking displaced by current development projects and to meet the parking needs of existing tenants and pending development projects in the North Shore area. *Construction: 98-99*

Mellon Bank Operations Garage

As part of Mellon Bank's operations center development project, an 800-1000 space parking garage is to be built off Fifth Avenue east of Sixth Avenue. This garage is to accommodate Mellon workforce at the new operations center. *Construction: 98-99*

First Avenue Parking Garage

In conjunction with PNC's operations center under development at First and Grant as well as a new First Avenue LRT station adjacent to the development, the City is pursuing the construction of a 1,400- to 2,400-space parking garage adjoining the new LRT Station. This garage would serve to intercept commuters destined for the Golden Triangle from the east and southeast, distributing them to their final destination via the LRT system. By intercepting these commuters, additional spaces in the Golden Triangle can be made available for off-peak visitor and shoppers. *Construction: 99-00*



Ongoing Improvements

Throughout the Golden Triangle and North Shore, several new parking facilities, pedestrian and roadway improvements are being considered to provide for proposed development. In addition, traffic signals are being upgraded throughout the downtown to improve the flow of traffic and reduce congestion.

► Transportation

Civic Arena Garage with Maglev People Mover

The Western Pennsylvania Maglev Development Corporation (WPMDC) is proposing to construct a 5,000 space parking garage to the east of the Civic Arena with a Maglev connection to the Steel Plaza subway station at Grant Street, a distance of 2,200 feet. The parking component of this project is intended to address the parking deficit of over 5,000 spaces estimated for the Grant Street corridor on the eastern edge of the Golden Triangle. The Maglev component is intended to serve as a demonstration program for a commercially viable, slow-speed, magnetically levitated people mover (Maglev). (There still remain numerous issues to be addressed before this project would receive City support. Those issues include access concerning interstate ramp congestion and weaving related to the size of the garage, compatibility with adjacent residential neighborhood, and financial feasibility.) *Construction: Unknown*

Downtown Meter Expansion Program

There are currently 330 street meters serving the core of downtown. The City has recently installed an additional 215 meters with another 224 meters approved for later installation when street construction activity in Downtown is complete. Also under consideration is a reduction in the meter rates which are currently at \$.25 for seven and half minutes. This project is in response to a need for additional convenient and affordable short-term parking in the Downtown area to better accommodate daily business visitors and shoppers. Potential conflicts with loading zones, bus stops and traffic movements have limited the number of new locations. *Ongoing*

Transit Projects

First Avenue Station

The Port Authority of Allegheny County is pursuing construction of a new First Avenue LRT station adjacent to the proposed PNC operations center and proposed public garage on First Avenue. The station would not only serve PNC operations center but would also provide direct LRT service into the Golden Triangle for commuters parking in the proposed garage.

Regional Projects

Airport Busway

The Airport Busway is a bus-only road extending from Carson Street west of the Golden Triangle west to Carnegie (Phase One) with the possibility of eventually extending to the Greater Pittsburgh International Airport. It is being built on existing and abandoned railroad right-of-ways and will be similar in operation to the existing East Busway. The busway will tie into the Golden Triangle via Carson Street and the Fort Pitt Bridge. The purpose of the Busway is to (1) improve bus service to the neighborhoods and communities in the Airport-CBD corridor; (2) provide traffic mitigation for the Fort Pitt Bridge rehabilitation; and (3) improve transit service between Downtown and the new Airport. *Construction: 4/96-11/99*

Martin Luther King East Busway Extension

The Martin Luther King East Busway provides busway service into Downtown for the East End communities and suburbs. This project will extend the busway from its current terminus in Wilkinsburg along a Conrail right-of-way through

► Transportation

Edgewood and Swissvale to the Rankin Border. It is intended to improve bus service to Downtown from the Mon Valley and eastern suburbs. *Construction 99–01*

State Route 28 Upgrade

State Route 28 serves as a major radial highway providing commuter access into Downtown from the Allegheny River valley communities. It is a four-lane divided freeway from Armstrong County to Millvale. From Millvale to the City it is a substandard four-lane principle arterial. This project is to upgrade the Millvale to City portion to a freeway, thereby improving the highway's capacity and eliminating various safety hazards.

Mon/Fayette Expressway

This project is a 68-mile, four-lane turnpike under construction from West Virginia to Pittsburgh connecting to I-376 in two places—just east of the Downtown and in Monroeville. The intent of this toll road is to improve access to/from the Mon Valley communities for economic development and relieve Parkway East congestion. It will also improve radial access into Downtown from the Mon Valley. *Construction: 01/05*

LRT Stage II

The Port Authority is pursuing the rehabilitation of its Stage II LRT line running from South Hills Junction to Castle Shannon via Overbrook and from Washington Junction to Library. This line would serve the South Hills neighborhoods and communities. It was closed in 1996 because of its deteriorating conditions and resulting safety hazards. The rehabilitation will bring the line up to current design and operational standards, allowing the Port Authority to run express service into Downtown as well as bypass any congestion or disruption on its current line.

Liberty Tunnel South Portal

As part of the Fort Pitt Bridge mitigation measures, PennDOT is reconstructing the south portal Route 51 intersection with the Liberty Tunnel. This project will grade separate the intersection, replacing many of the signalized movements with free flow movements. The project is intended to enhance movements between the tunnel and Route 51.

New I-376/279 Connector

This project consists of a new ramp connection providing direct interstate-to-interstate access between southbound I-279 and eastbound I-376 in the vicinity of the Mon Wharf in Downtown Pittsburgh. It is to be located in a corridor vacated by the relocation of existing Fort Pitt Boulevard.

Currently traffic headed southbound on I-279 across the Fort Duquesne Bridge must use the City's congested Fort Pitt Boulevard to enter I-376. This connection involves three traffic signals and with the relocation of Fort Pitt Boulevard, it will be reduced from three lanes to two lanes. This reduction was approved under the assumption that the I-279/376 Connector would be in place. Without the connector, Fort Pitt Boulevard will create a bottleneck for both interstate and Downtown traffic, including traffic exiting from stadium events.

Total project costs is estimated at around \$17 to \$20 million. The project is currently on the draft 1997-2000 TIP for \$1.6 million for engineering and design. However, PennDOT has expressed concerns that it does not have sufficient funds for the entire project and may seek to remove the it from the TIP. A local match of 20 percent in City or state funds would be required.

This project was to be part of the Fort Pitt Bridge rehabilitation project with engineering and design beginning in the spring of 1997 and completion scheduled for 1999 prior to the

► Transportation

closing of the main span of the Fort Pitt Bridge and opening of the relocated Fort Pitt Boulevard. However, because of funding it has been deferred indefinitely. Keeping to its original schedule is crucial if the traffic bottlenecks on relocated Fort Pitt Boulevard are to be avoided.

LRT Spine Line North Shore Extension

This project would extend the LRT system or some other form of transit technology to connect the Golden Triangle with the North Shore area. An immediate phase of this project would be the investment in low tech/low cost transit strategies that improve existing transit service between the two areas.

Transit service improvements between the Golden Triangle and the North Shore area would serve to better integrate the activities of the North Shore area with Golden Triangle activities, including fringe parking activities for both workers in the Golden Triangle and for stadium event attendees. The development plans for both the North Shore and Cultural District areas (such as a ballpark and expanded convention center) could benefit greatly from improve transit service.

Because a preferred transit improvement program has not been identified, specific cost estimates have not been made. The original cost for extending the LRT system to Allegheny Center was estimated at about \$200 to \$300 million with 20 percent having to come from a local source such as the county, city, or state.

The timing and nature of transit investments in the North Shore area are crucial to the development planning currently taking place. The planning for a new stadium and any accessory development needs to incorporate a comprehensive package of transit improvements. Thus, it is important that the planning and development process for the LRT Spine Line extension to the North Shore be initiated immediately.

Research Findings

Downtown's Regional Role and Accessibility

As the region's largest employment center, its relationship to the region's transportation system is crucial to Downtown's continued vitality. Much of the transportation efficiencies exhibited by Downtown Pittsburgh are a result of its integration with the region's radial transportation system and are reflected in the relatively high number of Downtown workers commuting by transit and carpools. About 50 percent of the Golden Triangle workers, visitors, and shoppers commute to Downtown by transit. Workers parking in the Golden Triangle have an average occupancy of 1.4 while those parking in the fringe areas of Downtown have an average of 1.1 persons per car. For shoppers, recent market surveys estimate that 50 percent to 70 percent arrive via transit.

Regional Transportation Function

Downtown's regional transportation functions stem from Downtown's location at the nexus of the region's highway, transit and river systems. Downtown is the center for the region's cross-country bus and rail service. Both the Greyhound Bus Terminal and Amtrak railroad station are located in the northwest corner of the Golden Triangle across the street from each other. Equally important are the convenient private (and now public) transportation services linking the Downtown area with the Greater Pittsburgh International Airport. These links provide Downtown convenient access to the nation's air transportation system enabling Downtown to function as a satellite to this region's national and international air terminal.

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Given the region's radial transit system, Downtown also serves as the system's principal transfer center. Most trips to destinations other than Downtown require a transfer in Downtown. (The one notable exception is Oakland, which is served by some direct transit routes and two new through routes providing continuous service for the North Side through Downtown to Oakland and other points east.)

Downtown is also located at the nexus of the region's three major rivers, affording Downtown the opportunity to develop water-based transportation modes such as taxi, commuter and excursion services.

All roads (and buses) lead to Downtown. While this is not entirely true, much of Downtown's character and role as a regional employment and activity center stem from the radial structure of the region's transportation systems and their focus on Downtown. The continued vitality of the Downtown is dependent in part on the continued effectiveness and enhancement of this radial network of highways and transit lines.

Downtown's Regional Access

Providing access for the 160,000 daily workers, shoppers, students, and visitors coming to Downtown Pittsburgh is a system of radial highways and transit lines that converge on the Golden Triangle. This system includes three interstate highways, an HOV facility, two busways (with a third under construction), and two LRT lines (one closed for rehabilitation).

With over two thirds of the Downtown work force coming from outside the City, regional commuter access, such as that provided by the Parkways, busways and LRT system, becomes an important factors in the continued economic vitality and economic growth of the Downtown area. The volume of com-

muters that can conveniently and affordably access Downtown through these corridors helps to determine the number of workers that Downtown an accommodate.

There are a number of regional transportation projects under consideration that will enhance the radial transportation infrastructure serving Downtown. The Mon/Fayette Expressway and extension of the Martin Luther King East Busway will provide freeway and busway access into the Monongahela River Valley as well as improve freeway and transit service in the east corridor. An upgrade of Route 28, Millvale to I-279, will complete freeway access into Downtown from the Allegheny River corridor. The Airport Busway will improved transit service from the west and the rehabilitation of the Stage II LRT line that would improve LRT service in the south corridor.

Downtown Regional Portals

The physical interface between the regional transportation infrastructure and Downtown's transportation infrastructure are the regional portals into downtown. They include the interstate highway ramps, HOV facilities, and Busway connections to Downtown streets as well as the LRT Stations. The functional interfaces occurs at the Downtown parking facilities, bus stops, and loading zones where the commuters and goods are transferred between the Downtown destinations and the regional system and mode (i.e., the automobile, bus, and truck).

In most cases the regional portals interface with the Downtown area on its perimeter with the exception of the LRT system, which penetrates under Downtown, delivering its commuters into the heart of Downtown. However, in the case of the busways, HOV facilities and interstate ramps, they all interface with Downtown streets either on the perimeter of the Golden

► Transportation

Triangle or in the fringe areas. The functional interfaces between the regional and Downtown systems are scattered throughout the core of Downtown in the form of parking spaces, bus stops and loading zones.

► For more information, see [Appendix](#).

Challenges

Pedestrian

- ◆ Bring the often competing demands of vehicle and pedestrian movement into better balance.
- ◆ Enhance the pedestrian scale and design of Downtown streets and pathways with the result of improved safety, convenience and connectivity throughout Downtown.
- ◆ Reduce the “barrier” effect of the Downtown river crossings, and improve the pedestrian connections between Downtown and its adjacent neighborhoods.

Transit

- ◆ Find greater harmony between the transit rider’s desire for convenience and the retailer’s need to maintain a pleasant pedestrian environment conducive to storefront appeal and sidewalk dining. Minimize the physical impact of buses on adjacent street uses while maintaining service levels.
- ◆ Redistribute and redesign bus stops to mitigate overcrowding problems, and improve bus travel times through Downtown to minimize delays and patron inconvenience.

- ◆ Improve the availability and convenience of off-peak circulation via transit throughout the Downtown area.

Parking

- ◆ Establish the right number, price mix and utilization of parking spaces in the study area to accommodate commuter, shopper/visitor and resident demands.
- ◆ Properly distribute the parking spaces in Downtown so as to minimize congestion and the physical impacts of automobile traffic on Downtown streets.
- ◆ Maximize the number of shared parking spaces so as to minimize the number of spaces needed and maximize the utilization of existing spaces.

Regional Access

- ◆ Preserve Downtown’s role as the hub of a regional radial transportation with improvements to the current paired system of transit (busway) and highway (HOV) access, while recognizing physical limitations and load capacities for Downtown.

Development Strategy and Implementation

Every development strategy and investment presented in the Plan hinges in some way on the need to transport people to and from the 24-hour city, whether on foot, by transit or by automobile. The design of such an interlocking transportation network is a complex and delicate process, with a constant need to monitor and adjust transportation activities so as to

► Transportation

optimize infrastructure and enhance, not detract from, the attractiveness of Downtown as a place for working, living and doing business.

Consider the mixed blessing of transit, credited with transporting 45 percent of all Downtown retail shoppers, and blamed for many problems such as noise, pollution and congestion. Complicating these issues and somewhat unique to Pittsburgh, are downtown's very narrow streets and the competition for that space from cars, trucks and buses, and pedestrians wanting to circulate through it all while retailers and restaurants try to conduct business.

Parking, likewise, carries both risk and opportunity. While parking is a necessary component of development projects, both functionally and financially, parking also consumes valuable real estate, contributes to congestion and reduces transit usage. All of this can detract from the quality of an area's activities and environment.

Finally, the issue of highway and transit access between surrounding neighborhoods and suburbs and Downtown demands regional cooperation and a long-range perspective. Regional transportation improvements serving Downtown and its development should focus on:

- ◆ Encouraging transit friendly residential development throughout the city and region.
- ◆ Eliminating existing bottlenecks in the radial transportation system.
- ◆ Developing new radial HOV/transit facilities so as to increase the ridership (as opposed to vehicle) capacity of the radial transportation system.

Principles and Guidelines

The overall goal of transportation planning Downtown is to provide a transportation system that supports existing Downtown activities and enhances Downtown development opportunities. Downtown's future vitality and efficiency will require a pedestrian-scaled approach that preserves the best qualities of a dense, urban street environment.

Downtown Mobility

The Downtown transportation system should give priority to pedestrian and transit modes for circulating people among related Downtown activities, including employment, retail, entertainment, parking, transit, and recreational. The Downtown circulation systems should use, wherever possible, Downtown's regional transit modes.

Pedestrian Issues

The safe, efficient movement of pedestrians throughout the Downtown area will benefit every type of development discussed in the Plan.

Attention should be paid to the smallest details of street and sidewalk environments, to bridges and pedestrian crossings, to open spaces and seating areas, and to the interaction between pedestrians and street-level storefronts, restaurants, and office entry ways.

Elements such as clear signage and effective landscaping should enhance the pedestrian experience. The standard should be to build and maintain convenient, clean, safe and pleasant pedestrian environments.

► Transportation

Related issues include the ability to encourage safe and convenient use of bicycles as a means of circulating throughout Downtown, and to discourage the use of skywalks so as to maintain a healthy level of street traffic and related storefront activity.

Transit Issues

The movement and loading/unloading of buses throughout the Downtown area carries both considerable benefit and costs. A plan to improve overall transit efficiency will affect every type of development discussed in the Plan.

Steps to minimize the physical impact of bus operations and bus stops on Downtown's busiest retail and entertainment environments should be given top priority.

Planners need to integrate transit access considerations with Downtown development efforts and fringe parking activities. The role and use of more nimble and quieter shuttle vehicles should be studied for a variety of Downtown applications: internal and fringe parking circulation, regular service between Downtown attractions, and event-day service for major sports, cultural, convention and other heavily attended events.

Better signage and more brightly designated Downtown loops would encourage people to access the free subway and bus service to handle Downtown trips of five blocks or more.

Transit service/links from Oakland to Downtown and the North Side should be improved.

Auto/Parking Issues

Affordable shopper/visitor short-term parking should be provided in the Golden Triangle through the management of existing spaces and construction of new spaces.

Steps to maximize the shared use of all Downtown and fringe spaces (i.e. commuter, shopping, and event parking) should be taken. Improved signage and computer networking of parking facilities should be considered to ease parking problems.

Regional Access

The competing demands of vehicle access and pedestrian comfort, between the need to move through and move within Pittsburgh's concentrated and compact Downtown, requires a balanced radial transportation network of high-capacity transit, HOV, and highway access to the Downtown area integrated with a system of core, fringe, and satellite parking facilities. The day-to-day goal of such a system is to maximize the number of commuters, shoppers, and visitors that can access the Golden Triangle while minimizing congestion on both the Downtown and the regional transportation systems. The regional access system should be used to serve Downtown circulation needs where appropriate. A number of related issues will directly and indirectly affect the outcome:

General Issues

- ◆ Improvements to the radial transportation system that enhance existing capacities and safety of its component roadways and transit lines. (i.e. HOV lanes).
- ◆ Compact, mixed-use, transit-friendly suburban development that encourage greater regional and system efficiency, and Downtown-oriented transit use.
- ◆ Transportation demand management activities with Downtown employers to spread out rush-hour vehicle traffic (i.e., flex-times, carpools, shorter work weeks).

► Transportation

- ◆ A convenient, affordable, reliable transportation link that provides quick connections between Downtown and the airport corridor.
- ◆ A safe and convenient system of radial bicycle trails for commuting to Downtown along the riverfronts with secure and appropriate parking facilities and shower/locker accommodations in Downtown. Also consider the accommodations of bicycles on transit vehicles.
- ◆ Consideration of a regional river commuter service to Downtown.

Transit Issues

- ◆ Pre-development consideration of the need to integrate transit access with major new Downtown projects and fringe parking activities.
- ◆ Expansion of fringe and satellite park-and-ride opportunities with convenient and timely transit service into Downtown.
- ◆ Rapid transit service from Downtown to all suburban corridors and major centers of activity.
- ◆ Improved radial HOV/transit access into Downtown with additional HOV lanes and transit priority systems in underserved corridors (such as the Airport and North Hills corridors).

Auto/Parking Issues

- ◆ Through automobile and truck traffic should be diverted from core streets onto major and secondary thoroughfares.
- ◆ Parking in the core of the Golden Triangle should service 3+HOV commuter, executive, and shopper/visitor needs, with favorable short-term rates.

- ◆ Discounted HOV commuter parking should be provided at the terminuses of HOV facilities. New Low Occupancy Vehicle (LOV) commuter spaces should be located in fringe areas, close to the regional highway system and to the core employment destinations.
- ◆ Additional fringe and suburban park-and-ride facilities should be provided with convenient access to the regional highway system and transit service to Downtown.

Infrastructure

Downtown's transportation infrastructure, including its roadways, parking facilities, bus facilities, LRT system, sidewalks and pedestrian amenities, should be cost effective, efficient, attractive, and consistent with the Plan's general development goals and policies. The overriding goal—to integrate and coordinate infrastructure improvements with public and private development activities—can be achieved by:

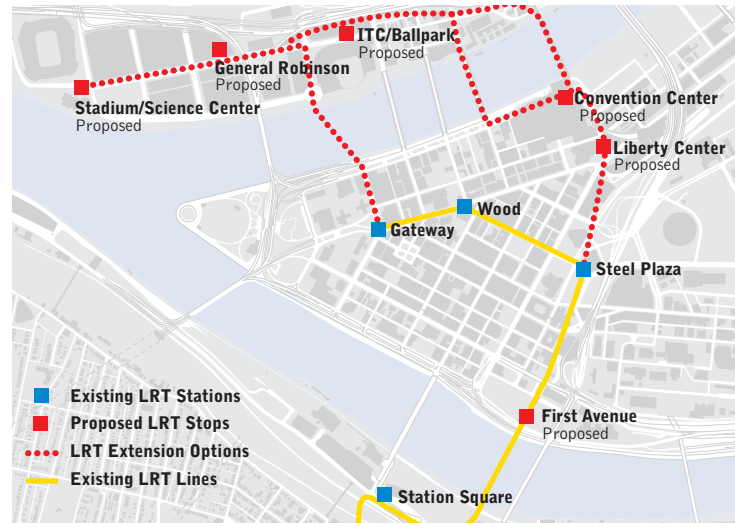
- ◆ Using existing transportation infrastructure as efficiently and effectively as possible before investing in new infrastructure.
- ◆ Designing and locating transportation infrastructure and facilities with an eye toward preserving or enhancing the surrounding built environment and protecting views.
- ◆ Considering how infrastructure improvements contribute to the overall safety, convenience, and affordability of the transportation system, especially as it serves the disadvantaged including the poor, elderly, and persons with disabilities.
- ◆ Establishing modal priorities for each Downtown street based on adjacent land uses, street geometrics, and Downtown circulation needs.

► **Transportation**

- ◆ Minimizing transfer points within a given trip and ease transfers when they do occur. These and other considerations should be aimed at reducing pollution, noise, and congestion.
- ◆ Restricting truck loading and unloading to times and locations that minimize their impact on pedestrian mobility, bus service, on-street parking, and peak-hour automobile traffic.
- ◆ Providing off-street transit facilities such as bus pull-offs and LRT stations so as to minimize conflicts between traffic and bus loadings/unloadings. Maximize the shared use of the entire Downtown transportation infrastructure.

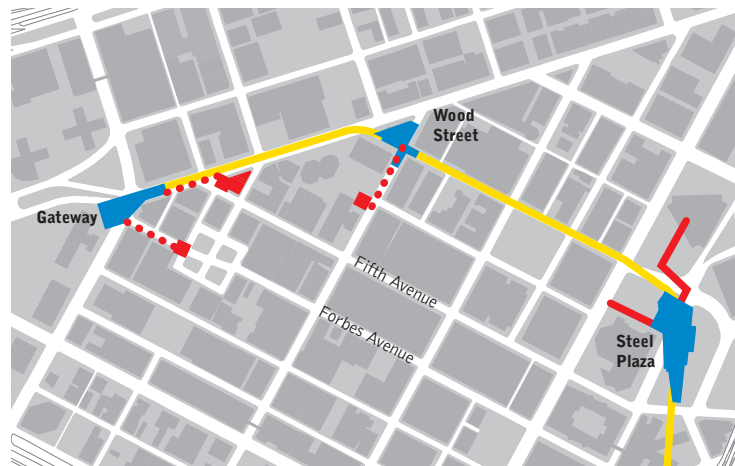
Recommendations

The “living” quality of this Plan is particularly evident in the following transportation recommendations. It’s important to note that the transportation equation changes daily, influenced by fluctuations in everything from employment, to fuel prices, to the weather. Road construction, transit costs, special events, new retail and housing, and countless other factors affect our daily transportation habits. The following recommendations are based on informed projections about future demand and usage. They seek a reorientation, a balance between the need for convenience and the desire for livability.



LRT Connection to North Shore

A transit connection between the North Shore and the Golden Triangle is an important factor in making the relationship between fringe parking and proposed development work. The LRT system or some other form of fixed guideway to the North Shore could provide this connection. This would both increase transit ridership to the North Shore (thereby reducing parking demand) and provide a high-level transit connection to the Golden Triangle to serve North Shore fringe parking. A station proposed at First Avenue would provide a similar level of LRT service for near fringe spaces around the new Jail and Courthouse. A variety of modes are being considered for this link and will probably be a combination of modes.



LRT Station Extensions

Extending the underground walkways from the existing LRT stations would help to better link the LRT with retail development proposed along Fifth & Forbes. These extensions would establish station portals closer to the retail corridor, both from the Gateway and Wood Street Stations, similar to the way the Steel Plaza station extends itself to Grant Street and the USX tower.

► **Transportation**

Pedestrian

Phase One

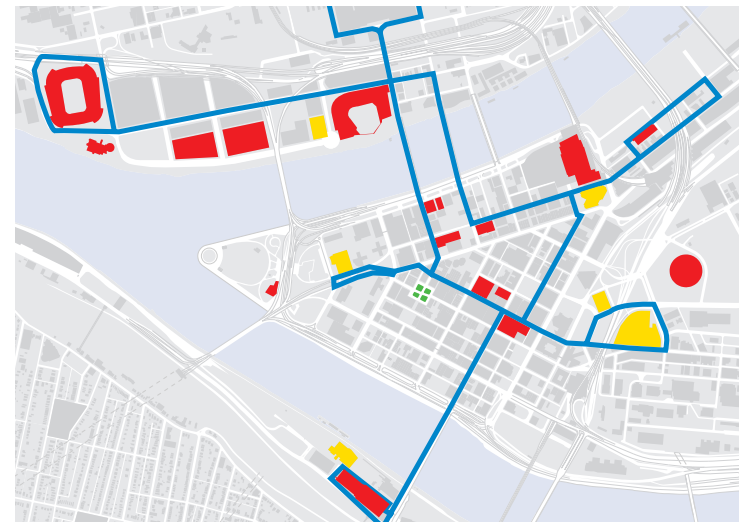
- ◆ Improve pedestrian connections between the North Shore and North Side and Golden Triangle areas.
- ◆ Improve pedestrian connections between the Strip area and the Golden Triangle.
- ◆ Establish a continuous pedestrian-friendly corridor along Federal Street across the Sixth Street Bridge to Market Street through the First Side area.
- ◆ Reconstruct Fort Pitt Boulevard, Fort Duquesne Boulevard, Wood Street, and Forbes Avenue to provide a more conducive pedestrian street environment.
- ◆ Improve the pedestrian link between the Lower Hill District, Civic Arena and Grant Street.

Phase Two

- ◆ Provide new pedestrian link between Station Square and the Golden Triangle via a new lower Triangle Monongahela River Crossing.

Implementation

- ◆ Complete the North Shore to North Side Pedestrian Portal Study. (URA)



Pedestrian Enhancements

Pedestrian enhancements are proposed for most of the traffic-sensitive streets in downtown Pittsburgh. Pedestrians are viewed as the primary mode of circulation in downtown, meaning all of downtown should be pedestrian friendly, providing an attractive, convenient, and safe pedestrian environment throughout downtown. A pedestrian-friendly environment is desired which can be achieved by reorienting traffic so as to reduce congestion and free up street space for the pedestrian and enhancing the pedestrian environment with improved design and amenities.

Shuttle Routes

Shuttle routes could provide supplemental transit service for the through routes with shuttles that are smaller, distinctive, street-friendly buses. This service would be designed as an off-peak service geared toward visitors and shoppers. Red indicated major visitor attractions.

► **Transportation****Transit****Phase One**

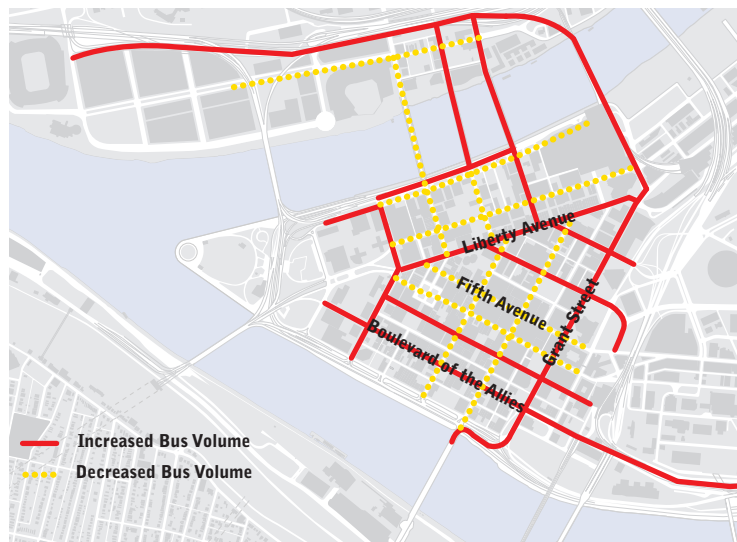
- ◆ Test the conversion of some bus routes to through routes and reduce bus volumes on Fifth & Forbes Avenues.
- ◆ Extend LRT station platforms at Gateway and Wood to the Fifth Avenue corridor, and construct a First Avenue Station.
- ◆ Improve pedestrian amenities at Downtown bus stops.
- ◆ Provide dedicated shuttle bus service for connecting the various attractions and accommodations in the Downtown area.
- ◆ Investigate use of the rivers for transit purposes.

Phase Two

- ◆ Extend the LRT system to the North Shore.
- ◆ Convert major Downtown bus routes to through routes.
- ◆ Improve transit link between the Civic Arena and Grant Street.
- ◆ Provide a transit link between Station Square/Wabash Tunnel and the lower Triangle.

Implementation

- ◆ Conduct a North Shore/CBD Transportation Corridor Major Investment Study
- ◆ Conduct a Pittsburgh Downtown Bus Routing Study
- ◆ Convene a working group with PAT's operations staff to develop recommendations for reducing bus volumes on Fifth Avenue and Forbes Avenue and for making other adjustments

**Through Bus Routing Concept**

As a means of further reducing bus volumes, the concept of through routing buses has been proposed. The concept brings buses in one corridor and out another which is shown in the schematic of a through routing system with each corridor color coded as it comes in and out of downtown. Through routing of buses could reduce bus volumes by as much as 40 percent as well as reduce problematic turning movements, and simplify downtown routes. Reducing bus volumes by eliminating the long loops the buses take through the downtown could help attract the type of "street-sensitive" development desired for the core of the Golden Triangle. However, in restructuring downtown bus routes care must be taken not to compromise service or ridership.

Change in Bus Volumes

In order to attract "street-sensitive" development including upscale retail, entertainment, and housing, there is a need to reallocate street usage in the core of the inner Triangle and Cultural District areas. The traffic-sensitive streets include Fifth & Forbes, Wood and Smithfield, and Sixth, Seventh and Penn in Cultural District. It is on these streets we need to reduce traffic and enhance their pedestrian environments in order to attract the type of development we're looking for. A shifting of bus traffic from these traffic sensitive streets (dotted) to the Downtown inner loop (Grant, Liberty, Stanwix and Allies) as well as some key cross streets (Fourth, Seventh and Ninth) may produce the desired pedestrian- and development-friendly environment. Also, the inner loop streets are the widest in Downtown, thus being able to better accommodate heavier traffic volumes.

► **Transportation**

to bus operations along Fifth and Wood in conjunction with the opening of the Lazarus Department store in late 1998.

- ◆ Pursue the relocation of Conrail/Norfolk Southern traffic from the Fort Wayne Bridge.

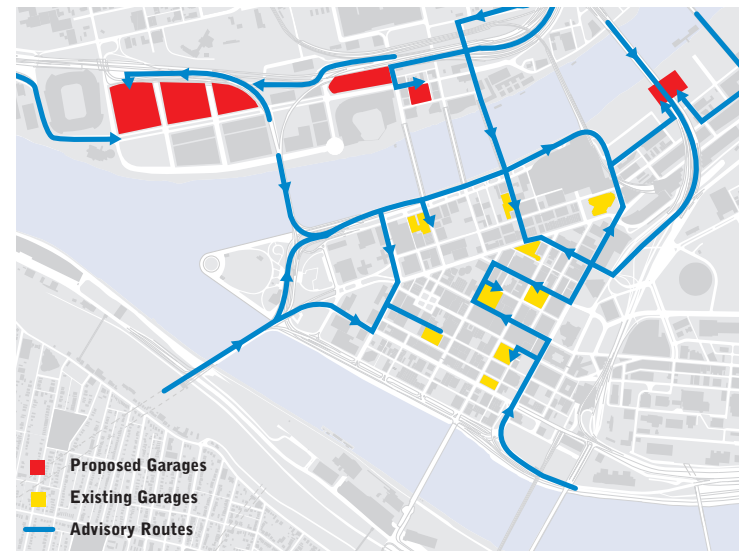
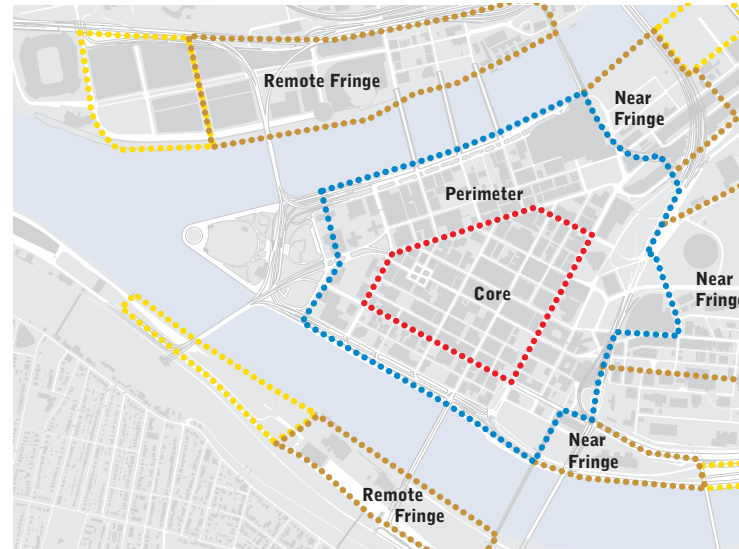
Parking

Phase One

- ◆ Provide additional short term parking spaces in the core of the Golden Triangle, adjust core Golden Triangle parking rates to favor short-term parking.
- ◆ Provide additional, low-cost, long-term spaces at the fringe of Downtown with convenient walkways and shuttle service into the Golden Triangle.
- ◆ Construct new fringe garages in the First Avenue and North Shore areas.
- ◆ Increase the number of shared parking facilities and provide 24-hour discounted residential parking around the fringe of the Golden Triangle.
- ◆ Provide for affordable or free parking for a cineplex development along Fifth and Forbes.

Phase Two

- ◆ Provide parking for the Phase Two Convention Center expansion, including spaces to replace those displaced by the expansion.



Shared Parking Options

The proposed development strategy could displace virtually all of the fringe spaces on the North Shore and Strip areas while at the same time adding anywhere from 3,000 – 5,000 spaces in demand. To address this problem, a five-tiered system has been proposed. The zones, characterized by distinct levels of convenience, rate structures and a distinct market, would include core, perimeter, near fringe, remote fringe and satellite. The task here is to calculate the demand for each type of parking and build accordingly.

Parking Advisory System

A parking advisory system has been proposed which would include electronic signs directing shoppers, visitors, tourists, and event attendees to available spaces in downtown. Shown are some of the proposed routes that could be equipped with electronic signs.

► **Transportation**

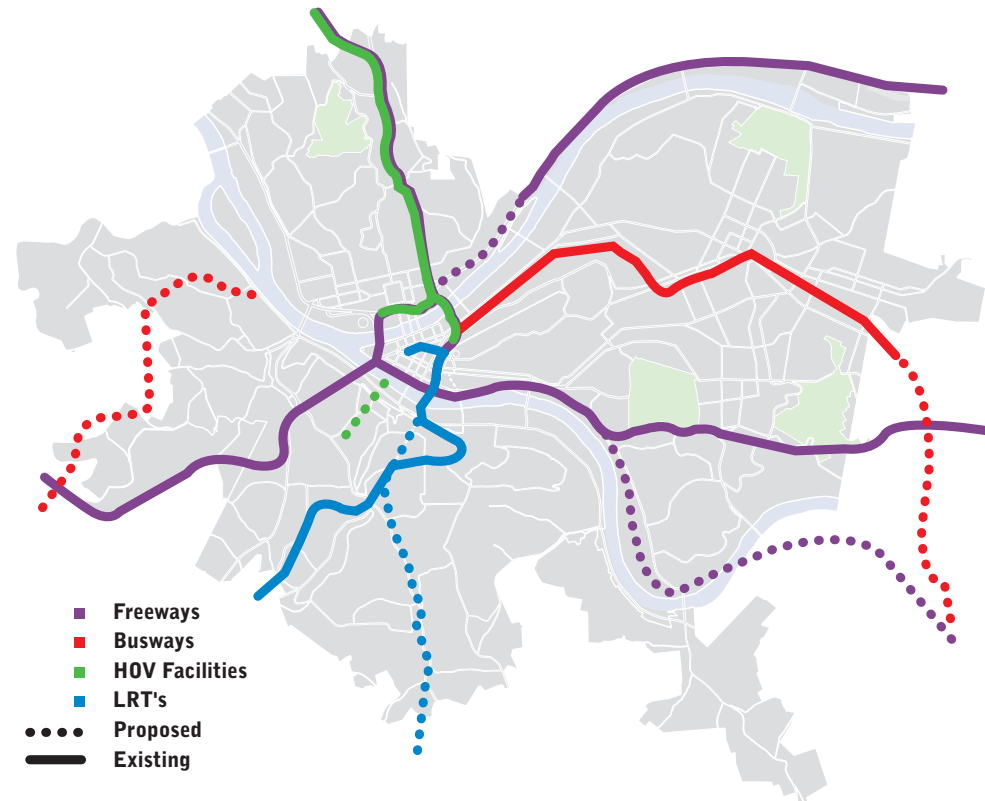
Regional Access

Phase One

- ◆ Expand and enhance the existing LRT system.
- ◆ Expand existing and construct new HOV facilities and busways.
- ◆ Provide additional Park and Ride lots in strategic suburban locations with direct transit service to Downtown.
- ◆ Implement bus priority systems such as bus preemption systems and bus lanes on existing radial routes,
- ◆ Mitigate the traffic impacts of the temporary closure of the Fort Pitt Bridge (I-279) for rehabilitation.
- ◆ Fast-track two key “bottleneck” projects: upgrading Route 28 to a freeway facility from I-279 to Millvale; constructing a new I-279/376 connector to provide a direct interstate to interstate connection from southbound I-279 to eastbound I-376.
- ◆ Improve roadway configuration of the West End Circle so as to reduce the number of traffic lights and circuitous movements.
- ◆ Upgrade the Route 51/88 intersection to improve traffic flow and safety.

Phase Two

- ◆ Pursue development of the new Airport Multi-modal Corridor from Downtown to the airport.
- ◆ Pursue development of a high-speed Maglev link between the airport and Downtown as well as other regional destinations to the east.



Regional Access

Currently, Downtown is the hub of a radial system of highways and transit lines with, in many cases, interstate freeways paired with busways and HOV lanes. The extent to which we maintain and enhance this paired system will have a direct bearing on our ability to implement the proposed development strategy.



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Summary

Urban design in the context of the Downtown Plan is primarily concerned with the physical characteristics of the city and the implications of design and planning decisions for the public realm of the city. The urban design strategy must serve as an integrating tool, which coordinates how various public and private development proposals, including transportation and public infrastructure will affect the city physically. The focus of concern is the public realm of the city: the public faces of buildings, interior public spaces, and the streets, sidewalks, parks and plazas that provide outdoor public venues for wide-ranging activities.

An important guiding principle is to reinforce the traditional habits and patterns of city life. Good design emphasizes Downtown streets as the primary public spaces, and extends key habits and patterns to new districts under development such as the North and South Shores, the Strip and the Lower Hill. Simultaneously, we seek to capture potential amenities



Downtown Pittsburgh



present in our extensive and beautiful riverfronts. As stated many times in this document, a principal goal of the Plan is to emphasize the rivers' central role and to place the rivers at the heart of Downtown. To do this will allow us to see them as the elements that unite the greater Downtown, rather than divide and separate it.

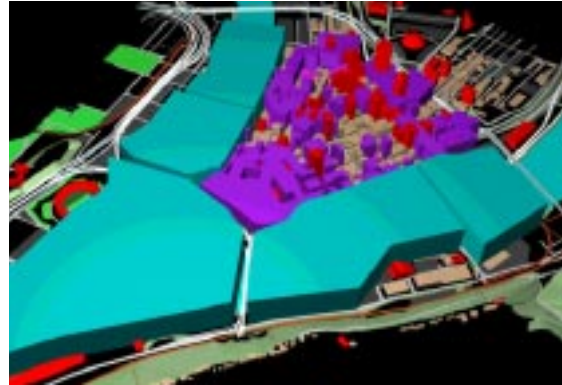
The Golden Triangle is the visual focus of the Three Rivers Basin. The skyline of the Golden Triangle has been consciously sculpted into its pyramidal shape through the use of zoning controls that require lower buildings along the riverfronts and permits taller ones in the core of the Triangle.

► Urban Design

Research Findings

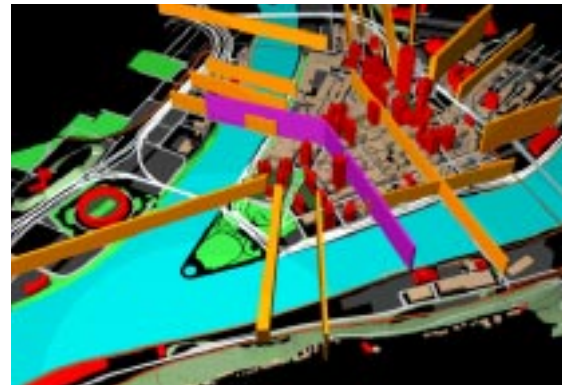
An analysis of the physical conditions of the Downtown study area revealed a number of key existing conditions that have guided our urban design thinking. These are:

- ◆ The basin landform created by the intersection of the Three Rivers is Downtown's defining physical feature, and in many ways helped to define our expanded notion of Downtown. The integrity of basic elements of this landscape, in particular the green slopes of Mt. Washington, is essential to the visual character of the city.
- ◆ Pittsburgh's Downtown remains the iconic image for the entire region of Southwestern Pennsylvania. The intimate relationship between the built form of the city and the landscape setting described above has resulted in one of the most visually distinctive American urban centers. Some of these relationships have resulted through vernacular development, but others are the result of planning efforts. For example, the triangular shape of the city skyline, which mimics the triangular form of the land, is the result of the height limit planes established through the city zoning code.
- ◆ The rivers and their shores are, of course, major elements of the landscape. They constitute major amenities that have only been partially realized through limited public access to the riverfronts at Point State Park and Roberto Clemente Park. Numerous efforts continue to expand riverfront access including the construction of new parks along the Allegheny River and the implementation of the City's Riverfront Development Plan.



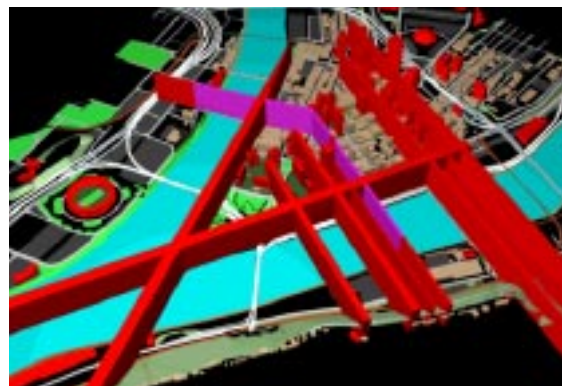
Open Spaces as Solids

Reversing the normal condition and displaying open spaces as solids reveals the importance of the rivers as open spaces and the relative density of the inner part of the Golden Triangle.



Views Into the City

One of the important visual aspects of the city is that there are strong views to the core from all parts of the Three Rivers Basin. The contained nature of the landscape and the density of building in the Triangle creates a central focus. Red buildings are visual landmarks, yellow lines are major views; the purple line indicates the primary view corridor along Sixth and Market Streets.



Views Out of the City

The reverse of the above diagrams shows how the views out of the center are strongly contained and controlled. Most views intersect the South Side Slopes, and because of the two, unaligned grids in the Golden Triangle, the only continuous views from the center to both the Allegheny and Monongahela Rivers are along Sixth and Market Streets (indicated in purple).

► Urban Design

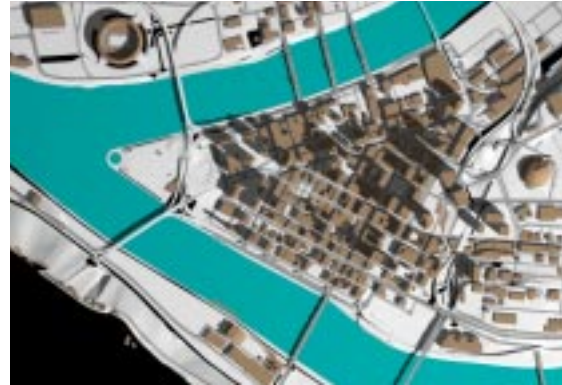
◆ The strongly contained and concentrated urban character of the Golden Triangle and many of the surrounding neighborhoods such as the North Side, Strip District, Bluff and South Side is one of the city's strongest assets. The fact that the traditional pattern of streets, blocks and buildings is largely intact and has not been interrupted by major "holes" in the urban fabric distinguishes Pittsburgh from many other American downtowns.



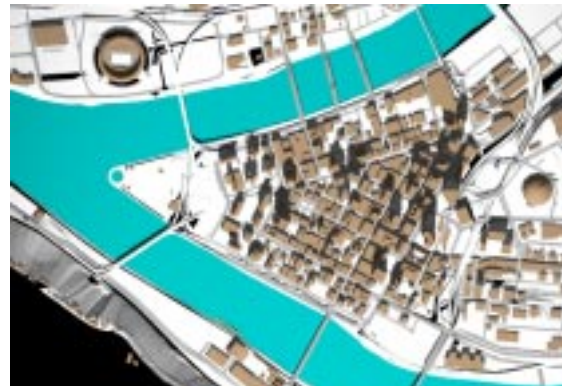
Downtown as viewed from the South Side

◆ There are, however, a number of large sites, including the North and South Shores and parts of the Strip District, that for historical reasons related to their former uses as industrial areas do not have the same well-developed urban character. Other areas, notably the Civic Arena and Allegheny Center, have suffered from the misguided effects of Post-War urban renewal.

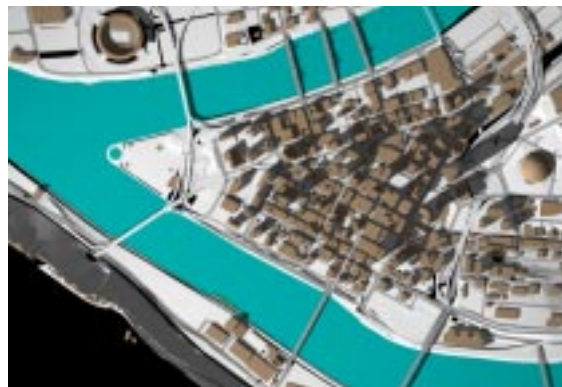
◆ The large and architecturally significant stock of historic buildings and other structures (in particular bridges) is another of the important physical assets of Downtown. Both nationally recognized landmarks such as the Allegheny County Courthouse as well as unknown background buildings make important contributions to the visual character and texture of the city. Many of these buildings have changed uses during their lifetimes which establishes an important trend—that older buildings can successfully be adapted to new and future uses through sensitive renovation and preservation efforts.



Mid-Morning equinox



Noon equinox



Mid-Afternoon equinox

Sun Studies

The primary grid, of mostly narrow streets, runs east-west in the Golden Triangle, and most of the tallest buildings are concentrated in the center due to zoning. As a result, many of the streets in the center of town are in shadow much of the day. This limits the ability to successfully grow street trees in the urban core mostly to the wider streets like Grant, Liberty and the Boulevard of the Allies. Conversely, the areas along the edges of the Triangle have good solar orientation as well as views making them very attractive for housing development.

► Urban Design

Current Projects

A number of public space improvements have recently been completed or are well underway in the Downtown area.

- ◆ The completed \$4 million Fort Duquesne pedestrian bridge is an enlargement and reconstruction of the pedestrian walkway along the Fort Duquesne Bridge and provides a direct and handicapped accessible walkway and bikeway between Point State Park and Three Rivers Stadium.
- ◆ The Three Rivers Heritage Trail along the Allegheny River is nearly complete. The section of this trail that extends from the Carnegie Science Center to Washington's Landing will be completed in fall 1998. This trail will incorporate existing parks such as Roberto Clemente Park as well as new park segments in front of the new Alcoa Corporate Center and the Lincoln at

North Shore housing development. A renovated railroad bridge will connect the trail to the south end of Washington's Landing.

- ◆ The Eliza Furnace bike and walking path was completed in 1998. Currently running from the First Avenue parking lot Downtown to Greenfield this former railroad right-of-way will be extended to Grant Street and Oakland in the next few years.
- ◆ The \$6 million Allegheny Riverfront Park Phase One is under construction. Fall 1998 completion is anticipated for this river level section of the park. It will link the Cultural District to Point State Park via accessible ramps at the Seventh Street Bridge and a continuous riverwalk. The second phase of the park will involve the reconstruction of the upper level at Fort Duquesne Boulevard.



Three Rivers Heritage Trail



Allegheny Riverfront Park

► Urban Design



Current construction on Fifth Avenue

- ◆ Fifth Avenue reconstruction is due for fall 1998 completion at a cost of \$8 million. It includes new street repaving, sidewalks, lights, trees and other pedestrian amenities.

- ◆ Wood Street reconstruction is due for fall 1998 completion. It includes new street repaving, sidewalks, lights, trees and other pedestrian amenities.

- ◆ Isabella Street reconstruction is complete at a cost of \$0.5 million.

- ◆ Anderson Street reconstruction north of the Ninth Street Bridge is complete.

Challenges

Perhaps the greatest challenge from an urban design perspective is to establish the link between development opportunities and enhancements to the public realm through high-quality public and private design standards.

Specifically, this means a number of things:

- ◆ Continuing to improve the quality of public open spaces, in particular pedestrian-scaled streets and riverfront access.

- ◆ Encouraging sensitively designed new buildings that reinforce the traditional strengths of the city and contribute to the public realm.

- ◆ Finding new ways to preserve and reuse important historic resources of the built environment, with particular emphasis on the adaptive reuse of historic and “obsolete” buildings in the Golden Triangle.

- ◆ Encouraging high-design standards for all public infrastructure projects, requiring that they make significant contributions to new and existing public spaces including streets and other thoroughfares.



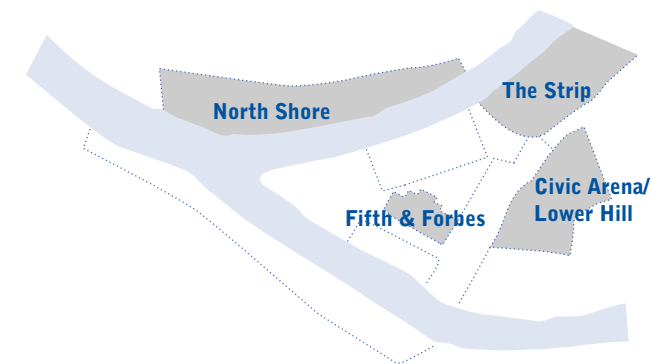
Adaptive Reuse building prototype

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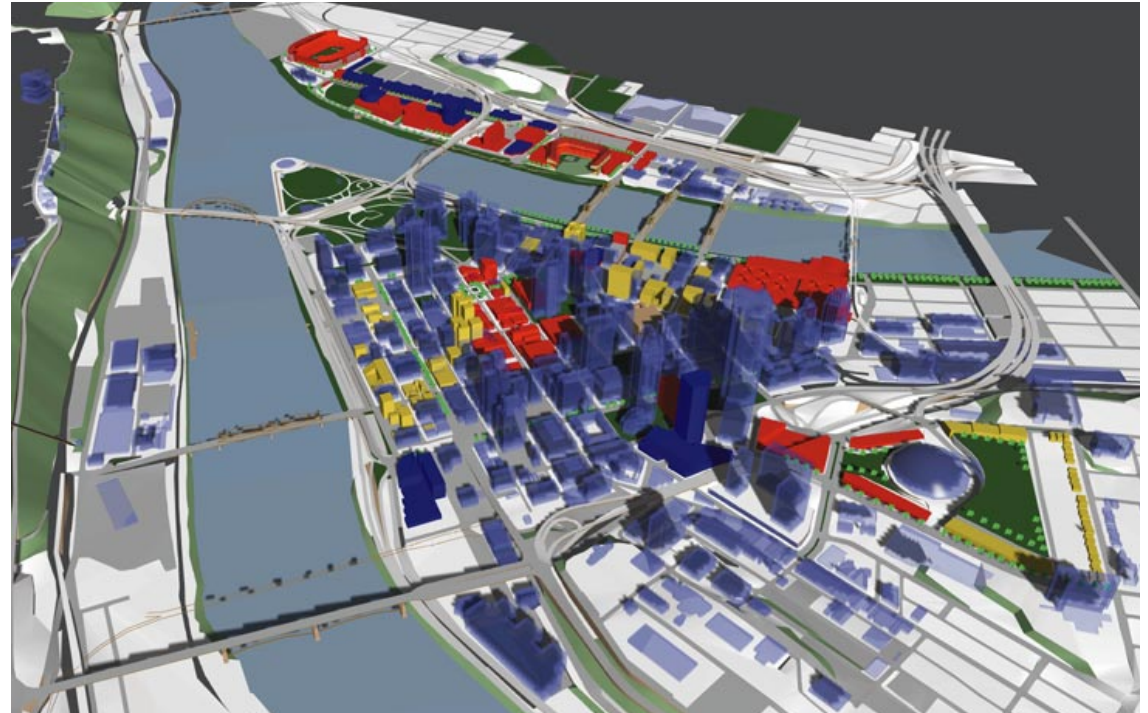
Development Strategy and Implementation

District Plans

The role of the urban design task force and consultants has been to integrate the work of the other aspects of the Plan and to study the physical implications of development proposals, with a particular focus on the public realm. Thus, determining the organization and configuration of the District proposals was a key element of their work. These District proposals were, however, broad and diagrammatic. For certain Districts, this level of detail will not be sufficient for the future implementation of the development proposals outlined in the Plan. A necessary implementation step will be to conduct detailed design and development plans for the Districts with intense levels of concentrated development. These are:



Areas requiring district plans



- ◆ [North Shore](#) area between the two new proposed stadiums
- ◆ [Strip District](#) area west of the Sixteenth Street Bridge
- ◆ [Fifth & Forbes](#) Avenues from Stanwix to Smithfield Streets
- ◆ [Civic Arena / Lower Hill](#) area from Sixth Avenue to Crawford Street

The Plan proposes a more family-friendly and inviting urban landscape through a series of public space improvements, including new open spaces, brighter street and sidewalk treatments, and greater access to the waterfront. These improvements will knit together the various proposed developments (red, blue, and yellow).

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General Urban Design Initiatives

Beyond the work related to the Districts, there were also general urban design issues addressed that relate to the entire study area. Described below are these general urban design strategies which would be implemented simultaneously in both Phase One and Phase Two of the 10-year development strategy. Generally these focused on three categories:

- ◆ Enhancements to the public infrastructure, in particular streets and public transit to be more pedestrian-friendly and supportive of public transit usage.
- ◆ Expansion and development of the riverfront park system and its connection to the core of the city.
- ◆ Establishment of [Urban Design Guidelines](#) and a review process to insure that new projects are of the highest quality and conform to the principles detailed in the Downtown Plan.

Streetscape Improvements

Golden Triangle Boulevard System (Phases One & Two)

Because the Plan considers the streets of Downtown to be its principal public spaces, it has been a consistent focus to target them for improvement as part of the overall upgrade of Downtown's infrastructure. While nearly all of the streets in the study area are considered to be important pedestrian streets, certain streets were targeted for significant pedestrian streetscape improvements as part of the general Development Strategy.

As part of the larger bus-rerouting strategy (described in the [Transportation](#) section) which involves moving buses off the congested interior streets of the Triangle and on to surrounding, larger capacity streets, street improvements are proposed for Stanwix Street and the Boulevard of the Allies. These two streets would, in conjunction with the Grant Street and Liberty Avenue (recently reconstructed), complete an "Inner Loop" of upgraded streets that would support the linkage between streetscape improvements and transit. Specifically, this would include new amenities related to bus riders, such as shelters, benches and waiting areas as well a general street amenities such as new paving, street trees, pedestrian lighting and planted medians.



Proposed streetscape cross-section for Stanwix Street and Boulevard of the Allies

Similar boulevard configurations should be applied to the two streets that form the edges of the Triangle, Fort Duquesne and Fort Pitt Boulevards.

The conversion of Fort Duquesne Boulevard to a pedestrian boulevard with an enlarged park area along the north side of the street overlooking the Allegheny River is slated for implementation as the second phase of the Allegheny River Park construction. Fort Duquesne Boulevard should be considered for extension as a tree-lined boulevard through the Strip District up to 21st Street in order to create a strong river frontage for that District.

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Fort Pitt Boulevard should be given a similar pedestrian-scaled treatment with street trees and other amenities as part of the reconstruction of that section of the Parkway East which would involve the lowering of the roadway closer to river level.

Boulevard improvements, similar to those in the Triangle, should also be made to the section of Centre Avenue that extends from Sixth Avenue to Crawford Street by the Civic Arena. This section of the street is extremely wide and overbuilt and could easily be converted to a tree-lined pedestrian boulevard while still accommodating the large vehicular volumes that converge at Civic Arena events. Such alterations would greatly improve the pedestrian connections between the Lower Hill neighborhood and the Downtown core as well as significantly upgrading the visual quality of the Civic Arena environment.



Typical cross-section for Centre Avenue improvement

Underpasses and Connections (Phase One)

There are number of places in the Downtown study area where elevated highways and railroads create unpleasant underpass conditions for the streets below them. In particular, these occur along I-279 on the North Shore and at Fifth and Forbes Avenues below the Crosstown Expressway. Currently, the URA is conducting a study of the North Shore underpasses to examine various potential amenity upgrades. These streets are particularly important because they constitute the only points of connection between the North Side neighborhoods and the

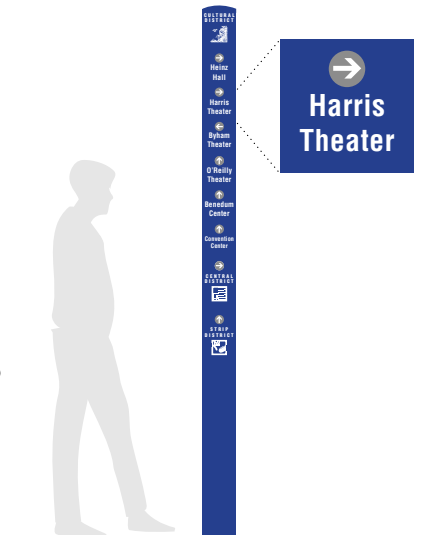
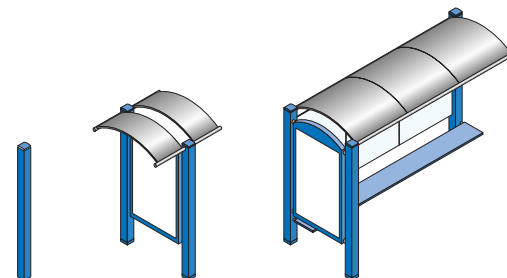
North Shore. Given the scale of new development proposed for that area, substantial improvements to these connections is required to make travel back and forth safe and pleasant. A similar study of the Fifth & Forbes underpasses should be conducted.

Street Standards for New District Development (Phase Two)

Street standards, similar to those currently in use for the reconstruction of streets in the historic parts of the Golden Triangle, should be applied to new district developments (or redevelopments) such as the North Shore area, the Strip, and the South Shore. These standards require granite curbs and utility access strips, pedestrian and vehicular light standards and recommend street trees, decorative finishes for sidewalks, and pedestrian wayfinding signage.

Walkable City Project (Phase Two)

As a sub-set of the work conducted for the Downtown Plan, a schematic design study was undertaken to examine possible improvements to the Downtown streetscape environment with a particular focus on pedestrian wayfinding signage needs. Prototype designs were developed for a system of maps and wayfinding signs that would serve to orient and direct tourists and visitors as well as residents. Preliminary proposals were also made for this



Walkable City Project design prototypes

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system so that could be expanded to include bus shelters and other sidewalk structures within the same design language and manufacturing system as the other signage elements. Existing City standards for other street elements including curbs, sidewalks, trees, trash receptacles, and streetlights were also documented as part of this study.

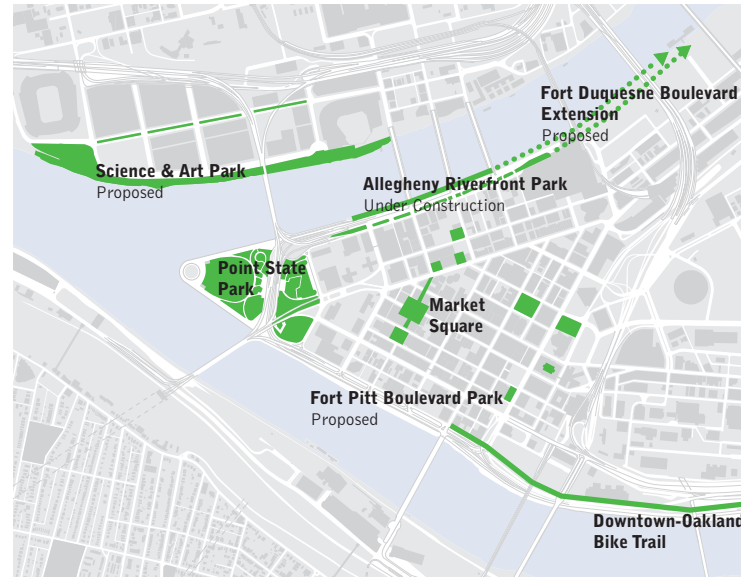
Riverfront Park System (Phase One & Two)

In principle, the proposals for the riverfront park system should conform to the Riverfront Development Plan under completion by the Department of City Planning.

The general goal for the Downtown area is to provide a continuous riverfront park system along the Golden Triangle and along the North Shore of the Allegheny and Ohio Rivers. Future potential exists to expand that system to the South Shore of the Monongahela River as well. The proposals for development of the park system fall into two categories: renovation and enhancement of existing parks, specifically, Point State Park and Roberto Clemente Park, and the construction of new parks along the Golden Triangle.

Point State Park (Phase One)

The park should be opened up to a wider range of activities by permitting active recreation such as cycling and rollerblading as well as through the addition of new amenities. A playground should be added to the east edge of the park in order to make the park more family-friendly as well as to provide much needed facilities for the many day-care centers operating in the Golden Triangle. Visitor facilities such as cafes, restaurants and concessions should be added in a manner compatible with and sympathetic to the existing character of the park.



Park Open Space Concept Plan

Point State Park currently suffers considerable stress during certain times of the year due to very large crowds that attend various festivals. While it is important that we recognize the role of the Point as the region's gathering place, there may be long term opportunities to relieve some of this pressure.

Development of an amphitheater and expanded park facilities on the [North Shore](#) (see the next section) could allow for the relocation of some parts of major festivals such as the Regatta to those new venues. This would permit Point State Park to return to its original character as a largely passive-recreation park.

Roberto Clemente Park (Phases One & Two)

With the expected development of two new sports venues, expansion of the Carnegie Science Center, as well as the development of the mixed-use district describe elsewhere, expansion

► Urban Design

of riverfront amenities will be important. A two-level park should be established by reconfiguring North Shore (or Stadium) Drive as a pedestrian-oriented, park-like drive with overlooks to the river. This street would be strongly connected to the new development blocks behind it. The possibility also exists to develop an enlarged “Science & Art Park” in conjunction with the Carnegie Science Center. The riverfront park in front of the new ballpark will also be reconstructed as part of that project.

Allegheny River Park (Phases One & Two)

As described earlier, the first phase of this park development is currently under construction with completion expected in fall 1998. This first phase will involve a connection to Point State Park. The second phase will involve the reconstruction of Fort Duquesne Boulevard. An important aspect of that project will be to extend the riverfront section as far as the expanded [Convention Center](#) (Phase One will end at Ninth Street). The upper level park should also be designed so as to foster a strong connection between the Convention Center’s river facade and the riverside.



Proposed plan for Allegheny Riverfront Park

Fort Pitt Park (Phase Two)

The Fort Pitt Park should be constructed in order to complete a continuous system of riverfront parks around the Golden Triangle with continuation up both the Monongahela and Allegheny Rivers. In the process of reconstructing the Parkway East as it runs along the Monongahela River, the Parkway should be rebuilt closer to the river elevation in order to allow a park to be constructed on a deck structure over the section extending from Stanwix to Smithfield Streets. In conjunction with a renovated Fort Pitt Boulevard, riverfront esplanade and vertical connections between the two, this would establish a riverfront park that would serve as a companion to the Allegheny River Park. Connections to Point State Park and the recently completed Eliza Furnace Trail will permit continuous riverfront bicycle and pedestrian travel.



Proposed plan for Fort Pitt Park

Design Guidelines & Review

Included in this document are the text and illustrations for the Downtown [Urban Design Guidelines](#). It was one of the recommendations of the Urban Design Task Force that these Guidelines be used as the basis of a Design Review process for the Greater Downtown area. The Department of City Planning will take the lead responsibility for the implementation of the guidelines and review process.

Fifth & Forbes

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- Approach
- Action Items
- Transportation

Gateway

Sixth Street Connection

North Shore

Cultural District

Convention Center

Strip District

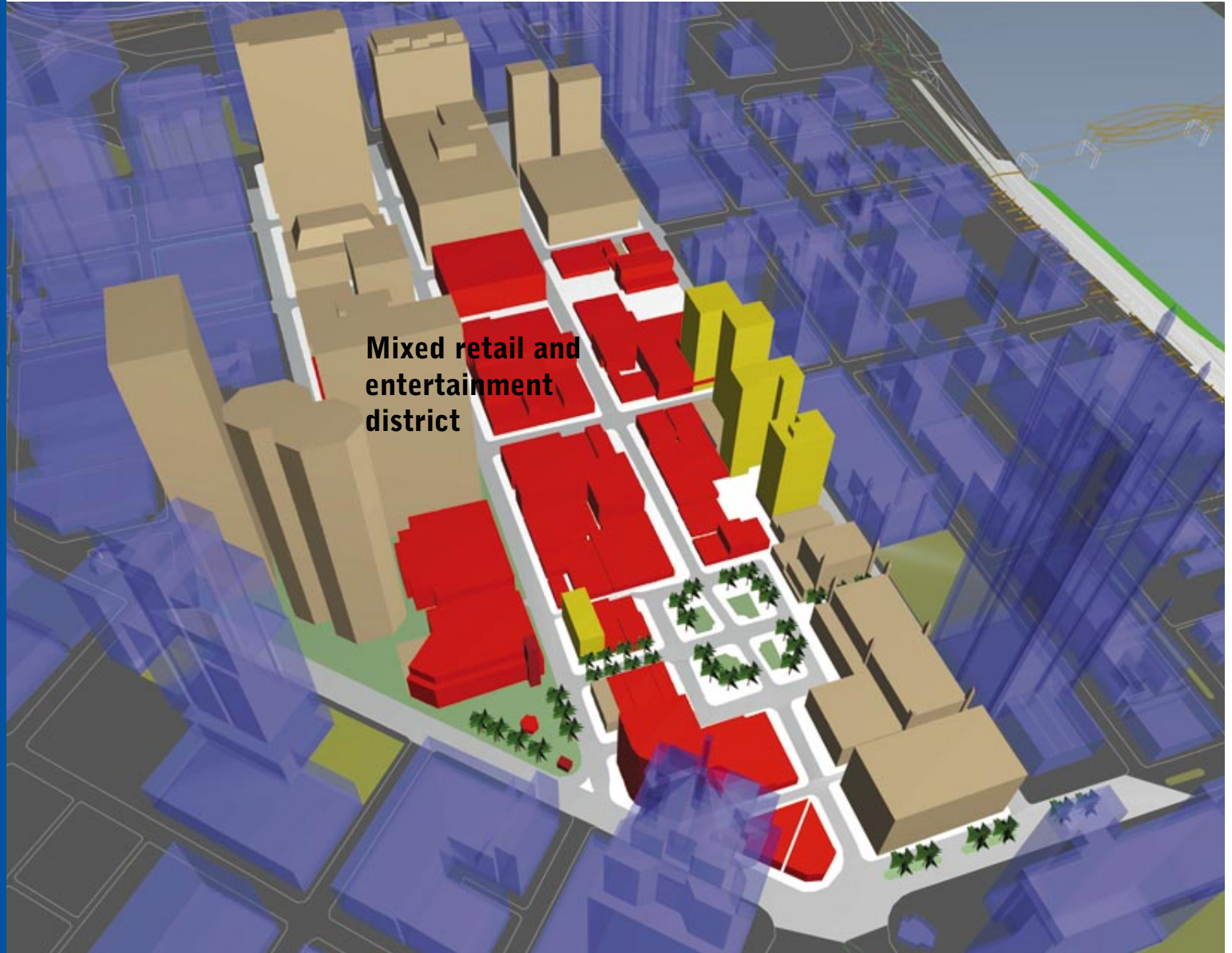
South Shore

First Side

Grant Street Corridor

Civic Arena / Lower Hill

APPENDIX



► Fifth & Forbes

Summary

The Fifth & Forbes planning area, including Market Square, enjoys a high-regional profile as the center of Downtown retail. The fall 1998 opening of a new Lazarus department store at the corner of Fifth Avenue and Wood Street provides the linchpin for a focused and revitalized retail and entertainment district—brighter and more vibrant than anything before experienced here. The district encompasses Fifth and Forbes Avenues from Liberty Avenue on the west to Grant Street on the east.

Its drawing power as a regional shopping destination is secured by a flagship Kaufmann's, Saks Fifth Avenue, the new Lazarus, and by several clusters of specialty retail, particularly along Smithfield Street. Market Square, once known for a bustling nighttime dining and music scene, remains a focal



Market Square

point of warm weather, daylight activity and evening concerts. The Plan envisions the Fifth & Forbes area as a year-round, 24-hour destination: a main stage for brand-name shopping, dining and entertainment, a point of embarkation for regional and out-of-town visitors, and a reason for Downtown employees to extend their day with shopping and entertainment.



New Lazarus department store

► Fifth & Forbes

Challenge

The challenge is to revitalize the traditional retail heart of Downtown by attracting global retail and entertainment developers, improving overall traffic flow, and preserving and enhancing the distinct character of the Fifth & Forbes area. Introducing a centralized retail management and marketing group charged with facilitating development, setting policies and carrying out the kind of joint promotion, parking and customer service functions—typically found in suburban malls—is critical to the Plan's success.

Approach

The Plan finds that the Fifth & Forbes area offers a building density and customer market favorable for sustaining a diverse and selective set of stores and attractions. Rather than recruit one new store or attraction at a time, Pittsburgh seeks a comprehensive development solution. The primary objective for this planning area is to enhance the retail core, add a strong dose of new dining and entertainment options, and improve the overall pedestrian environment.

The Fifth & Forbes area should become a “must see” for all visitors, including those whose primary destination might be a national trade show at the Convention Center, a performance in the Cultural District, or sports-related activity on the North Shore. Upgrading the overall mix of stores and entertainment should entice employees to stay beyond working hours, and attract suburban residents, and leisure travelers, both day-trippers and overnight guests.

Action Items

Phase One

Restore the stature of Fifth & Forbes district as the region's premier shopping destination, building upon the success of Kaufmann's and Saks' stores, and the draw of a new Lazarus.

Two immediate goals are the expansion of Saks, and the introduction of a fourth, better quality department store offering a wider variety of merchandise. This additional department store should be located to the west of the other major department stores to distribute the balance of power along the corridor. Market research finds an opportunity for this fourth department store to be at least 125,000 square feet in size, and may range up to 200,000 square feet.



Fifth Avenue

Attract national-brand specialty retail and destination restaurants, in part by leveraging the drawing power of four major department stores. Market analysis indicates that between 150,000 and 250,000 square feet of additional specialty retail space could be developed Downtown, most of which should be located in the Fifth & Forbes planning area. These specialty retailers could offer everything from prepared gourmet foods to athletic shoes. Sit-down restaurants would be among the most desirable tenants because of their potential contribution to the overall vitality of the Downtown area. To preserve the market diversity that has traditionally been an asset of Downtown shopping, retail tenants should continue to offer a variety of goods and prices to appeal to a broad cross-section of consumers.

► **Fifth & Forbes**

Empower a central management entity to oversee the store and merchandise mix, operating standards, public spaces, and retail marketing throughout the Fifth & Forbes retail corridor to the mutual benefit of all tenants. Such an entity would recruit specific retailers or general categories of businesses, and establish standards for operation, most importantly store hours. Management would also have the capacity to develop marketing programs that would help to support off-peak retail hours using special events and promotional discounts. Unlike suburban mall managers, this retail management entity must balance the unique public demands and private interests represented in the Downtown area, and be responsive to public opinion around issues such as parking, bus routing and historic preservation.

Improve the pedestrian environment, with the rebuilding of curbs, sidewalks and street surfaces, new street furniture and facade improvements. These improvements will improve visual continuity, lending a sense of unity from block to block. Shoppers will appreciate the well-managed, attractive public spaces that complement the improved retail offerings. A similar effort should be applied to re-routing transit services to reduce congestion and noise on the most retail intensive streets. By shifting some routes to peripheral streets, shopping streets will accommodate more local traffic and pedestrian movement.

Develop additional short-term parking, and create a carefully tiered pricing strategy to encourage local employees to use fringe lots, freeing up inventory for short-term use by daytime shoppers. The development of long-term parking structures in other areas of the Triangle should alleviate pressure. These developments are discussed in the area plans for the [Cultural](#)

[District](#), [First Side](#), the [Strip District](#), and the [Civic Arena / Lower Hill](#) area. The reconfiguration of the bus routes through the Golden Triangle will present additional short-term parking. By shifting heavy bus traffic from the retail core, especially along Fifth & Forbes Avenues, metered spaces can be provided for short-term use.

Phase Two

As with the Sixth Street Connection, the importance of this planning area in the revitalization of Downtown is so great that no major actions should be deferred beyond the near term. Again, continued management and maintenance are critical to the success of these efforts, and must be extended through the entire planning period of this Action Plan.



Congested downtown streets are prime candidates for bus rerouting.

Transportation

Although the current LRT system delivers a large number of commuters into the Fifth & Forbes planning area, Downtown's three stops sit at the fringe of the proposed shopping and entertainment district. One solution would be the expansion of existing station walkways to provide convenient, year-round access to department stores and other developments. As discussed earlier, the reconfiguration of bus routes should reduce pollution and noise levels in the retail core. A thorough discussion of bus rerouting and other transit issues can be found in the Transportation section of the Plan.

Gateway

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Strip District

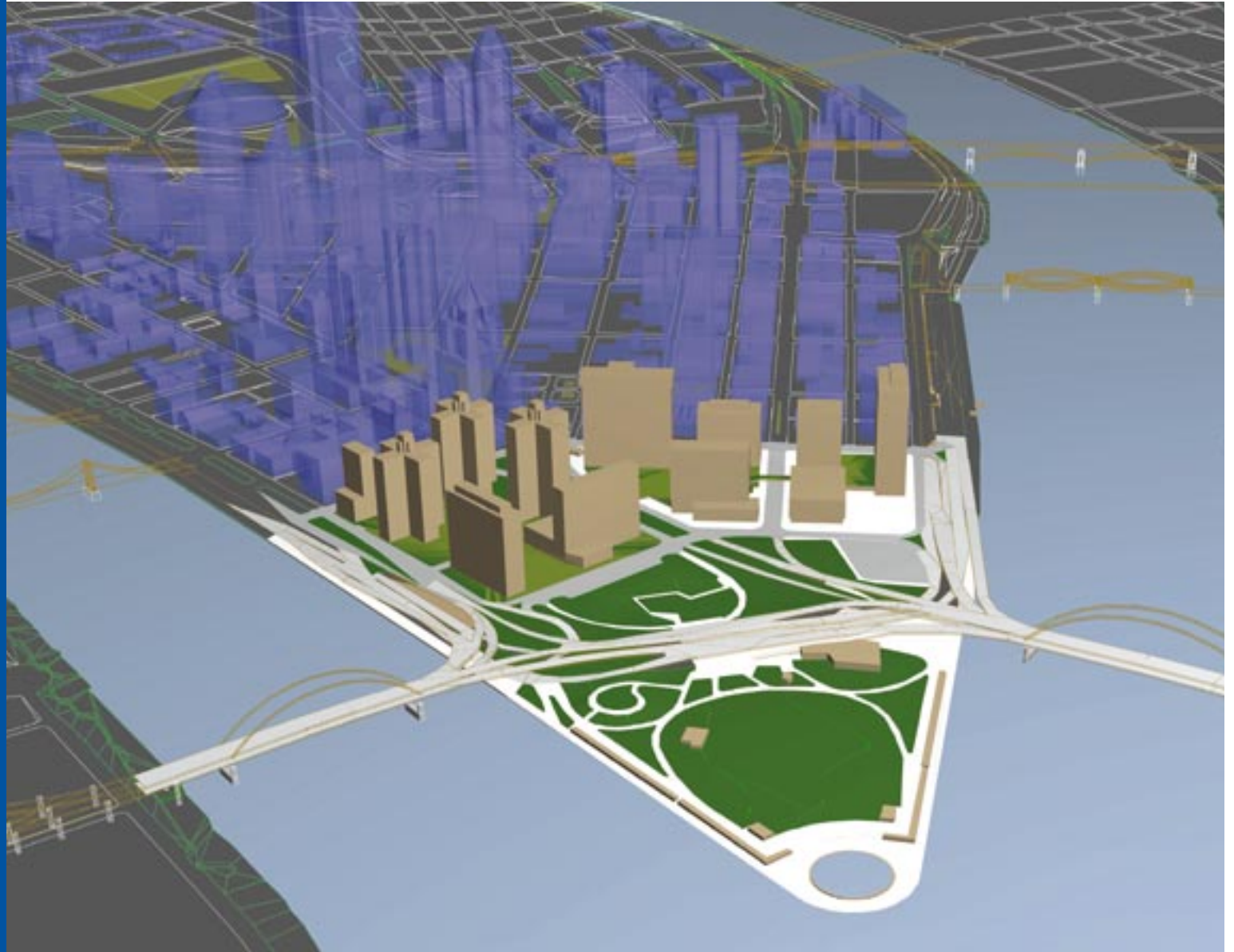
South Shore

First Side

Grant Street Corridor

Civic Arena / Lower Hill

APPENDIX



► Gateway

Summary



The Point in 1812



The Point in 1932

As Pittsburgh's first planned Downtown revitalization project, Gateway Center began a process in 1947 that continues to the present. Until Gateway Center, it was not clear if Pittsburgh could muster the political and economic capital to transform itself. While no longer the most modern or architecturally daring of the city's buildings, the Gateway Towers still hold their own in the modern Pittsburgh skyline. More recent additions—PPG Place and Fifth Avenue Place—

along with Penn Avenue Place help to define one edge of the Gateway Center area. The other is dominated by Point State Park, long the ceremonial and symbolic gateway to the region. The Gateway Center area stretches from the north bank of the Monongahela to the south bank of the Allegheny, and includes a significant portion of the Pittsburgh region's Class A office space and office employment. The district is linked to the North Shore via the Fort Duquesne Bridge and a new pedestrian walkway.



Gateway Center and Point State Park

► Gateway

Challenge

The challenges include continually measuring and improving conditions that support the Gateway Center area as a regional employment center, and the ceremonial heart of the region. As employment grows, so do the demands for mass transit and parking, an ongoing issue for the area. One objective for this planning area is to improve the relationship among Point State Park and activity centers in the Triangle, and the North and South Shores. While Point State Park continues to foster many regional festivals and events, it is overburdened with large-scale productions, while underutilized for more casual recreation. It's worth considering how some large events might move to new facilities such as the proposed North Shore amphitheater, relieving Point State Park from constant high-stress on its lawns and facilities, and recognizing its true nature as a passive park.

Approach

Although the Gateway Center area may not change in building density, its immediate and long-term future will be central to the growth of Downtown. Entertainment and retail developments along Fifth and Forbes, the sports facilities on the North Shore, and various cultural venues all rely on patronage from Gateway Center employees. Also, the development of large floorplate office space in nearby planning areas will benefit the Gateway Center area. Back-office operations for national and international firms located in the Gateway Center area can be located near their front offices, in new, efficient, and affordable

developments. This will enable some key employers to remain in the Downtown area, rather than moving to locations in the suburbs or in other metropolitan areas.



The plan for the Point State Park renovation in the 1960s.

Point State Park is undergoing a transformation as well, both in its reach and character. Flanked on either end by First Side and the Cultural District, Point State Park represents a treasured amenity for new and current Downtown residents, as well as city and regional visitors. The Allegheny Riverfront Park on the south bank of the Allegheny River will connect to Point State Park. A continuation of the linear park on the Monongahela side would provide continuous pedestrian access to the southern edge of the Triangle in the First Side area. New recreational uses for the park—including bikes and roller-blades—will be encouraged, along with more family-centered

► Gateway

programming and possibly the installation of a playground. Other ways to enliven and animate the Park such as programming, riverfront cafes, and other vendors should be considered.

Transportation

Many Gateway Center employees rely on North Shore fringe parking. Proposed development of the North Shore could greatly reduce the number of such spaces. Replacements to this crucial parking inventory are recommended in the North Shore as well as Cultural District and First Side, with additional spaces to be provided in the Strip District and Civic Arena areas. As appropriate, additional shuttle services from the farther fringe lots will be recommended.

The reconfiguration of the bus system in the Downtown area will also affect the Gateway Center area. By reducing bus service on the interior streets of the Triangle and rerouting buses to peripheral streets, Stanwix Street and the Boulevard of the Allies—major access ways to the Gateway/PPG developments—will bear a heavier load than they do currently. Care must be taken to avoid congestion, and streetscape improvements should take this change into account. Potential LRT expansion from Gateway across the river to the North Shore would service both visitors and employees who park and shuttle to offices in the Gateway district.

Sixth Street Connection

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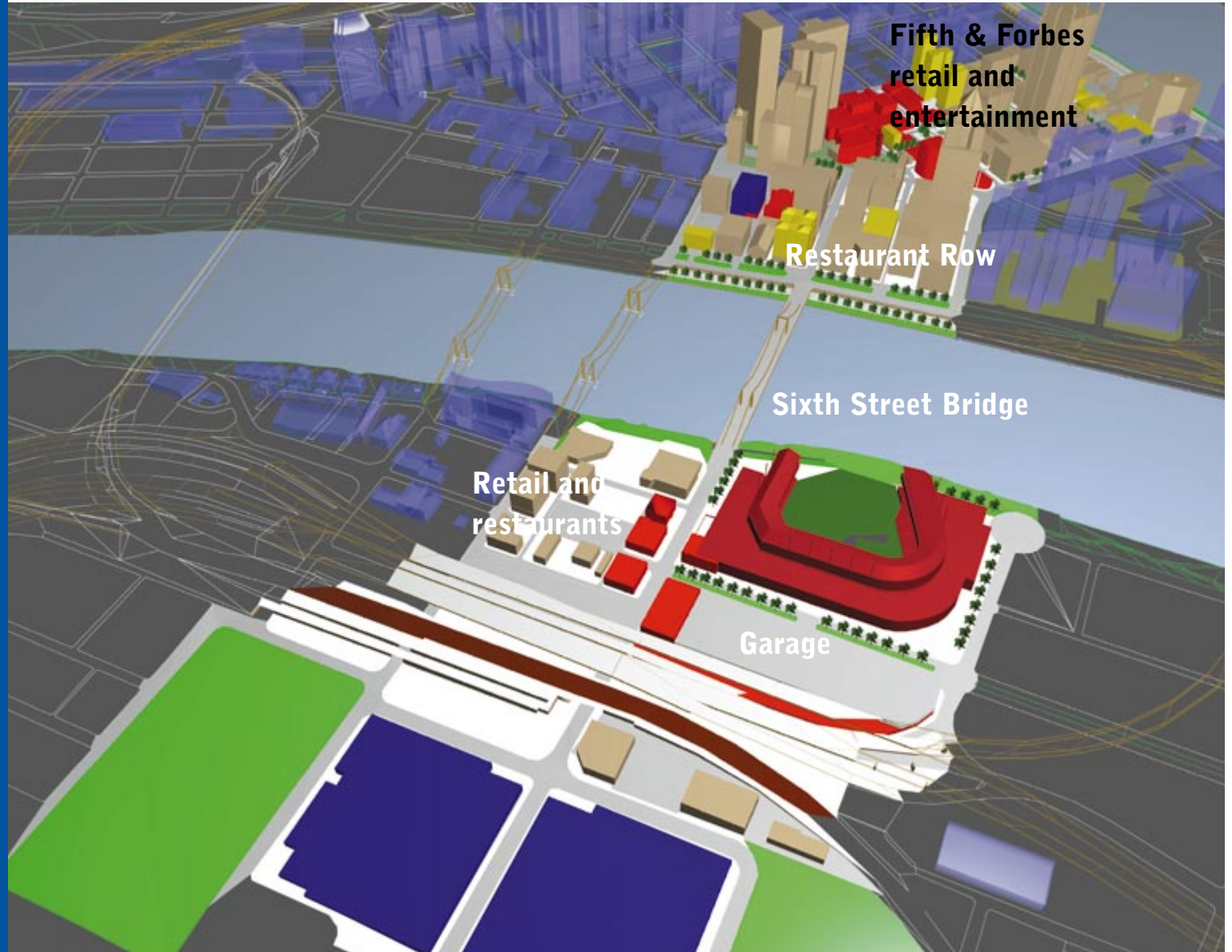
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Summary

A good place to demonstrate how public space improvements can influence development decisions and the viability of certain projects is in the area of Sixth Street, including both shores of the Allegheny River, and incorporating the Sixth Street Bridge. Changing pedestrian traffic patterns and encouraging a new set of habits here will require imagination and investment. The objective is to create a physical and psychological link between the Triangle and the North Shore, with strong centers of activity at either end connected by an equally interesting corridor of supporting activity.



Sixth Street corridor looking north

Challenge

The challenges include creating an attractive and vital environment that promotes pedestrian movement between the North Shore, the Cultural District, and Market Square via Sixth Street and Market Street. A primary goal is to make the waterfront less of a real and perceived obstacle, and more of a staging area and front door to Downtown activity on both shores.



Market Street corridor looking south

Approach

The Plan finds Sixth Street and the Sixth Street Bridge to be the right connector for a variety of reasons. Cultural District patrons have already established this area as a prime evening

► Sixth Street Connection

and post-performance dining spot. The planned location of a baseball-only stadium at the foot of the Sixth Street Bridge, and a new cinaplex theater planned for Market Square, provide important bookend attractions. And as one of Pittsburgh's "three sisters" bridges, the Sixth Street Bridge already handles a significant amount of pedestrian traffic, both Downtown employees and stadium patrons. Plans call for the Bridge to transform into a festive marketplace on game days, evoking the Ponte Vecchio of 16th-century Florence.

Action Items

Phase One

Develop sports and entertainment activity on the North Shore end of the Sixth Street Connection, including the Pirates' ballpark, restaurants, and lodging as described in the North Shore District Plan. One key role of the Sixth Street



New Pirates Ballpark

Connection is to give attendees at ball games easy access to the full inventory of Golden Triangle parking, and to encourage office workers to take a more leisurely after-work stroll between the Triangle and game-night activity on the North Shore.

Invest in pedestrian-friendly urban design on the Sixth Street Bridge, including the segregation of vehicular and pedestrian traffic, dramatic lighting, signage, banners, and

other streetscape improvements on the Sixth Street Bridge. The Bridge could convert to a pedestrian-only route across the Allegheny River during major weekend festivals and events, with vendors and activities staged along a promenade that becomes a destination in itself.

Promote new dining activity and facade improvements along the Sixth Street corridor, enlivening the passage to and from the North Shore and

Triangle. Public investments in streetscape improvements should be made, including trees, light, curbs and sidewalks, and other visual elements that promote continuity with the other elements of the Sixth Street Connection. Also, a critical mass of restaurants and cafes should be developed along this corridor to generate evening activity. These restaurants will serve patrons of the Cultural District, Downtown employees and residents, and Convention visitors, as well as those people attending North Shore events.

Develop year-round entertainment offerings in Market Square as a counter-weight to North Shore activity. The Sixth Street Connection will naturally direct people to and from the Fifth and Liberty Avenue/Market Square vicinity, making this an obvious location for a large state-of-the-art "megaplex" cinema with 12 or more screens. Most megaplexes require a minimum building of 60,000 square feet. Free or



Market Square

► Sixth Street Connection

reduced-fee parking options would be a necessity for any operator trying to compete with suburban competitors. Such an opportunity exists because of the large supply of parking that goes unused after work hours and on the weekends. Theme restaurants, coffee shops, book stores, and music shops would be natural complements to any cinema development.

Establish a visual and spatial corridor between activity centers on both shores of the Allegheny River. The location is a key opportunity because it is the only point in the Triangle where the two street grids align in such a way that you can see both the Monongahela and the Allegheny Rivers. A strong visual relationship and sense of continuity from Market Street, across Market Square and Sixth Street to the North Shore is key to establishing the Sixth Street Connection and shortening the perceived distance between points. Creative urban design including the introduction of new open space can help to establish such a view corridor.

Phase Two

This Sixth Street Connection planning area is critical to the success of revitalization efforts on both sides of the river. Aside from continued management and maintenance of Phase One developments, there are no recommendations for this area that should be deferred beyond the near-term.

Transportation

Aside from improved pedestrian connections and parking issues, the most important transportation consideration for the Sixth Street Connection would be expansion of the LRT to service all current and planned North Shore sites, including two new stadiums. A new entrance to the Gateway LRT station from the public space proposed for the Liberty, Fifth and Market intersection would better serve riders. Construction of the new Allegheny Riverfront Park will help pedestrian flow between the Cultural District, Convention Center, North Shore and Triangle. Changes in bus routing and short-trip shuttle service along Penn, Liberty and Fort Duquesne Boulevards and across the Sixth Street Bridge should also be considered to support both day and evening activity.

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► North Shore

Summary

Pittsburgh's professional baseball and football teams attract 2.6 million fans annually to the North Shore. But scarce development near Three Rivers Stadium—an island of activity surrounded by a sea of surface parking—has prevented the area from reaching its full economic potential. Segregated, single-land-use development has produced four decades of lost economic opportunity. The miscalculation reminds us that all trips begin and end as pedestrian trips. Future development of the North Shore should restore the integrity of the area's street grid and rebuild a high-quality pedestrian environment. Plans call for two new sports stadiums, an outdoor music amphitheatre and a high-quality, first-day attraction. Complementary restaurant, hotel and retail development, as well as new residential and office tenants, will be recruited to ensure year-round, day-and-night activity. The district spans the northern banks of the Ohio and Allegheny Rivers, from the West End Bridge to the Fort Wayne Railroad Bridge on the east. Bounded by the waterfront to the south, the area terminates at Interstate 279 on the north. In addition to Three Rivers Stadium, the North Shore is also home to the Carnegie Science Center, The Andy Warhol Museum, the Pittsburgh Children's Museum and the National Aviary.



Rendering of Proposed Plan B

► North Shore

Challenge

The challenges include learning from past mistakes, and establishing a new mixed-use district that supports the 24-hour city. While new stadiums and related development would enhance the area's national profile as the setting for professional sports, equal attention should be paid to attracting new employers and residents. A delicate balance should be sought between providing new transit connections, regional highway access and adequate structured parking, while at the same time creating a new urban, pedestrian scaled landscape.

Approach

The Plan finds that the North Shore offers the best sites for the type of large-scale sports and entertainment facilities proposed. Generations of sports enthusiasts, local and national, associate Pittsburgh with its teams and their playing location along the Allegheny and Ohio Rivers. By setting the proposed development in the context of a restored urban street grid, pedestrians should reclaim a habit, familiar to fans in other cities but lost here, of building a day or evening of shopping or dining around a sports or entertainment event. That same environment should be attractive to employers and residents, important foundations and sources of regular, year-round customers needed to support 24-hour activity. New riverfront parks on



New Pirates Ballpark

both sides of the river, and the use of Sixth Street and the Sixth Street Bridge as a primary connector to the Triangle, will further encourage pedestrian flow. Such features will help make the waterfront less of a real and perceived obstacle, and more of a staging area and front door to Downtown activity on both shores.

► North Shore

Action Items

Phase One

Develop new sports facilities to keep Pittsburgh professional baseball and football franchises competitive, on and off the field. The current Three Rivers Stadium lacks the amenities and seating structures found in more modern facilities. This stadium should be demolished and replaced by two single-use facilities.

The Pirates' new ballpark should be located several blocks east of the existing stadium, at Federal Street and East General Robinson Avenue, on the northern side of the Sixth Street Bridge. The visibility to and from this site will help make it a beacon for people moving in both directions. Easy pedestrian and transit access will funnel patrons to a variety of dining and entertainment activities on both sides of the Allegheny River. The ballpark will enjoy regional access from the major highway network, as well as pedestrian accessibility from the Downtown office core, making the site ideal for the many fair-weather, weeknight games in a baseball schedule.

The Steelers' new football stadium requires less direct access from the office core and more parking, due to its limited schedule, larger attendance, and weekend orientation. The stadium should be located west of the existing stadium, near Reedsdale and Allegheny Avenues. This location would allow for the necessary regional access, and create an anchor for future development between the two new sports facilities.



New Steelers Football Stadium

Assemble land and develop a street grid, combining the former site of Three Rivers Stadium with other surrounding parcels to create a large contiguous area for development. A traditional street grid should be constructed to define development parcels. This grid will include the extension of West General Robinson Avenue and the creation of several parallel and perpendicular streets. The grid, strongly urban in character, will become the physical framework for future development in the North Shore planning area.

Attract a mix of destination restaurants, retail, and entertainment choices targeted at families and other sports fans. Because of the number of Pirate event days, the area around the new baseball park provides both a built-in customer base and superior access to and from key origination points in the Triangle, including the office core, the Cultural District and the Convention Center.

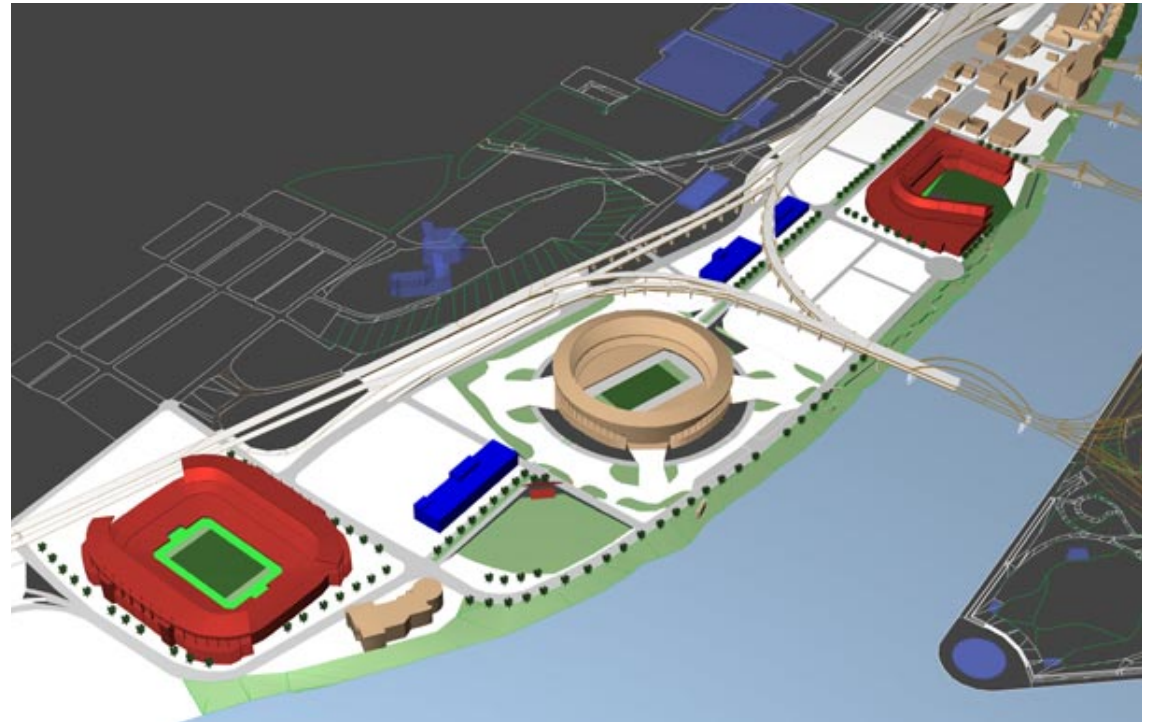
► North Shore

The Pittsburgh market is demonstrably underserved by “destination” restaurants. Both national and local destination restaurants should be solicited, as the combination will offer both the familiarity and the uniqueness that create a comfortable sense of place for visitors and local residents alike. These establishments should be clustered near the north access of the Sixth Street Bridge.

Retailers can also benefit from the crowds drawn to the ballpark and surrounding attractions. Specialty retailers, ranging from souvenirs and sports memorabilia to ice cream shops, would be particularly appropriate for this high-activity area. Such stores should address the street with entrances and displays to create an interesting pedestrian environment.

Other entertainment offerings should be developed in this same area. These offerings can include such facilities as virtual reality arcades, large pool halls, or night clubs. Establishments that do not duplicate the venues of other Downtown planning areas will be specifically encouraged. For instance, direct competition with existing facilities at Station Square or in the Strip District should not be promoted, as the economic health of these planning areas is equally important to the revitalization of Downtown. For this reason, and because of the general characteristics of baseball patrons, entertainment programming that is primarily targeted to families may be particularly appropriate for this North Shore area.

Build an amphitheater performance venue to enhance the North Shore’s drawing power as a regional entertainment center. A medium-scale outdoor performance venue would complement the sports facilities, which may host some outdoor performances but are too large for many touring acts. An amphitheater seating 7,000 to 10,000 could host intermediate



Three stadiums, shown here in relation to one another, will exist for a short time on the North Shore

acts for which there currently is no ideal venue in the Pittsburgh market. This amphitheater should be located near the western end of the planning area to capitalize on excellent regional access and riverfront setting, while limiting potential noise and traffic conflicts with attractions located in the ballpark area.

Develop a mid-priced hotel designed to attract a growing number of sports fans who combine trips with sporting events. A 250 to 350 room hotel in this area would be primarily oriented toward leisure guests, who tend to be more price-sensitive than do business travelers. For this reason, the North

► North Shore

Shore hotel should be in the intermediate price range. This hotel may also accommodate a number of visitors to the Convention Center, who may be attracted to the location's entertainment offerings. This hotel would further benefit from its superior access to the regional transportation network.

Develop carefully placed parking structures to replace the shrinking inventory, and to support the entertainment area. While surface parking is currently abundant on the North Shore, the intense development proposed for the area will quickly displace much of this inventory. At the same time, new sports and entertainment will draw visitors from throughout the region, increasing parking demand at a time when the supply is shrinking. Parking structures should serve the various North Shore activity clusters, including the baseball and the football facilities, and still contribute to the pedestrian environment. Leasable commercial space should be available on the first floor of these structures where they abut pedestrian streets, adding restaurants and shops to existing street-level activity. Garages should be located in a zone along the highway, with new office and mixed-use buildings between them and General Robinson Street.

These parking structures are likely to require public investment and management to support the considerable private investment being sought for the North Shore area. The proposed office and entertainment developments should be able to share a significant portion of this new parking inventory, due to differences in peak-hour usage. These lots would also serve as a reservoir of fringe parking for Triangle workers.

Expand and upgrade Roberto Clemente Park and develop a marina. Roberto Clemente Park stretches along the north bank of the Ohio and Allegheny Rivers, from the Carnegie Science Center to the Sixth Street Bridge. This park should be expanded through the reconfiguration of River Avenue/North Shore Drive. This expansion would create a wider linear park, accommodating more activity and programming than is currently feasible. Another goal is to integrate the park into all of the planned developments such as the ball parks, amphitheatre, and proposed expansion of the Carnegie Science Center. As part of this park expansion, a marina should be developed to promote private maritime recreation. This marina would create additional visual interest along the waterfront, as well as provide a recreational amenity for Downtown residents, workers, and visitors.



Roberto Clemente Park

Phase Two

While a number of possible development scenarios have emerged for this second phase of North Shore growth, the common denominator is the desire to reposition this area using a high-quality, first-day visitor attraction with regional and national appeal. A combination of retail, destination restaurants, an outdoor performance space and various recreational activities should have broad family appeal, and complement—not compete with—existing retail strengths and programming in the Triangle, Strip, and Station Square. Transportation

► North Shore

improvements should be made so this new entertainment niche is easily accessible via regional highways, pedestrian routes and expansion of light rail service.

Promote employment and office development to provide a year-round, daytime market for restaurants and retailers on the North Shore. The current and anticipated availability of land in this area, combined with the proximity to the Triangle office core, make the North Shore an ideal location for the development of large floorplate office buildings. In assembling the land parcels and establishing the street grid, care should be taken to provide discrete parcels of two or more acres.

Develop apartment, infill and single-family housing. As the Downtown residential market matures in the Triangle, there may be demand for other types of housing in surrounding districts. Existing and new structures on the North Shore may provide opportunities for the development of housing units. More traditional apartments and condominiums such as

Lincoln at the North Shore may also be developed, as well as single-family townhomes. This housing would be targeted toward a different market than that sought for the Cultural District and First Side adaptive reuse projects. This market will be attracted in sufficient numbers only after the image of Downtown living improves, following the first phase of residential development.

Transportation

Along with a restored street grid, improved pedestrian connections to the Triangle, and a structured parking inventory, the most important transportation consideration for the North Shore would be expansion of LRT service to all current and planned North Shore sites, including two new stadiums. Highway ramp improvements would be needed to funnel traffic into and out of structured parking. Construction of the new Allegheny Riverfront Park will help pedestrian flow between the Cultural District, Convention Center, North Shore and Triangle. Pedestrian-scaled shuttle buses should also be used to link the many proposed new attractions to other visitor amenities throughout the Downtown area. Changes in bus routing and short-trip shuttle service should also be considered to support both day and evening activity.



Lincoln at the North Shore

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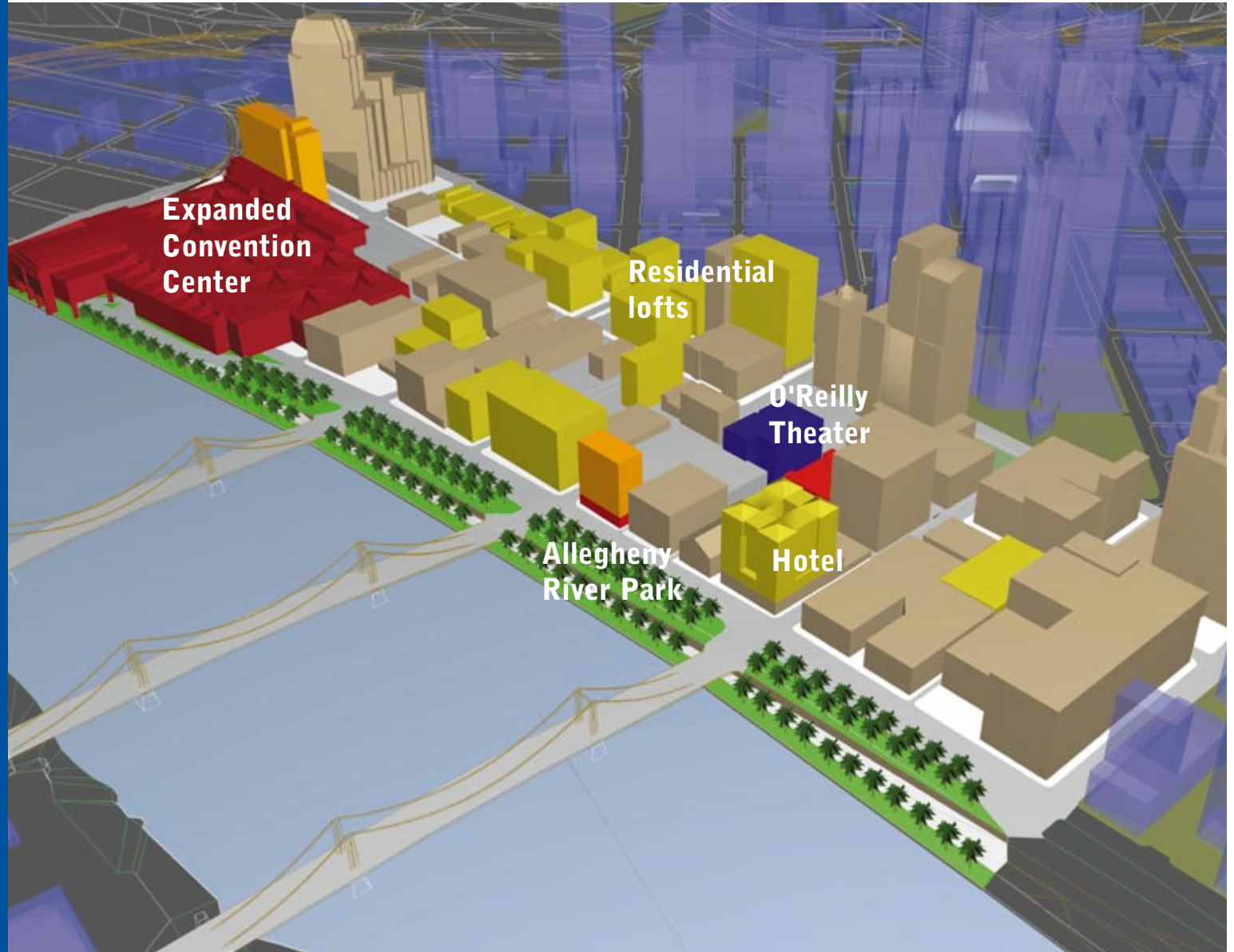
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► Cultural District

Summary



Benedum Center

Any city seeking to attract the kind of ambiance and visitor numbers needed to fuel a 24-hour destination requires a significant and flourishing theater and arts quarter. Many of the right ingredients for synergy between day and night-time uses exist in Pittsburgh's Cultural District, a 14-block area located just north of Downtown's retail and office core, between the Allegheny River and Liberty Avenue. The District is home to a growing collection of premiere cultural venues, including, the Byham Theater, Heinz Hall and the Benedum Center. Recent streetscape improvements to Liberty Avenue have completed the District's infrastructure overhaul, which included reconstruction of Penn Avenue, and Sixth, Seventh, Ninth and Tenth Streets.

Challenge

The challenges include positioning the Cultural District as a gateway connecting the North Shore, Triangle and Convention Center, without in any way diminishing the Cultural District's role as a center for the performing and fine arts. Existing uses

will be asked to share the Cultural District with new entertainment, retail, and residential elements. One key is the City's ability to promote adaptive reuse of many of the area's older, narrow buildings for housing, office and street-level retail and entertainment. A thorough [Adaptive Reuse Study](#) (see appendix) should help develop new building code strategies for more effective design and construction, and clarify the building code approval process.

Approach

The Plan finds that the Cultural District has particular strengths as an emerging residential neighborhood, and as an incubator for small and mid-sized companies in addition to the arts. The introduction of new residents will profoundly affect the vitality of the Cultural District, and the Downtown generally.



O'Reilly Theater

Households comprise a strong market for local services and retail, thus generating business development. Households also provide the evening and weekend activity that is crucial to the image of a safe and vibrant Downtown.

The District's proven draw as a year-round cultural destination continues to be strengthened with the addition of a fourth major arts venue, the O'Reilly Theater. The District could also become a natural service point—housing smaller hotels, restaurants, and clubs—for such visitor draws as the Convention Center and sports-related activity on the North Shore.

► Cultural District

Action Items

Phase One

Support the Pittsburgh Public Theater’s move to the 650-seat O’Reilly Theater, under construction, along with the adjacent parking, and office development (279,000 square feet), proposed as the Tower at Theater Square to be situated at Penn Avenue and Seventh Street.

Promote adaptive reuse of Cultural District buildings for housing. Both rental and owner-occupied units are in demand, and the existing development pattern of the Cultural District dictates that the additional residential units should be developed in existing mid- to high-rise structures originally built for commercial use.

Establish a critical mass of eating and drinking establishments, both higher profile restaurants and cafes along the Sixth Street Corridor—the critical passage between the North Shore and the Golden Triangle—and more neighborhood scaled establishments, which occupy the first floor of residential and commercial buildings along Penn Avenue.

Promote neighborhood-oriented service and retail, such as drug stores, small grocery stores, video rentals, dry cleaners, and beauty salons. These types of establishments will be necessary to attract and serve the emerging Cultural District neighborhood residents.

Develop parking options for Downtown residents and employees. The bulk of the parking inventory in the Golden Triangle is not oriented toward long-term parking, and permanent parking may be prohibitively expensive for many poten-

tial households. Arrangements with the Parking Authority and private operators will need to be reached to promote long-term parking in residential areas such as the Cultural District.

Develop a linear Allegheny Riverfront Park on the wharf area on the south bank of the Allegheny River and on Fort Duquesne Boulevard. The park, under construction, will connect with Point State Park and provide continuous pedestrian access to the southern edge of the Golden Triangle in the First Side area. This park development will provide a valuable amenity for households in both neighborhoods, and for visitors moving between all parts of Downtown. It should be extended as far as the expanded Convention Center and into the Strip District during the Plan’s second phase.

Reconstruct Fort Duquesne Boulevard to meet the needs of residential developments, and to complete the design of the Allegheny Riverfront Park access between all Downtown destinations. Fort Duquesne Boulevard, which runs parallel to the Allegheny River waterfront, is currently under redevelopment. In order to promote sites for new residential developments, Fort Duquesne Boulevard must provide areas in which local residents can safely stop, unload passengers, groceries, etc., and return to the flow of traffic. The Boulevard must provide a safe and attractive environment for pedestrians coming from the Convention Center, the Cultural District, and the Sixth Street Connection and provide a high quality riverfront amenity.



Allegheny Riverfront Park

► Cultural District



Fort Duquesne Boulevard (above) and Allegheny River Park (below)

◆ **Develop a small or mid-priced hotel.** Because of the proximity to the Convention Center, the Downtown office core, various cultural attractions, and numerous existing and proposed entertainment venues, the Cultural District presents a strong opportunity for hotel development. This facility may take the form of either a small, European-style hotel of no more than 80 to 100 rooms, or a larger mid-priced hotel of 250 to 400 rooms. The smaller hotel would be oriented toward visitors to the Cultural District attractions, and attract Downtown business and convention travelers seeking a more

personalized lodging experience. The larger hotel would also attract cultural visitors and business travelers, but would likely be more oriented toward Convention Center visitors.

Phase Two

Develop additional loft apartments and condominiums as the Cultural District becomes more firmly established as a residential neighborhood, and as the overall vitality of Downtown improves. These units may be of a somewhat different character than those developed in the first phase, because they will not be forced to conform to the design of existing structures. They may also be somewhat more expensive, as more risk-averse, affluent households become comfortable with the idea of Downtown living.

Transportation

Attracting new residents and office tenants to the District will require additional parking inventory, and creative solutions for 24-hour and long-term parking. Visitor flow between the District, Convention Center and North Shore should benefit from improved pedestrian connections via Sixth Street and the Sixth Street Bridge, and construction of the new Allegheny Riverfront Park. Changes in bus routing and short-trip shuttle service along Penn Avenue, Liberty Avenue and Fort Duquesne Boulevard should also be considered to support both day and evening activity.

Convention Center

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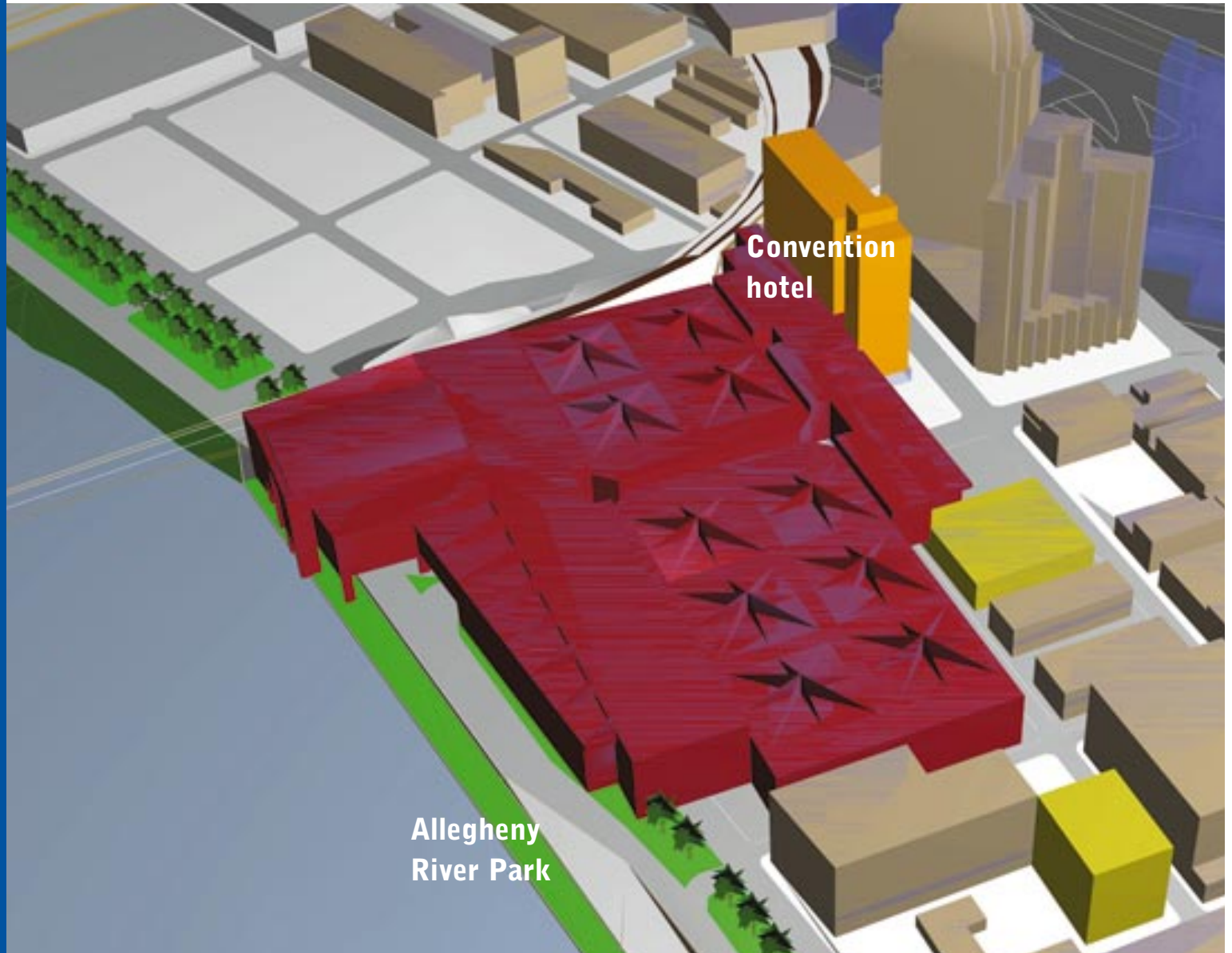
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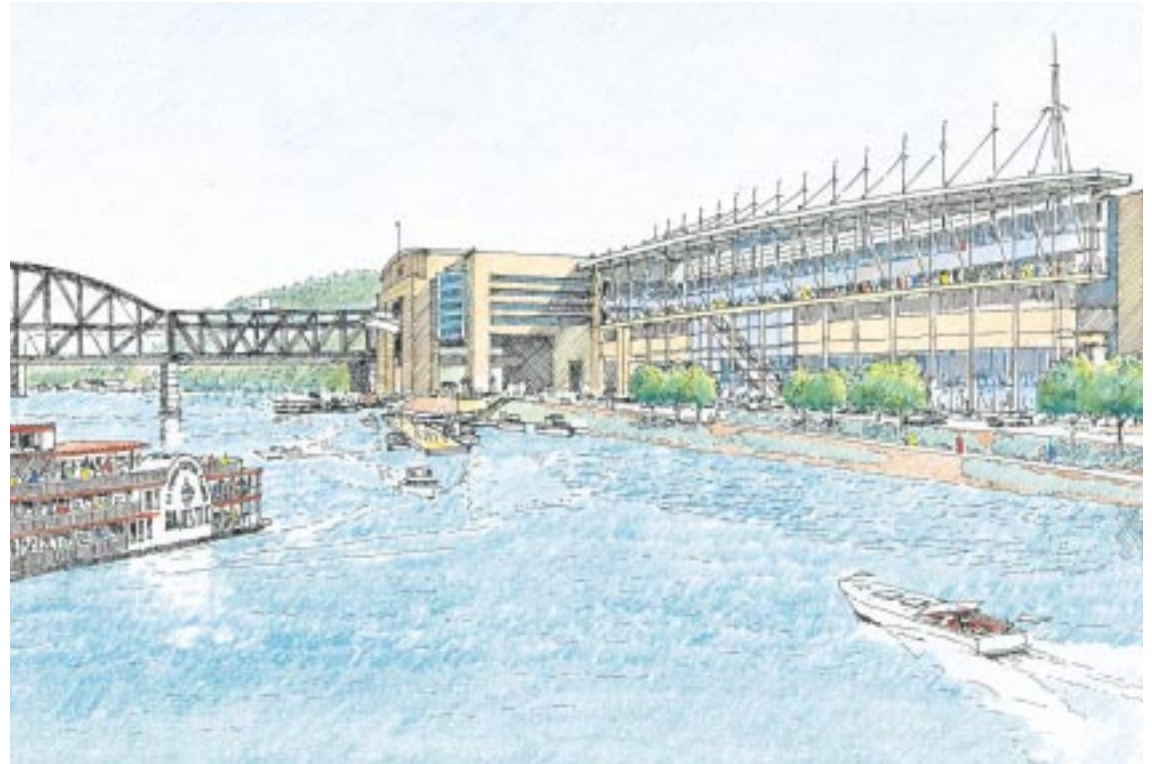
Summary

The expansion of the David L. Lawrence Convention Center, now in its final planning and site preparation stage, should allow Pittsburgh to compete with peer cities for its share of the meeting, convention and trade show industry. But the work of becoming a prime convention destination extends far beyond the primary facility. Meeting groups and trade show representatives look for value and pleasing ambiance—inside and outside the convention hall. Streetscape improvements, new and brighter stores and restaurants, and a general upgrade of the pedestrian experience will enhance Pittsburgh’s place in the market. The Plan recognizes that similar changes made in adjacent areas, especially the Cultural District and Strip, will directly impact the Convention Center district.

The success of the meetings and trade show industry will impact development, particularly hotels and entertainment-related venues, in the immediate area of the Convention Center area (along the Allegheny River, from around Tenth Street to 13th Street), and in adjacent areas like the Strip, Cultural District, North Shore and the retail core.

Challenge

The challenges include capturing, for the first time, the full value of the Convention Center’s waterfront setting, and attracting the most complementary hotel and entertainment development in and around the new facility. Equally important is the ability to connect the Center with the full package of



Expanded Convention Center

regional transportation options, with an emphasis on quick and easy access to Pittsburgh International Airport.

Approach

Much as the proposed football and baseball stadiums will create a centrifugal economic force, attracting visitors and development to the North Shore, an expanded Convention Center

► Convention Center

should generate spending and street-level vitality throughout the Triangle. For that to happen, the streets and public spaces connecting the Convention Center and adjacent districts—the Cultural District to the west and Strip District to the east—must be improved. Also, the interior of the Convention Center should connect more directly with the exterior—including the riverfront, as well as the pedestrian spaces—to resolve the feeling of isolation that currently plagues the facility.

Action Items

Phase One

Expand the David L. Lawrence Convention Center to compete with facilities in comparable cities for national conventions, large trade shows and state and regional meetings. Plans calls for an additional 200,000 square feet of exhibit space, a 40,000 square-foot ballroom, more and brighter meeting rooms, better service dockage, and improvements to the facility's overall ambiance and presentation.

Increase the Downtown hotel inventory, with an immediate focus on rooms with direct, all-weather access to the Convention Center. A minimum of 500 new sleeping rooms, larger and more in keeping with industry standards for amenities, should be developed adjoining to and in conjunction with an expanded Convention Center. When completed, the Convention Center should generate a significant increase in Downtown room nights. While some of this visitation may be absorbed by existing hotels, additional need will be created and proposals sought for hotels in other Downtown planning areas.

Transportation

Out-of-town visitors should have abundant transportation options, day and evening, so that they can more easily enjoy the area's full menu of entertainment and dining options. A visitor-friendly transit link to Station Square on the South Shore should be established. Visitor flow between the Convention Center and North Shore should benefit from improved pedestrian connections via Sixth Street and the Sixth Street Bridge, and construction of the new Allegheny Riverfront Park. Changes in bus routing and short-trip shuttle service along Penn, Liberty and Fort Duquesne Boulevards should also be considered to support both day and evening activity. A more visible and pedestrian-friendly connection should also be created between the Convention Center and the Strip District, which already offers a number of eating, drinking, and entertainment attractions within walking distance.

The Convention Center should also be more directly linked with the airport since it will attract a large number of out-of-town visitors, many of whom will arrive by air. The Wabash Tunnel and airport busway will help establish this physical connection, but other transit routing will need to ensure the functional link.

Strip District

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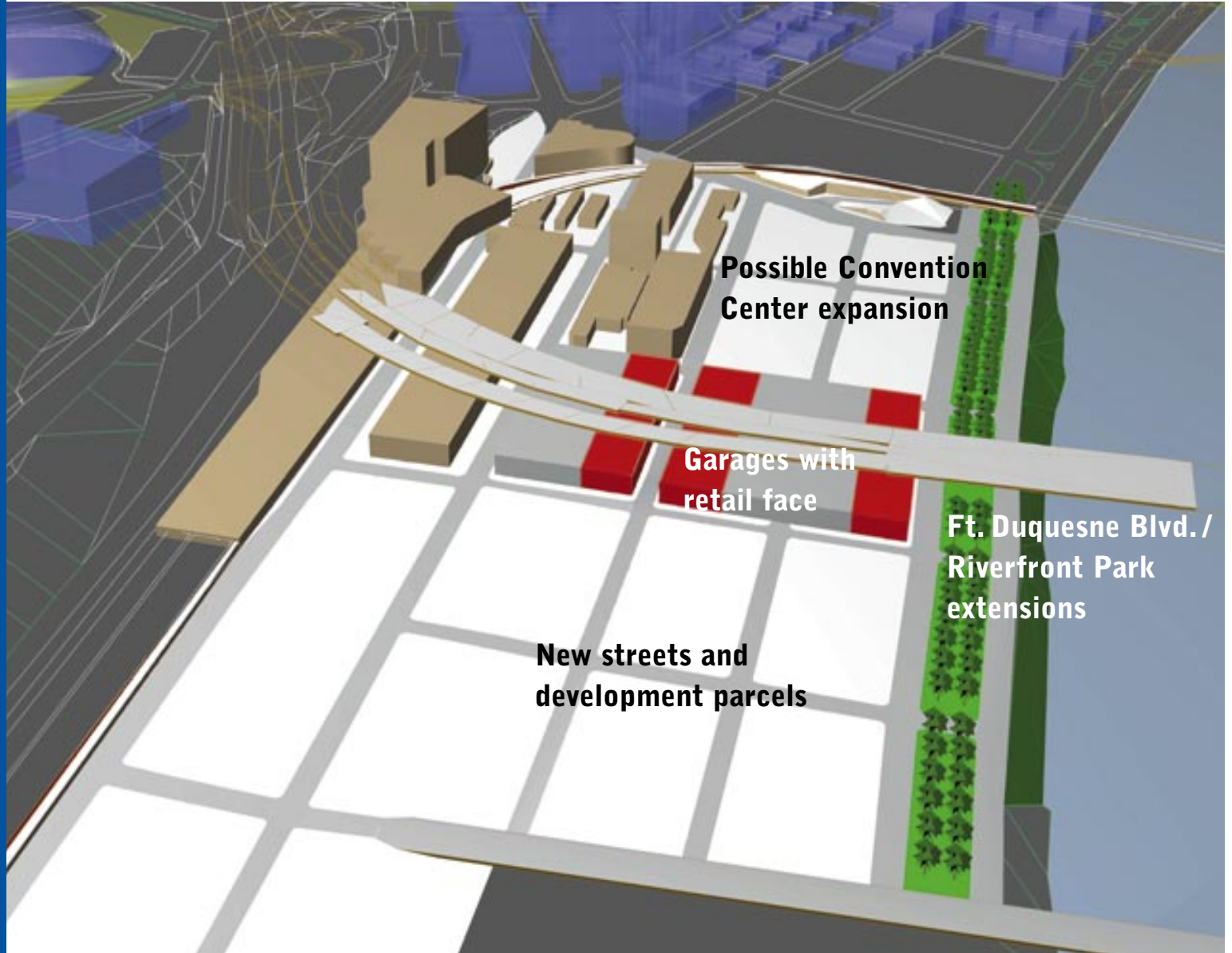
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Summary

Birthplace of Pittsburgh's industrial past, the Strip District initially attracted investment from iron and glass barons because of its flat, assembly-line-like orientation, and because four nearby residential districts could funnel thousands of workers



Metropol nightclub

into the area. Today, the area houses an eclectic mix of bars and nightclubs, produce and specialty food retailers and wholesalers, offices and light industry. There is also a new wave of interest in the Strip as a residential area, a quality it

once enjoyed. The Strip District can be segmented into two distinct areas. The Near Strip lies northeast of the Convention Center area and 16th Street, between the Allegheny River bank and Liberty Avenue. Large and small office buildings, along with a mix of restaurants and wholesale distributors, dominate this section. The Veterans Bridge, connecting the Triangle and the North Shore via Interstate 579, is another prominent feature. The Central Strip encompasses everything from 16th Street to the 31st Street Bridge.

Challenge

The challenges include how to support new growth into the Strip without diluting or changing the area's distinct character. A second challenge is overall access, for pedestrians, mass transit riders and vehicles. A number of urban design, transporta-



Strip District circa 1958

tion, and parking improvements are needed to improve the connection between the Strip and other employment and activity centers of the Downtown area. Long-range expansion of the Convention Center to the east raises a number of concerns about existing rail lines and trestles.

Approach

The Plan finds that one immediate need is the restoration of the urban street grid in places where it has been lost in order to preserve the distinct urban character of the Strip. The area's collection of home-grown entertainment venues would also benefit from improved access to the other entertainment-oriented developments recommended, including those on the North Shore. The proximity of Near Strip businesses and

► Strip District

attractions to the Convention Centers means that Strip area merchants could attract more of the visitor market using a unified marketing plan. The Strip also offers opportunities for the development of large floorplate office buildings, which could complement developments in the Triangle office core. Finally, the Strip may be an appropriate long-term target area for adaptive reuse or infill housing development.

Action Items

Phase One

Retain the essential local character of the Strip District. The Strip District offers an eclectic collection of restaurants and entertainment attractions, as well as places of employment. The area is characterized by local and regional wholesale and retail food operations of various sizes and with diverse offerings that help to create a unique identity for the Strip District and for



Heinz Regional History Center in the Near Strip

Pittsburgh. This character is distinct from those that will be created by the entertainment and restaurant developments elsewhere in the Downtown area, which will be most visibly comprised of national and international operations that are immediately recognizable to local residents and visitors alike.

Due to the distinct character of the Strip District, it attracts a dif-

ferent market than will be drawn to other Downtown entertainment developments. The Strip District market will tend to be more local, including many Pittsburgh-area college students, singles, and young professionals. The other developments are likely to attract somewhat different markets, including families and sports fans to the North Shore attractions, and Downtown employees, mainstream suburban residents, and out-of-town visitors to the attractions in the Market Square area. While there is sure to be significant co-mingling of these groups as the destinations are developed, distinctions should be recognized and encouraged as appropriate.

Develop loft and infill housing. As the Downtown residential market matures, there may be demand for other types of housing in areas outside of First Side and the Cultural District.

Existing structures in the Strip District provide opportunities for adaptive reuse in the development of loft housing units, which are distinct from the traditional apartments and condominiums to be developed in the other neighborhoods.



Strip Lofts under construction

Phase Two

Promote adaptive reuse of older Strip structures and infill office space. The Strip District currently features a variety of small- to medium-size office tenants. Tenant profiles include a number of design, engineering, and consulting firms—the types of firms which frequently maintain non-traditional working hours. The promotion of new office space for small tenants in the Strip District could produce a critical mass of similar

► **Strip District**



Strip buildings proposed for residential and office space

firms, which is a beneficial situation for the firms themselves. These offices could bring development to vacant lots in the Near Strip. More workers could support structured parking under the Veterans Bridge, and provide additional support for daytime and evening activi-

ty in the Strip District and in other areas of Downtown.

The Strip District may also present some parcels that are appropriate for new housing construction, which may include a variety of multi-family housing types and possibly even single-family construction. This infill housing would be targeted toward a different market than that sought for the Cultural District and First Side adaptive reuse projects. This market will be attracted in sufficient numbers only after the image of Downtown living improves, following the first phase of residential development.

Transportation

Improved transit and pedestrian connections between the Strip and other areas could help promote the area's 24-hour vitality. A stronger link between the Near Strip District and the Convention Center would improve this natural relationship. This link could be enhanced through streetscape improvements that promote pedestrian access—such as the recently added sidewalks along Smallman Street—and through limited transit service, including shuttle buses, between the two areas.

The Strip District would also benefit from improved connections to other entertainment destinations, including the Station Square development, the North Shore attractions, and the restaurants, theaters, and cinema in the Triangle. While the primary markets are somewhat distinct, visitors to these attractions comprise a strong core of entertainment consumers for whom simple and direct connections between different destinations are not currently provided. Out-of-town visitors in particular need redundant transportation options, day and evening, so that they can more easily enjoy the area's full menu of entertainment and dining options.

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► South Shore

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Station Square

The transformation of Station Square from an abandoned railroad station and warehouse district into a mixed-used office, retail and entertainment center in the late 1970s helped to establish several important development precedents.

Station Square demonstrated the value of historic preservation and its ability to support economic development. Station Square also created one of the region's most attractive public spaces, and gave residents and visitors a chance to enjoy a high-quality "18-hour" environment. Finally, Station Square expanded the literal and perceived boundaries of Downtown, effectively making the rivers and riverfront central to its experience. Today, the South Shore area extends along the southern banks of the Monongahela and Ohio Rivers, from the West End Bridge to the Panhandle LRT Bridge on the east. This area, which is locked between the water's edge and the steep topography of Mount Washington, is framed by the bookend Duquesne and Monongahela Inclines.

Challenge

The challenges include encouraging innovation to support the ongoing viability and future growth of South Shore development. While additional office, hotel and entertainment devel-

opment is encouraged, no major change in the character of use is recommended for this area. However, the area's functional relationship with the rest of the Downtown should be improved. Specifically, there is a need to coordinate implementation of the Station Square Master Plan.

Approach

The Plan supports the idea that within the study area, mixed-use developments—carefully planned and managed—can contribute to an overall sense of economic balance across all

Downtown districts. In the case of the South Shore, it's reasonable to say that the area's long-running success can be attributed, in part, to being the only activity center of its type.

Continued retail and entertainment diversity, physical space improvements, a shift to large floorplate office development, and innovative marketing and co-promotion among tenants will be needed for the South Shore to keep pace with areas such as the Strip District and North Shore.



IC Light Amphitheatre at Station Square

► South Shore

Action Items

Phase One

Support the continued revitalization of Station Square, including its office space, retail, and dining and entertainment venues, as well as its hotel, the only one in Downtown that attracts significant weekend visitation. Station Square is in a period of transition, and could become vulnerable to competing developments. Station Square should be supported, and improvements to various elements of property management should be encouraged—including promotions, tenant mix, and the physical condition of the buildings. Moreover, the general character of the development should be retained to offer specialty retail and entertainment options for a regional market.

Develop large floorplate office space where such opportunities exist, recognizing the current and projected high demand. While the South Shore planning area is physically constrained by the Monongahela River and the steep mountain topography, the area features several expansive surface parking lots which could be redeveloped, with structured parking to complement the new office buildings. Additional office space would provide further support for the retail and entertainment offerings on the South Shore.

Phase Two

Develop infill housing on the South Shore waterfront, after a clear market for adaptive reuse loft and condominium units has been established within the Triangle. The South Shore may provide some long-term opportunities for the development of new housing units. The amenities of the waterfront and the proximity to the office core make the South Shore a potentially attractive location for households. Moreover, the availability of land for new construction may generate housing development

that attracts a different market niche than can be satisfied in other Downtown locations.

Transportation

Improved transportation links between the South Shore area and key districts in Downtown, including the North Shore, the Convention Center and the Strip, could help ensure parallel growth opportunities. While mass transit services the South Shore district, the coordination of scheduling and service locations could enhance the viability of the office, retail, and entertainment developments.

Furthermore, improved transit service could create critical linkages to other Downtown destinations, including a shuttle circulation bus connecting the South Shore district with the Triangle, Strip, and North Shore attractions.

The refurbishment of the Wabash Tunnel, which will directly link the Downtown area with the airport, could benefit the area through improved regional access if a South Shore interchange with a connection to Carson Street is provided. This design would have similarly positive effects on the viability of South Shore development by improving access to and from the southern reaches of the region.



Station Square with Fort Pitt Bridge in the background

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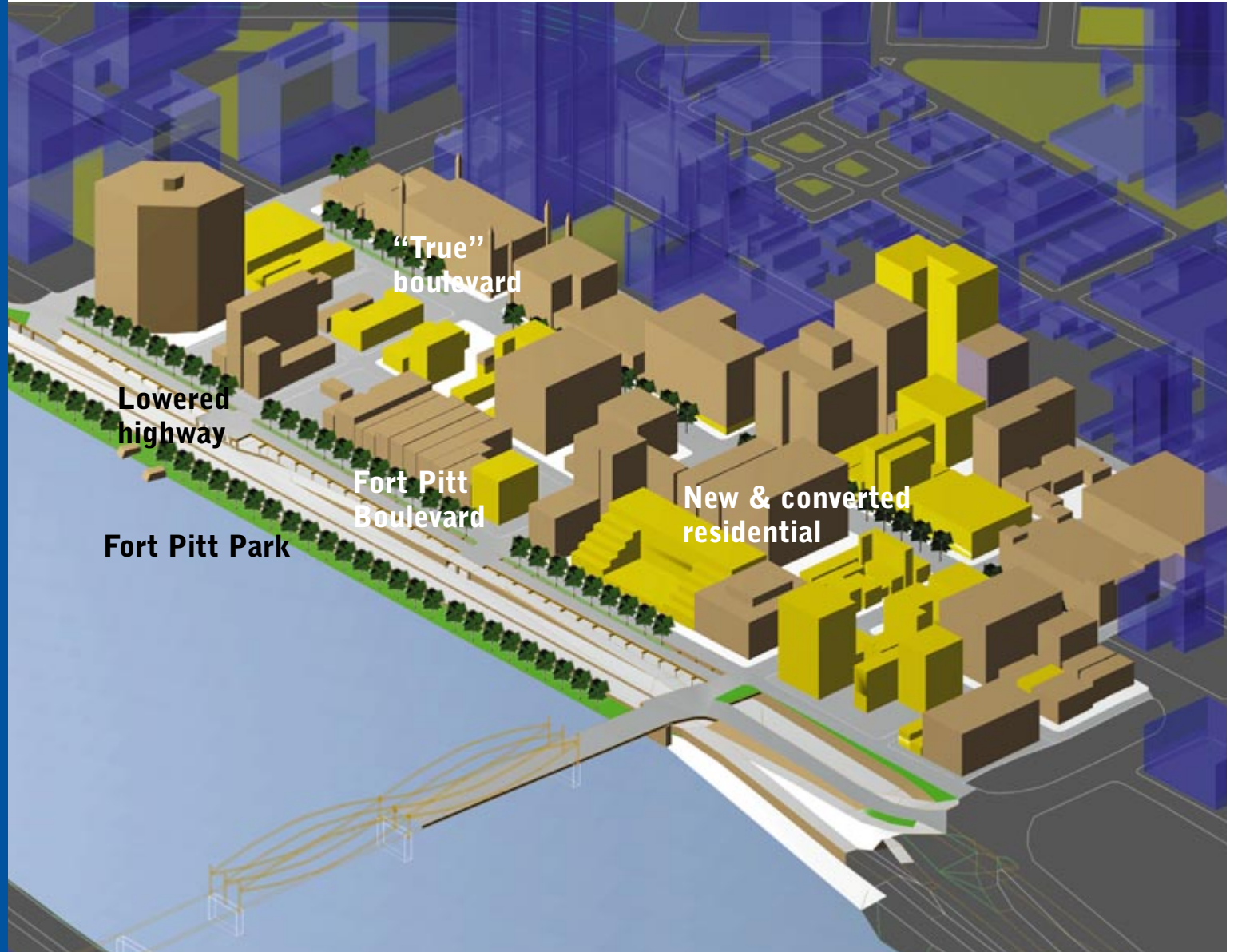
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First Side

During the great pioneering movement westward, Pittsburgh served as an important supply depot and embarkation point. The ten-block area known as First Side, bounded by the Monongahela River bank and Fourth Street,

from Stanwix Street on the west to Grant Street on the east, moved to the cadence of river boats and on-shore commerce. Today, the area—marked by long, narrow buildings, many with playful facades—houses a number of professional offices, eateries and small service businesses. The development of the eight-unit 429 FirstSide Lofts building demonstrates market demand for creative new housing options, and a way to revive these former commercial buildings. Like the Cultural District, First Side enjoys access to employment centers and the waterfront. The area also has some important institutional tenants, including Point Park College, the downtown branch of the Carnegie Library, the headquarters of the Catholic Diocese and St. Mary of Mercy Church, the Salvation Army and the YMCA.

Challenge

The challenges include encouraging developers to pursue the adaptive reuse of many of the area's older, narrow buildings for housing, offices and street-level retail. A thorough [Adaptive](#)

[Reuse Study](#) should help develop new building code strategies for more effective design and construction, and clarify the building code approval process. Once housing begins to blossom, other challenges will emerge: the need to attract residential-scaled services—delicatessens and small grocers for example—to serve a growing residential population. Solving the need for residential parking in an already tight parking market will be another important issue.

Approach

The Plan finds that First Side has many potential strengths as a residential neighborhood, including a good supply of buildings, easy access to Grant Street and other employment centers, and some of the quieter streets in the Triangle. Steps will need to be taken to make the waterfront more of an amenity for both residents and office tenants, and to strengthen the pedestrian connection among First Side, riverfront parks including Point State Park, the Smithfield Street Bridge, and entertainment and retail development on the South Shore. Streetscape improvements to the Boulevard of the Allies and other major connections should enhance the pedestrian experience.

Action Items

Phase One

Promote adaptive reuse of buildings for housing. As in the Cultural District, there are a number of buildings in the First



First Side

► **First Side**

First Side Loft Housing

Side area that are conducive to adaptive reuse for housing units. These residences again should include both rental and owner-occupied units, and be in existing multi-family structures to conform to the scale and character of existing uses in the First Side area.

Promote neighborhood-oriented service and retail.

The introduction of additional households in First Side will increase the demand for neighborhood-oriented services and retail. First Side service and retail development may total 10,000 to 18,000 square feet, and is specifically recommended on the first floor of buildings fronting on the Boulevard of the Allies, Wood Street and Smithfield Street. As in the [Cultural District](#), these establishments may include such tenants as drug stores, dry cleaners, and local restaurants. Unlike the Cultural District, however, First Side is not specifically targeted for the intense, high-profile eating and drinking development that is recommended for the [Sixth Street Connection](#). First Side may absorb a few small, upscale restaurants to serve its local residents and the nearby employee population.

Develop parking structures for Downtown residents and employees.

Additional First Side residences will increase demand for parking, as is expected in the Cultural District. The First Side area currently offers surface and street parking for its small resident population, and some parking structures oriented toward Downtown employees. This current inventory must be supplemented with parking structures for long-term users, including both neighborhood residents and Downtown employees. This parking development is necessary both to serve new residents and to retain Downtown office employment.

Phase Two

Develop a linear waterfront park. The north bank of the Monongahela River is appropriate for a linear park similar to the Allegheny Riverfront Park under construction in the Cultural District. This two-level park would provide vertical connections between the upper road level and the riverfront, and serve as both a commuter path and recreational amenity for neighborhood residents. The park would connect First Side with Point State Park, the Cultural District, and North Shore attractions, as well as provide a trail connection to the East End via the Second Avenue trail. Fort Pitt Boulevard and the highway network present an imposing barrier to pedestrian access. Lowering the Parkway East will be necessary in order to construct the park on a deck above.

Implement Boulevard of the Allies streetscape improvements.

Transportation

With new housing and parking development, the existing transportation pattern in First Side will be significantly altered. Streets should be improved to meet the needs of increased local traffic, including drop-off zones for residential developments and queuing lanes for parking structures. Streetscapes should be improved to promote pedestrian use for local residents and Downtown employees alike. Major boulevards like Stanwix Street and Boulevard of the Allies will be asked to handle a larger share of transit volume, a change that will require careful integration with other improvements. First Side residents would enjoy easy connections to the LRT system at the Gateway Station, and possibly a second LRT stop, part of an intermodal parking garage at the southern edge of Grant Street.



Current Mon Wharf



Proposed Fort Pitt Park



Proposed boulevard cross-section

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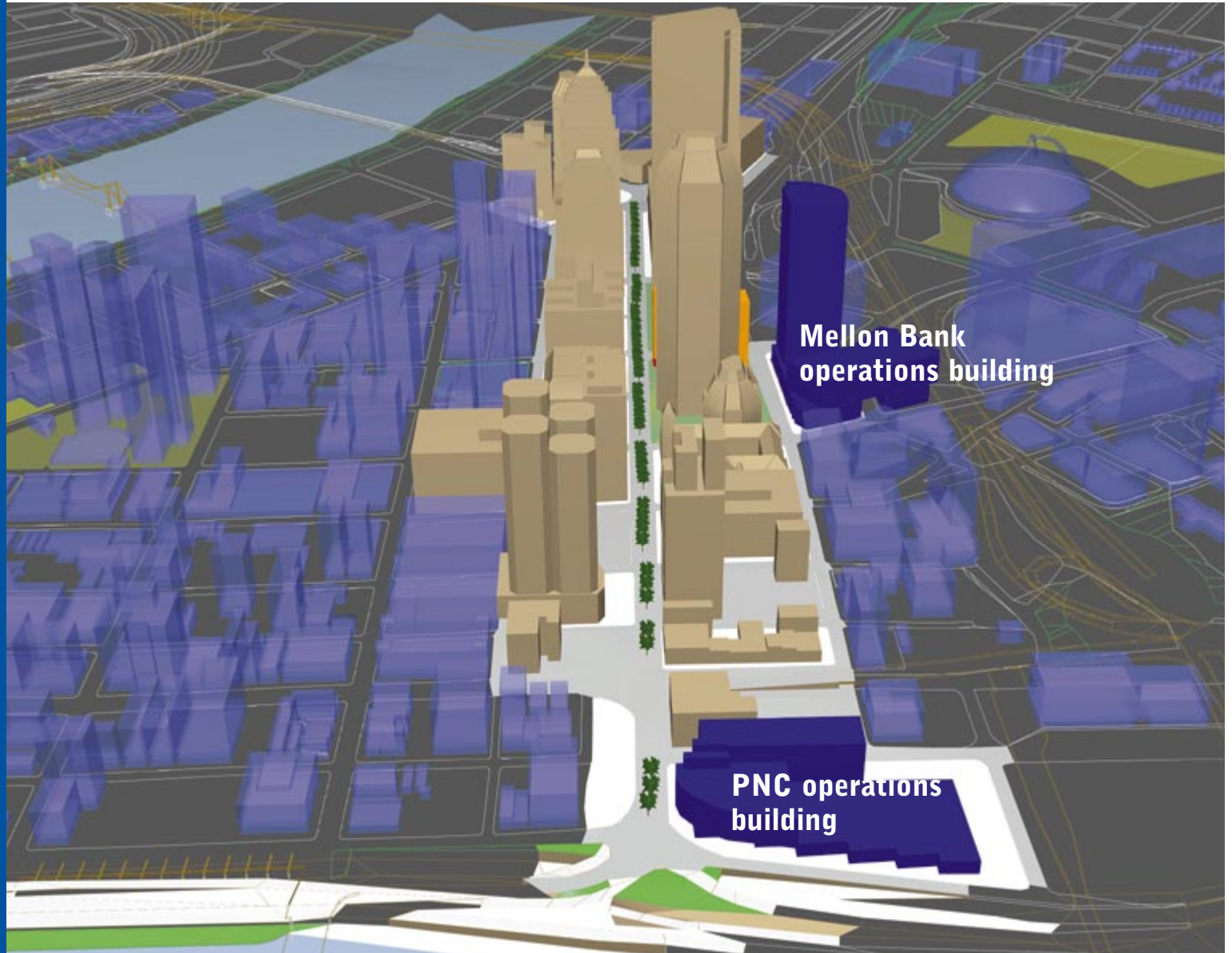
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Grant Street

The present-day coherence and architectural beauty found on Grant Street demonstrates the evolving nature of a city's built environment. During Pittsburgh's first two centuries, public and private interests

transformed Grant Street from a swampy, disjointed dirt path into one of the nation's most handsome promenades. Today, Grant Street holds some of Downtown's best known landmarks. Its importance and stature as an employment center should continue to grow with recent announcements by PNC and Mellon that they will build new operations centers in the corridor. The Grant Street corridor flanks either side of Grant Street from the Monongahela River on the south to the Amtrak and Greyhound stations on the north. The corridor features One Mellon Center, the USX Tower, and the world-renown Allegheny Courthouse.

Challenge

The challenges include ongoing steps to support Grant Street as a regional employment center. As employment grows, so do the demands for mass transit and parking, an ongoing issue for the Grant Street corridor and the study area as a whole. One objective for this district is to improve its relationship to the rest of the Triangle core and the Civic Arena/Lower Hill. Employees from the Grant Street corridor represent a lifeblood

for both existing and proposed retail, clustered inside Oxford Centre and the Union Trust Building, and along the Fifth and Forbes corridor. Currently, Grant Street feels somewhat disjointed from the scale and movements of these adjacent retail, entertainment and office clusters.

Approach

Grant Street has nearly reached capacity in terms of building density, with a few notable "holes" opposite the City-County Building. Still, its immediate and long-term future will be integral to the growth of Downtown as a whole. As a regional employment center, Grant Street will play a major role in helping to sustain a number of elements of the 24-hour city, especially retail, entertainment and housing. Flanked on either end by First Side and the Cultural District, Grant Street employees should form the forward guard of new Downtown residents. Grant Street employees will also shape the character and success of the proposed Fifth and Forbes retail and entertainment district. Connecting this employment base with the far reaches of the study area—particularly the North Shore and Strip—is a priority.



The Pennsylvanian

► Grant Street Corridor



Proposed PNC Bank

Action Items

Phase One

Support planned construction by PNC and Mellon of large floorplate office development. PNC Bank will develop a large floorplate office building (300,000 square feet) on the southeast corner of Grant Street and First Street. This project provides custom-fit space for PNC's less visible operations, and retains those jobs in the Downtown area. While a new 500-car surface parking lot has recently been completed, it is necessary to revisit a previous proposal for an intermodal garage structure of 1,400 spaces with a subway stop integrating this expanded parking reserve with the Light Rail Transit System.

The Mellon operations center will occupy a portion of the long-vacant City Center site, at Grant and Sixth Avenues. The site, adjacent to One Mellon Center and the USX Tower, offers

excellent regional access by both transit and highway systems. The open space around the remaining City Center site will be a temporary status, pending future development. In the meantime, this space should provide a creative and innovative amenity for users of the transit station on the site, and for employees in the nearby office developments.

Phase Two

Develop a permanent use for the remaining City Center site. As the location of the major light rail transit station in the Downtown area, the City Center site offers a location advantage that other Downtown sites do not. As market conditions change, the remaining City Center site could become a prime location for new commercial development. In particular, the Grant Street portion of this site is a singularly valuable and important parcel that should hold a major development.

Transportation

A core strength of the Grant Street corridor is its direct link to the LRT system at the Steel Plaza Station. A second LRT stop, part of an intermodal parking garage, would further enhance mass transit service to the employment centers along Grant Street. As discussed in the Fifth and Forbes section, a reconfiguration of bus routes, with major boulevards like Grant Street and the Boulevard of the Allies handling a larger share of volume, should reduce pollution and noise levels in the retail core, and expand the high level of service to the Grant Street office district.



Amtrak Station

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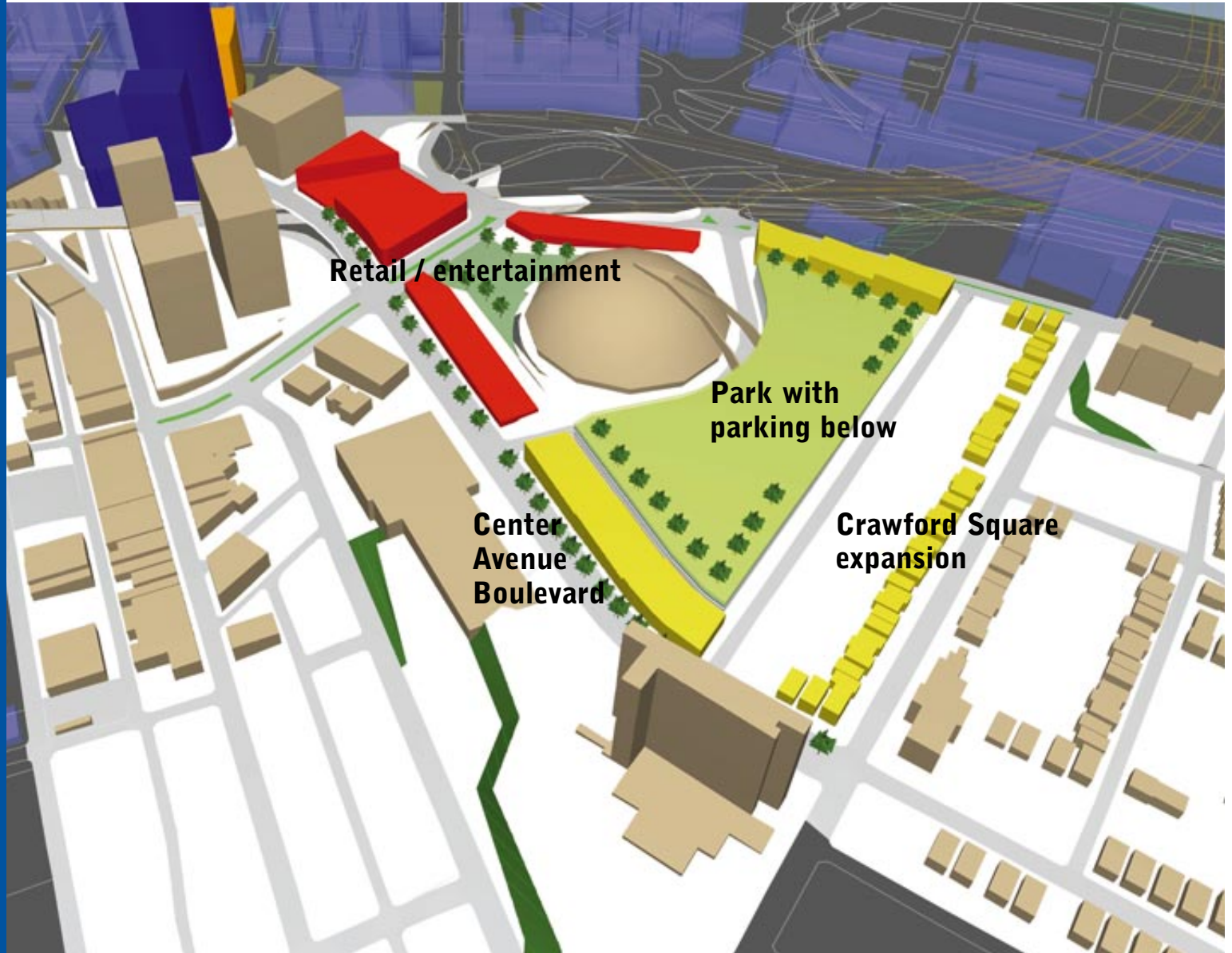
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Civic Arena

The Civic Arena has long stood as an engineering marvel, but one never able to deliver on its full economic promise of attracting related development. And like Three Rivers Stadium, one major obstacle has been the isolating impact of surface parking, and

the lack of an urban street grid connecting to the surrounding neighborhood. The Plan Task Force members agree that future development around the Civic Arena/Lower Hill area should reinvigorate arena facilities, contribute to adjacent neighborhoods, honor the area's urban street grid and provide a high-quality pedestrian environment. The Civic Arena/Lower Hill area lies just east of the employment centers of Grant Street and the Triangle, and is home to Chatham Center, the Marriott City Center, and St. Francis Medical Center.

Challenge

The challenges include how to create transitions and connections between the Civic Arena/Lower Hill area and the business, retail and entertainment functions of Triangle to the west, and a burgeoning residential community to the east. In both cases, thoughtful development of under-used parcels, and creation of a more pedestrian-friendly environment are key. Such development in the Civic Arena/Lower Hill area is made more

difficult by a complex street and highway network that currently discourages pedestrian movement.

Approach

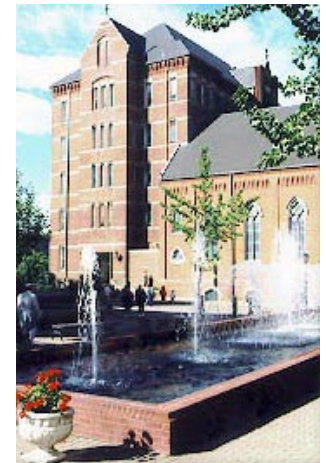
The success of the Crawford Square residential development—a mixed-housing community of townhomes, single-family detached and rentals—has spurred new commercial development in the Lower Hill. The next challenge is to find a compatible, neighborhood-scaled connection between Crawford Square and the land immediate adjacent to the Civic Arena under consideration for mixed-use development.

Action Items

Phase One

As described in the Urban Design section, one of the Plan's recommendations is to conduct District Plans for parts of the study area requiring more detailed study than was conducted during the Downtown Plan. The City Planning Department has begun this process by forming the Civic Arena/Lower Hill Task Force and conducting the necessary land use inventories to begin the study. This study will focus on development and design initiatives that connect the district to the Downtown core and adjacent neighborhoods.

New retail and entertainment could be developed in association with the Civic Arena venue and should be located on the Downtown side of the facility in order to better connect to



Duquesne University

► Civic Arena/Lower Hill

existing and developing centers in the core. Such new developments should establish a similar streetfront orientation to the rest of the Downtown and seek to mitigate the isolated character of the Civic Arena. These new developments could line a redeveloped Centre Avenue and perhaps even bridge the Crosstown Expressway and further strengthen those connections.

Establish new construction housing. As the current phases of Crawford Square are completed, the opportunities for continued development of new construction housing on the west side of Crawford Street should be explored. Single-family houses and apartments of a character similar to those that have been already constructed should line the west side of the street in order to create a two-sided residential street. Higher density apartment buildings could line Centre and Bedford Avenues as well.



Crawford Square

Develop appropriate parking solutions. Because of parking demands for both Civic Arena events and other Downtown businesses, the redevelopment of the parking lots behind the Civic Arena into structured parking garages is a logical goal. Too large a structure, however, could have an adverse impact, both from a financial standpoint and because of the excess vehicular traffic it would generate. Any new parking structures should be located in the center of the development parcel as indicated in the District diagram and screened and separated from the adjacent streets by residential or commercial buildings. The roof of such a structure should be treated as a landscaped plaza because of its high visibility from the Lower Hill.

Phase Two**Implement Centre Avenue streetscape improvements.**

Centre Avenue is an overbuilt roadway that is disruptive to the smaller scale of the adjacent residential neighborhoods and creates an inhospitable pedestrian environment. It should be redesigned as part of the system of Downtown boulevards with new tree plantings, a landscaped median and the use of the Downtown streetscape standards including paving and ornamental streetlights. The Centre Avenue Boulevard should extend from Sixth Avenue, across the Crosstown Expressway, to Crawford Street. This would help to establish a much stronger and more congenial connection between Downtown and the Hill District.



Cross-section of proposed Centre Avenue boulevard

Transportation

The major transportation objective for this planning area is to improve its relationship with the other areas of Downtown and surrounding neighborhoods. Surface parking should be replaced with structured parking. The parking structures will increase the density of the Civic Arena/Lower Hill area development, creating an environment more similar to the rest of Downtown. Commercial space can be offered on the first floor of the parking structures, or on land parcels made available by the parking consolidation.

Development Initiatives

In order to accomplish the objectives we have described previously, the following initiatives have been proposed.

Note: In each action item, the Leadership Role is assigned to the agency that will be the motivating force pushing for the implementation of the proposed action, not necessarily the implementer itself.

Participants

- 1 Banks
- 2 Building Owners and Managers Association
- 3 Bureau of Building Inspection
- 4 Business Community
- 5 Chamber of Commerce
- 6 Civic Arena
- 7 Civic Groups
- 8 Community Design Center
- 9 County
- 10 Cultural Trust
- 11 Department of City Planning (DCP)
- 12 Department of Engineering and Construction
- 13 Design Community
- 14 Developers
- 15 Foundations
- 16 Greater Pittsburgh Convention & Visitors' Bureau
- 17 Institutions
- 18 Mayor's Office of Economic Development
- 19 Parking Authority
- 20 Pittsburgh Downtown Partnership (PDP)
- 21 Task Force Participants
- 22 Pittsburgh Regional Alliance
- 23 Port Authority Transit
- 24 Private Companies
- 25 Property Owners
- 26 Real Estate Community
- 27 Retailers
- 28 Southwestern Pennsylvania Regional Planning Commission
- 29 Sports Teams
- 30 Strategic Investment Fund (SIF)
- 31 City Treasurer's Office
- 32 Urban Redevelopment Authority (URA)

Market Strategy Initiatives

Retail Development Strategy

Mayor's Office 11 20 32

Coordinate a strategy for the revitalization of the downtown retail district with an initial focus on retail and entertainment along Fifth/Forbes corridor.

Centralized Retail Management

PDP 18 25 27

Manage Downtown retail as a single entity with business recruitment, joint promotions, and advertising to compete with suburban malls and produce higher-grade retail and higher level of occupancy rates.

Downtown Marketing Strategy

PDP 4 16 22

Project a new image of Downtown and Pittsburgh which will change local and national perceptions of the city.

Promote Large Floorplate Office

Developers/Real Estate Community 11 18 20 32

Identify and market sites for both infill and new district developments that will accommodate the current demand for large floorplate office buildings. Make Downtown attractive for buildings and businesses that now typically go to suburban sites.

Gap Financing for Small Housing Projects

SIF/URA 1 15

Fill in gaps in available funding for smaller adaptive reuse projects and increase the ability to finance housing conversions.

Rationalize and Expand Tax Abatement Options for Housing Development

DCP/Mayor's Office 9 14 20 31 32

Revise and expand current tax abatement system to be more user-friendly and create financial incentives for housing conversions.

Transportation Initiatives

Re-route Buses in Downtown

PDP 11 12 14 23

Reduce bus congestion and provide Downtown circulation while improving level of service and ridership and producing a higher quality of pedestrian and retail street environments.

Restructure Parking Rates to Support Short-Term and Fringe Uses

PDP 18 19 24

Restructure parking rates to provide availability of parking for short-term visitors and shoppers in the core of Downtown, while providing affordable fringe parking facilities for all-day commuters.

Residential Parking Permit Program

PDP 10 11 18 19

Study the feasibility of a Downtown permit district to provide support for new housing development.

Incentives for Resident Parking

Mayor's Office 14 19 20 24 32

Study the feasibility of reduced rate, resident-oriented lease structures for city and private garages.

Increase On-Street Parking Meters with Free Saturday Rates

PDP 11 12 18 19

Increase the availability of parking in off-peak hours.

Develop Downtown Circulator Shuttle Service

PDP 4 19 24

Increase amenities for visitors and commuters while connecting attractions, business locations and parking supplies within the greater Downtown area.

Universal Transportation Validation System

PDP 4 19 23

Provide a universal parking/bus validation system from Downtown businesses to their customers to improve access to parking and use of transit.

Urban Design Initiatives

Design Review Guidelines & Commission

DCP 2 7 13 26

Develop design guidelines and an administrative and review procedure in order to assure a high quality of design and development within the Downtown area.

Streetscape Improvements

DCP 2 4 10 19

Reduce the visual clutter and unsightly nature of some streets, thereby improving the quality of street environments as an economic development tool and supporting transit usage.

Pedestrian Wayfinding System

DCP 2 4 10 19

Provide directional information and clarity for downtown visitors and improved "user-friendliness" of Downtown for visitors.

Riverfront Development Plan

DCP 14 15 32

Establish standards for high-quality riverfront development and support greater use of the rivers as amenities.

Building Code Simplification for Adaptive Reuse

DCP 2 3 8 13 15 32

Streamline the administration of building codes to facilitate redevelopment of historic structures and support the preservation and reuse of historic buildings.

Follow-Up Meetings

Task Force Follow-Up Meetings

DCP/PDP 21

Establish a regular schedule (approximately every 6 months) of follow-up meetings to assess progress in implementation of the plan, which encourages on-going participation in implementation by stakeholders

Monitoring the Economic Health of Downtown

PDP 2 5 10 11 16 18 23

Establish a mechanism to annually up-date information databases developed by the Downtown Plan and others in order to facilitate investment, marketing and decision-making.

North Shore District Plan

DCP 7 14 17 18 29

Develop detailed redevelopment master plan for the area in anticipation of construction projects and future development.

North Shore MIS Study

DCP 14 19 28 29

Develop a plan for expansion of transit service from the Golden Triangle to support redevelopment of the area through increased access and connections.

Civic Arena/Lower Hill District Plan

DCP 6 7 17 29

Develop a plan for underutilized sites within the district, which focuses on better integration of neighborhoods with downtown and the long-term viability of major facilities.

CBD Bus Routing Study

PDP 11 12 19

Implement Downtown Plan bus-routing policy recommendations in order to reduce congestion, improve level of service and ridership, and produce a higher-quality pedestrian street environment.

Acknowledgments

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Buhl Foundation
Grable Foundation
Heinz Endowments
Hillman Foundation
McCune Foundation
Pittsburgh Cultural Trust
The Pittsburgh Foundation
RK Mellon Foundation
Strategic Investment Fund
City of Pittsburgh

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The Downtown Plan relied heavily on Task Force members from every walk of life who contributed many volunteers hours and invaluable ideas to this document. These same Task Force volunteers will help guide and implement the Plan in the years to follow.

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