

The Wilkinsburg Plan

BUSINESS DISTRICT REVITALIZATION PLAN

2015 UPDATE

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The Project

The Wilkinsburg Plan is a strategic plan created to guide public policy in the Borough of Wilkinsburg. Comprised of three separate documents, The Wilkinsburg Plan was a unique planning effort for the state of Pennsylvania. Representing the combined efforts of many stakeholders, the plan was adopted in 2010 and now is approximately half way (five years) through its intended lifespan (ten years). The three documents of The Wilkinsburg Plan include

- 1) The Comprehensive Plan: A plan for the entire Borough.
- 2) The Business District Revitalization Plan: A focused strategic plan for the Penn Avenue and Wood Street business district.
- 3) The Five-Year Plan and Financial Management Study: Part of the Borough's Early Intervention Plan, a complete review of the Borough's financial resources and organizational capacity to deliver critical public services for the residents of Wilkinsburg.

In those five years, progress has been made through various parts of the plan. The project to update the plan was a partnership between the Borough of Wilkinsburg, the Wilkinsburg Community Development Corporation (WCDC), Hosanna House and the Coro Center for Civic Leadership (Coro). Through Coro's Fellowship in Public Affairs a Fellow was assigned to the project, spending eight weeks with each of the three Wilkinsburg partners.

Due to the limited time period, complexity of the plan itself, and the limitations of a one-person consulting team, the entirety of the plan was not updated. However, all pieces were reviewed and the results have been provided via four documents. For easier understanding, the hundreds of action steps identified in The Wilkinsburg Plan were the key focus of the update. This did result in parts of the plan that were not action-oriented (such as market analysis) to be excluded from the update. The goal is to provide a clear document that identifies what has been accomplished, what remains to be done and what the priorities are moving forward. Hopefully, this aids in continuing the progress established by the creation of The Wilkinsburg Plan and prevents the original extensive input from becoming obsolete. The entirety of the Coro Fellow project has resulted in the following four documents.

- 1) The Comprehensive Plan 2015 Update
- 2) The Business District Revitalization Plan 2015 Update
- 3) The Action Plan: Recommendations and Next Steps 2015
- 4) The Health and Human Services Addendum

While the Five-Year Plan and Financial Management Study was not updated, it was reviewed and discussed with stakeholders to provide context in understanding the operations of the Borough.

Executive Summary

The Wilkinsburg Plan is a cohesive planning tool intended to increase the opportunities for Wilkinsburg's success. Funded with a grant from the Pennsylvania Department of Community and Economic Development the plan combines three typically distinct planning processes into one strategic effort. Combining a traditional comprehensive planning process (The Comprehensive Plan) with an in-depth business district review (Business District Revitalization Plan), and an intensive internal look at the Borough's operations (Five-Year Plan and Financial Management Study as part of the Pennsylvania Early Intervention Program) the Wilkinsburg Plan was created and implemented to guide public policy in the Borough of Wilkinsburg. Although each component has its own document, all of the recommendations, strategies and actions should be implemented concurrently. Adopted in 2010, the Wilkinsburg Plan is approximately half way (five years) through its intended lifespan (ten years).

A key part of the creation of The Wilkinsburg Plan was public participation. A steering committee of residents guided the planning process in 2009, which started by reviewing previous community plans from 2006 and earlier. Throughout the creation of The Wilkinsburg Plan, public outreach meetings, interviews, press releases, web site postings, e-mail blasts and direct mailings were designed to reach all sectors and interest groups. The public outreach culminated in multiple community meetings that involved residents, business and property owners, elected officials, and stakeholders through a weeklong process of workshops, open houses and individualized interaction. Together, participants shaped the vision and goals for the community.

Although with time the market around Wilkinsburg will change, the vision identified by the community is the anchoring point for development in Wilkinsburg. Through the creation of the Business District Revitalization Plan, a vision for the downtown Business District was established. This review process has found that the stakeholders acting within the business district are strategically aligned with the goals of the Business District Revitalization Plan and the plan itself remains aligned with the established vision.

To date, actions have been taken to reach this vision since the implementation of the plan in 2010. The accomplishments include:

- Establishment of the Wilkinsburg Community Development Corporation (WCDC) and the growth of capacity within the WCDC to support four full time employees
- Main Street designation
- Strong marketing improvements with hundreds of positive press releases and articles
- Establishment of a weekly email blast, which shares updates and keeps subscribers aware of community activities
- Investments in beautification efforts including new business district street banners, street trees, and trash receptacles
- Promotion of business district real estate opportunities
- Maintaining a database of all business district properties
- Facilitation of façade improvement grants
- Establishment of business district clean ups
- Liquor license campaigning
- Demolition of the former Penn Lincoln Hotel
- Secured funds for the train state renovation
- Commission of a traffic circulation study
- Building key relationships in and outside of Wilkinsburg, and
- Prioritizing the Business District Revitalization Plan

Although the redevelopment of the business district will be a long process, the steps taken in the first five years of the plan have been thought out, well planned, and very well aligned with the Business District Revitalization Plan. The efforts made within the first five years of the plan have positioned the business district to handle the remaining large-scale tasks. Programs were created to support redevelopment, studies were conducted and plans created to add further guidance in the redevelopment process. Most importantly the WCDC established itself as a strong leader in the business district and is extremely dedicated to the Business District Revitalization Plan. The coordination and processes within the business district require some fine-tuning, but the strength is that they exist now when they did not before.

The challenge will be how to balance the daunting priorities with the limited resources and capacity. Many of the high priority remaining tasks are large-scale actions and will require strong leadership and capacity in order to be accomplished. The highest priorities were identified through the update and review. The top most priorities include:

- Upgrading the **subdivision and land development ordinance**.
- Design a strategy for **acquiring key properties for redevelopment** including vacant, deteriorated and/or tax delinquent properties
- **Stabilize significant vacant buildings**
- Support the renovation of **the Penn Lincoln Hotel site**.
- Work with present building owners to **make space code-compliant** to respond to market demand. Work to identify and target absent owners to **get properties to market**. Engage nongovernmental community support and leadership where resources are lacking to get properties to market.
- **Clear titles** to make properties more attractive for private redevelopment.
- **Improve the physical appearance** of the Business District through code enforcement, streetscape improvements, renovation, and redevelopment.
- **Incentivize** development and renovation to meet **LEED standards** for building and neighborhood development.
- Include **housing** as key component of any Transit-Oriented Development (TOD).
- **Identify roles and processes for groups** involved in Business District revitalization efforts. Delegate responsibilities and provide autonomy when possible.
- **Coordinate responsibilities between the WCDC and Chamber of Commerce**.

Introduction

The Business Revitalization Plan is a component of The Wilkinsburg Plan, a comprehensive plan to address the community's goals and vision for long-term community development. The comprehensive plan, adopted in 2010, serves as the guide for public policy in the areas of transportation, utilities, community facilities, land use, recreation, natural and historic resources and housing. The Business District Revitalization Plan is meant to be the guiding principle behind Business District redevelopment in downtown Wilkinsburg; a space which has been identified as the strip of buildings along Penn Ave and along Wood St.

The vision for the Business District: The Wilkinsburg Business District is an old-style, main street commercial center, historic and walkable, that is prosperous, attractive, safe, and green, with convenient access and parking. Renovated buildings and new construction provide a mix of uses for:

*The community -- with goods, services, and housing.
Commuters and workers -- with convenient commercial.
The region -- with specialty retail.*

The Wilkinsburg Business District Revitalization Plan (available at <http://www.wilksburgpa.gov/pdf/finalbusinessdistrictplan.pdf>) identified seven overall goals for revitalizing the Business District. Each goal identified the success factors that must be in place to meet the goal by identifying what “we must have...” and what “we must be...”. Based on these success factors, various action steps were identified as well as the group identified for carrying out the action steps. The seven overall goals are:

- Goal 1: Aesthetics. The Wilkinsburg Business District will be a traditional, historic, and walkable main street commercial area.
- Goal 2: Economic Vitality. The Wilkinsburg Business District will be prosperous and economically sustainable.
- Goal 3: Marketing. The Wilkinsburg Business District is friendly, safe, and attracts residents, workers, commuters, and shoppers from a regional market.
- Goal 4: Sustainability. The Wilkinsburg Business District will be environmentally sustainable and promote green development practices.
- Goal 5: Access and Circulation. Vehicular, pedestrian, and bicycle circulation to and around the Wilkinsburg Business District will be efficient, and parking will be adequate.
- Goal 6: Housing. The Wilkinsburg Business District will have abundant, attractive code compliant housing.
- Goal 7: Process. Wilksburg will have the administrative structure and human and financial resources to implement the Business District Revitalization Plan

The implementation of the actions steps to complete these goals is to be carried out simultaneously with The Comprehensive Plan and the Five-Year Plan and Financial Management Study over the course of ten years. Approximately half way through the ten year time frame for The Wilkinsburg Plan, this update is framed to provide clear understanding on what has been accomplished, what remains to be pursued, as well as what is and is no longer a priority for the Business District.

A key part of the creation of the Business District Revitalization Plan was public participation. Public outreach meetings, interviews, press releases, web site postings, e-mail blasts and direct mailings were designed to reach all sectors and interest groups. The public outreach culminated in a design charrette that involved residents, business and property owners, elected officials and stakeholders through a weeklong process of workshops, open houses and individualized interaction. Through the process of creating this update, widespread participation was also sought, although on a smaller scale.

PROCESS

Through a process of interviewing various stakeholders, multiple opinions and perspectives were considered in the update to accomplishments and priorities. While a multitude of individuals were contacted for interviews, not every business owner and nor stakeholder were able to be reached, the breakdown of contributors include: business owners, Wilkesburg Community Development Corporation (WCDC) employees, members from the Chamber of Commerce, the borough manager and assistant manager, the borough code director, council members, the borough engineer, borough residents and representatives of various community services. Through the evaluation, community meetings were attended at every opportunity and contributed to gathering additional resident perspectives. Additionally a recent survey (June 2014) from the WCDC’s Keystone Main Street application was also used - contributing the opinions of 260 respondents (including 201 written responses which were read and categorized) around the subject of perceptions of Downtown Wilkesburg.

The result of this process has led to the creation of this document including categorization of action step completion status and a designation of the level of priority for each objective. For clear understanding a color coding system was created to identify the completion status of each step while a numbering system was used to show priority levels.

Within the Business District Revitalization Plan, each goal is broken down to included action steps, placed in a chart to look as such:

Action 1A	Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan.	Borough & WCDC (Wilkesburg Community Development Corporation)
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The same chart structure has been maintained with additional columns added for the status and priority considerations. New updates will look as follows:

Action 1A	Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan.	Borough & WCDC		2
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The fourth and colored box relates to one of nine color-coded statuses ranging from “Accomplished in Full” to “No Longer Applicable”. The statuses are arranged as follows:

Accomplished.	The stated action step was completed in full and does not require updating or maintenance.
Accomplished, maintenance needed.	The stated action was accomplished but must be continually maintained to be impactful.
Accomplished, needs more attention	The stated action was mostly accomplished but progress needs more attention or resources to reach a fully impactful capacity.
Started - on track, in process	The stated action is in the progress of being carried out. In this phase, the planning has or is taking place, funding may or may not be secured, but steps are currently being taken to reach fulfillment.
Started - partially completed, needs revisited	The stated action has seen some work to accomplish these actions, but the progress has stalled and the goal is not currently moving forward. When under this category, the action is still applicable.
No, but mindful	The stated action has not been completed but stakeholders are aware of the need and are considering these actions in their long term planning.
Not Accomplished	The stated action has not been completed and not considerations have been made to start the process of completing this step.
No longer applicable	The stated action is no longer applicable or no longer a priority due to changing needs or standards.
Redefining for Clarity	The stated action was rewritten for clarity and should be reviewed by stakeholders.
Redefined Into smaller actions	These statements included multiple actions with varying degrees of accomplishment. For clearer understanding, the original goal was broken down into smaller steps.

The fifth and last box will include a number that corresponds to the level of priority given to the action step. The priority numbers range from 1-7 with one being the highest priority and 7 being no longer applicable. These numbers are based on stakeholder perspective on the major needs of the business district in redeveloping as well as the priority level identified in the original plan. The complete numbering system is as follows:

1: Highest Priority	Immediate attention should be given to these items.
2: High Priority	Resources and attention should be dedicated to these items.
3: Will Become Important in Near Future	Although not necessary at this time, these actions will be important in the near future as top priority pieces are accomplished.
4: Important to Maintain	These actions have been accomplished to some degree and should remain on the agenda as stakeholders plan and complete tasks.
5: Keep in mind	These actions are not applicable at this time but should be considered as opportunities for funding or support arise.
6: Low Priority	While still applicable, these items are not necessary or of high importance to the revitalization effort.
7: No Important/No Longer Applicable	There is no need to pursue these actions at this time or in near future.

Update to Goals and Action Steps

GOAL 1: AESTHETICS. The Wilkinsburg Business District will be a traditional, historic, and walkable main street commercial area.

Summary The dedication to aesthetics has been continuously strong but due to capacity limitations, has not reached the level of success identified in the plan. The importance of improving the aesthetics of the business district remains to be a vital and top priority. The aesthetic stakeholders are strategically aligned with the goals identified in the Business District Revitalization Plan. Thus far the aesthetics of the Wilkinsburg Business District have improved through: 1) decorative lighting installations, 2) street trees and banners, 3) capital improvements, 4) an updated zoning code, 5) façade renovations, 6) an almost completed study to improve upon the Penn Avenue busway underpass, 7) completed train station revitalization studies as well as partial funding acquired for train station façade renovation, 8) and the Penn Lincoln Hotel demolition and shovel ready site preparations. Moving forward, the remaining tasks continue to require economic and human capital investments and therefore creative methods for improving aesthetics may need to be considered. Continual investment will be required for what has been accomplished or partially accomplished in terms of capital improvements, the train station revitalization, and the Penn Ave. underpass. Additionally these demands exist along side the strategy to develop long term plans for streetscape design, vacant property acquisition, maintenance of capital and streetscape investments, building stabilization, the Subdivision and Land Development Ordinance, and effective, streamlined and cooperative code enforcement.

Goal 1: Aesthetics. The Wilkesburg Business District will be a traditional, historic, and walkable main street commercial area.				
Action	Description	Responsibility	Status	Priority Level
1A	Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan.	Borough & WCDC	Accomplished, maintenance needed.	2
1B	Aggressively enforce the building code and property maintenance code within the Business District.	Borough	Redefining for Clarity	-
1B-1	Work with existing building and property owners to encourage code maintenance in the Business District. Establish best methods to enforce code violations.	Borough	No, but mindful	2
1B-2	Create clear expectations for new businesses on permits needed and process of reaching compliance.	Borough	No, but mindful	2
1B-3	Investigate value in an in-house code examiner, in place of third party.	Borough	No, but mindful	2
1C	Facilitate façade improvements through grant applications, coordination, and support.	WCDC	Accomplished, needs more attention	2
1D	Maintain an inventory and create a database of WCDC & PHLF visual, architectural, and aesthetic significance of buildings.	WCDC & PHLF	No, but mindful	6
1E	Implement architectural design guidelines developed by the WCDC through distribution and support.	WCDC	Started - on track, in process	5
1F	Upgrade zoning, subdivision and land development, and signage ordinances to achieve desirable building heights, setbacks, and uses.	Borough	Accomplished, needs more attention	1
1G	Pursue funding for streetscape design and cost estimating and develop and implement a capital improvements program.	Borough	Redefined Into smaller actions	3
1G-1	Pursue funding for streetscape design and cost estimating.	Borough	No, but mindful	3
1G-2	Develop and implement a capital improvements program.	Borough	Started - partially completed, needs revisited	3
1H	Clean, maintain, and expand decorative historic streetlights and remove duplicative high-level lights	Borough	Redefined Into smaller actions	2
1H-1	Expand decorative historic streetlights.	Borough	Accomplished.	-
1H-2	Clean and maintain decorative historic streetlights.	Borough	Started - partially completed, needs revisited	3
1H-3	Remove duplicate high-level lights.	Borough	Not Accomplished	5
1I	Design and implement a program to acquire key vacant deteriorated and/or tax delinquent properties for redevelopment	Borough in partnership with appropriate authority, etc.	No, but mindful	1
1J	Design and implement a program to stabilize vacant significant buildings	Borough in partnership with appropriate	Not Accomplished	1

		authority, etc.		
1K	Provide short-term cosmetic upgrades and longer-term replacement and widening to the Penn Avenue Busway/rail underpass	Borough, owner, PennDOT, etc.	Started - on track, in process	2
1L	Develop features at major entries to the Business District at Penn and the Busway, Penn and Swissvale, on Wood Street and at other major portals	WCDC	Started - on track, in process	2
1M	Institute a public art program focused on streetscape elements such as the Busway/rail underpass, streets, and open space improvements.	Public Art Board (Now WCACDC)	No, but mindful	
1N	Pursue reinstatement of a bus stop at the train station.	Borough & Port Authority of Allegheny County	No, but mindful	Reliant or 10
1O	Renovate and reuse the train station for public and private use associated with the Busway; create a public open space around the train station.	Allegheny County, Borough	Started - on track, in process	2
1P	Open pedestrian underpasses at the train station and Franklin Avenue	Borough	Not Accomplished	Reliant or 10
1Q	Support the renovation of the Penn Lincoln.	PHLF	Started - on track, in process	1
1R	Investigate potential of moving overhead wires to alleys.	Borough	Not Accomplished	6
1S	Investigate existence, opportunities presented by existing technology infrastructure.	Borough	Redefining for Clarity	6
1S-1	Investigate the opportunities created by investing in existing Borough technology to capture and use data within the business district.	Borough	Not Accomplished	6

Priorities Leading stakeholders are aware (for the most part) of the high priority items remaining on the list. This awareness and desire to address these priorities indicates leaders within the business district have strong alignment with the plan. The four highest priority items include:

- Updating the subdivision and land development ordinance which remains to be done after the zoning update,
- Developing and implementing programs for key vacant property acquisition,
- Developing and implementing vacant property stabilization, and
- Renovating the Penn Lincoln site.

The ultimate goal with these priorities is to guide future development standards, prevent further deterioration of business district buildings while supporting the market for property, and creating a highly visible change in the business district.

Additional highly prioritized actions include enforcing code as aggressively as resources allow while building resources through community engagement, and continued work with facade improvement grants, streetlight improvements, underpass upgrades, entryway features, and train station redevelopment.

GOAL 2. ECONOMIC VITALITY. The Wilkesburg Business District will be prosperous and economically sustainable.

Summary The goal for economic vitality is a priority for all those involved in the business district. The steps to reach this goal, however, have not been fully pursued. A few accomplishments have been made in securing Main Street designation, maintaining a real estate database, supporting local businesses in their quest for funding, funding a study to investigate redevelopment incentives and pursuing liquor licenses. The remaining tasks remain partially or fully unaccomplished. Some of the actions may not be applicable until the aesthetic actions have come further along. Moving forward, working to increase code compliancy, clearing property titles, continuing the real estate database and developing redevelopment incentives will support not only the economic vitality action but also the marketing and aesthetic goals as well. While those actions are being pursued, building upon the farmers market, liquoring license campaigning and list of groups/projects in the business district are more manageable tasks that still play a role in The Wilkesburg Business District’s economic vitality.

Goal 2: Economic Vitality. The Wilkesburg Business District will be prosperous and economically sustainable.				
Action	Description	Responsibility	Status	Priority Level
2A	Establish a Main Street program and hire a manager to market, target and recruit key businesses, and schedule activities and events.	WCDC	Accomplished.	-
2B	Maintain a real estate database of retail, commercial, and residential space by location, condition, ownership, jobs, units, and occupancy to facilitate marketing and redevelopment efforts.	WCDC	Accomplished, maintenance needed.	2
2C	Work with building owners to make space code-compliant to respond to specific market demand.	Borough & WCDC	Redefining for Clarity	1
2C-1	Work with present building owners to make space code-compliant to respond to market demand.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1
2C-2	Work to identify and target absent owners to get properties to market.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1
2C-3	Engage nongovernmental community support and leadership where resources are lacking to get properties to market.	Borough & WCDC; all other interested parties	Started - partially completed, needs revisited	1
2D	Build on the success of the farmers’ market by engaging other businesses, expanding relationships with local urban agriculture, and increasing market capture of commuters.	WCDC & business owners	No, but mindful	2
2E	Maintain a comprehensive list of groups and projects in the Business District.	WCDC & Chamber of Commerce	Started - partially completed, needs revisited	2
2F	Market redevelopment opportunities and provide incentives for developers and	WCDC	Started - on track, in process	2

	investors to reclaim existing space.			
2G	Have an active business retention/expansion program and communicate regularly with the Chamber of Commerce, major businesses, and property owners.	WCDC & Chamber of Commerce	Not Accomplished	3
2H	Pursue the opportunity to provide liquor licenses for a limited number of specialized commercial establishments.	Borough & State	Started - on track, in process	4
2I	Get involved with the Workforce investment Board, Career Link, and partner with the School District and other educational providers to create new jobs in the Business District and train residents for them.	WCDC	Not Accomplished	5
2J	Work with private lenders to create incentives for locally owned businesses.	WCDC	Accomplished, needs more attention	4
2K	Work to clear titles to make properties more attractive for private redevelopment.	Borough, School District & Allegheny County	Not Accomplished	1
2L	Target a cluster of tax-delinquent, vacant, blighted properties that are not historically significant to aggregate into a shovel-ready redevelopment parcel,	WCDC & appropriate authority	No, but mindful	5
2M	Pursue development of a new spec office building.	WCDC & appropriate authority	Not Accomplished	5
2N	Coordinate with the efforts of community-based and non-profit organizations and facilities to expand and connect with activities in the Business District.	WCDC	Started - partially completed, needs revisited	3
2O	Work to bring urban pioneers, artists, entrepreneurs, and urban gardeners into the eastern areas of the District.	WCDC	Started - partially completed, needs revisited	4
2P	Identify niche markets and reach out to related businesses, organizations, and institutions to identify and pursue opportunities.	WCDC	No, but mindful	3

Priorities The most pressing actions for economic vitality have been identified as:

- Working to clear titles in an effort to make properties more attractive for redevelopment, as well as
- Developing an efficient code enforcement process that works with existing owners, targeting absent owners and building the resources for code compliance.

These goals tie strongly into the aesthetic goals; together they create an environment where investment is economically feasible. Maintaining business district lists, researching redevelopment incentives (and implementing those incentives), and maintaining a real estate database are all steps being acted upon at this time and are recommended to continue. The existing farmers market has been consistent since the creation of the Business District Revitalization Plan; building the impact and capacity of this farmers market holds potential for supporting multiple goals of the community and is also a priority to consider.

GOAL 3 MARKETING. The Wilkinsburg Business District is friendly, safe, and attracts residents, workers, commuters, and shoppers from a regional market.

Summary The investment in marketing has been significant since the creation of the Business District Revitalization Plan. Much has been done but at this point, due to continuing perception and image issues, few actions can be determined as accomplished. The steps made in marketing have been led by the WCDC, which has appointed a communication and outreach staff member to focus on positive media attention. Through the WCDC's Image and Identity initiative, they distribute press releases to generate positive press for Wilkinsburg, promote community events, host an annual house and garden tour, and market the small business community. Additionally, the WCDC has enhanced communications through weekly emails, which reach 1,100 Wilkinsburg constituents, a website that sees over 44,000 visitors annually, and social networks, which collectively reach over 1,000 people interested in the revitalization of Wilkinsburg. Combined with a monthly Wilkinsburg Sun newsletter that reaches 2,000 Wilkinsburg residents, marketing efforts in and outside of Wilkinsburg have drastically improved.

Other advancements have included a start to an annual public cleanup and continued monthly business district safety meetings. Improving the perception of the Wilkinsburg Business District to being seen as friendly and safe while attracting others will require continued effort and investment. It is recommended for these accomplished tasks to maintain their current momentum. Additionally, continuing to improve the physical appearance (as discussed in the aesthetics and economic vitality goals), as well as strengthening law enforcement presence and growing the annual community clean up are identified as immediate tasks to consider to enhance marketing efforts.

Goal 3: Marketing. The Wilkesburg Business District is friendly, safe, and attracts residents, workers, commuters, and shoppers from a regional market.				
Action	Description	Responsibility	Status	Priority Level
3A	Complete a branding effort and marketing program.	WCDC & Chamber of Commerce	No, but mindful	3
3B	Appoint a media officer and promote positive media attention through high-visibility activities, press releases, articles, public service announcements, etc.	Borough & WCDC	Accomplished, maintenance needed.	4
3C	Create an e-mail list and keep members apprised of good news, web site, postings, and volunteer opportunities.	WCDC & Chamber of Commerce	Accomplished, maintenance needed.	4
3D	Begin an urban pioneer blog to reach potential residents and business start-ups regionally and nationally.	Invested Urban Pioneer	No longer applicable	7
3E	Improve the physical appearance of the Business District through code enforcement, streetscape improvements, renovation, and redevelopment.	All interested owners, residents, etc.	Started - partially completed, needs revisited	1
3F	Hold an annual public, large-scale cleanup within the Business District; maintain cleanliness through regular street sweeping, litter removal, and sidewalk cleaning.	WCDC	Accomplished, needs more attention	2
3G	Target a critical mass and mix of businesses, programs, and hours of operation that bring day life and nightlife to the Business District.	WCDC	Not Accomplished	3
3H	Provide adequate law enforcement and increase business owner awareness of crime prevention opportunities; consider creation of a Business District crime watch.	Borough & business owners	Redefined Into smaller actions	2
3H-1	Provide adequate law enforcement and consistent execution of law enforcement.	Borough & business owners	Accomplished, maintenance needed.	2
3H-2	Increase business owner awareness of crime prevention opportunities.	Borough & business owners	Accomplished, maintenance needed.	3

Priorities The most pressing actions within the marketing goal are to:

- Continue to work on improving the physical appearance
- Law enforcement
- Continue to host and strengthen annual clean up of the business district and
- Maintain current marketing efforts.

GOAL 4: SUSTAINABILITY. The Wilkesburg Business District will be environmentally sustainable and promote green development practices.

Summary Sustainability has not been a priority in the business district but some actions have been taken to support sustainability. Renovation and rehabilitation have been considered and used when economically feasible and leading stakeholders appear to use demolition as a last resort. The zoning code was updated to encourage more sustainable land uses, the borough received a sustainability assessment that led to many changes within borough buildings, and LED lights were installed for traffic lights. Despite these accomplishments, much remains to be completed and many sustainability concerns take a back seat to immediate needs. The importance identified with these goals is to ensure sustainability opportunities are taken advantage of as they arise – which has seemingly been the case. In order to accomplish these goals, additional partners such as Nine Mile Run Watershed Association should be considered and be involved in the quest for sustainability. Some of the more pressing goals such as the subdivision and land development ordinance update, LEED standard incentivization, and farmers market expansion can feasibly be addressed in the short term.

Goal 4: Sustainability. The Wilkesburg Business District will be environmentally sustainable and promote green development practices.				
Action	Description	Responsibility	Status	Priority Level
4A	Adopt a "fix it first" policy promoting renovation and redevelopment.	Borough & business owners	Accomplished, maintenance needed.	4
4B	Upgrade zoning and subdivision and land development ordinances to allow and encourage high density and a rich mix of land uses.	Borough	Accomplished, needs more attention	1
4C	Pursue a TOD near the Wilkesburg Busway station.	Borough & WCDC	Started - partially completed, needs revisited	2
4D	Incentivize development and renovation to meet LEED standards for building and neighborhood development.	Borough	No, but mindful	1
4E	Identify and promote programs for development with water- and energy- efficient fixtures, recycled materials, and energy production.	Borough	No, but mindful	3
4F	Renovate the Business District streetscape as a model of urban sustainability with best practices for materials reuse, energy efficiency, storm water management, and vegetative cover.	Borough & WCDC	Not Accomplished	3
4G	Integrate bioswales, rain gardens, and pervious pavement into municipal parking lots as grants are available and development occurs over time.	Borough & WCDC	Not Accomplished	5
4H	Create a highly visible demonstration project to encourage reuse of vacant lots with urban agriculture, plant nurseries, or rain gardens. Harvest rainwater for plant irrigation.	Borough & WCDC	Not Accomplished	5

4I	Promote biodiverse, native, and drought-tolerant vegetative cover through street trees, green roofs, bioswales, rain gardens, and additional open space.	Shade Tree Commission	Started - partially completed, needs revisited	5
4J	Engage Sustainable Pittsburgh to perform a Sustainability Assessment for the municipality and implement its recommendations.	Borough	Accomplished, needs more attention	4
4K	Provide trash receptacles for recycling.	Borough	Not Accomplished	3
4L	Replace street and traffic signal bulbs and luminaries with LED technology to reduce energy consumption.	Borough	Redefined Into smaller actions	5
4L-1	Replace street bulbs and luminaries with energy efficient alternatives	Borough	Not Accomplished	5
4L-2	Replace traffic signal bulbs with LED technology to reduce energy consumption.	Borough	Accomplished.	-
4M	Continue to support and expand the farmers' market and enhance it with locally grown food.	Borough	Not Accomplished	2

Priorities The items identified as highest priority to encourage sustainability will set the stage for Wilkinsburg continued sustainability dedication and include:

- Creating a subdivision and land development ordinance, as well as
- Incentivizing development and renovation to meet LEED standards (or higher).

These future preparations balance with other high priority items of pursuing a TOD near the busway and enhancing the farmers market, both of which will have immediate as well as long-term impacts.

GOAL 5: ACCESS AND CIRCULATION. Vehicular, pedestrian, and bicycle circulation to and around the Wilkinsburg Business District will be efficient, and parking will be adequate.

Summary Access and circulation action steps are known and considered yet generally not addressed at this time. The vehicle and pedestrian circulation around the borough is currently considered a strength and the listed action steps, for the most part, are not pressing issues. Despite not being pressing at this time, the access and circulation recommendations should be considered for the future, to build a more welcoming business and pedestrian environment. Some progress has been made in this area through the ongoing conversations focusing on pedestrian circulation and a study being conducted at this time to address vehicle circulation throughout the business district.

Goal 5: Access and Circulation. Vehicular, pedestrian, and bicycle circulation to and around the Wilkinsburg Business District will be efficient, and parking will be adequate.				
Action	Description	Responsibility	Status	Priority Level
5A	Consider the comfort, ease and safety of pedestrian circulation to be of equal importance to vehicular circulation.	Borough	Started - on track, in process	2
5B	Develop a pedestrian and bike trail plan that creates a local trail system to link parks, employment centers, transit facilities, and adjacent municipalities.	Borough	No, but mindful	5
5C	Provide convenient and well-lighted pedestrian walkways through parking lots and to the transit station.	Borough	Not Accomplished	2
5D	Provide a pedestrian link between the Wilkinsburg Station to neighborhoods to the east.	Borough & Port Authority	Not Accomplished	3
5E	Meet with the Port Authority to explore the opening of the train station as an additional stop.	Borough & Port Authority	No, but mindful	3
5F	Open pedestrian underpasses at the train station and Franklin Avenue.	Borough & State	No, but mindful	Reliant on 5E
5G	Commission a traffic study to examine vehicular circulation, signalization, and pedestrian-safety improvements.	Borough	Started - on track, in process	-
5H	Improve ease of cars entering, circulating, and leaving municipal parking lot.	Borough	Not Accomplished	5
5I	Develop a holistic parking strategy for employees, commuters, and shoppers including off- and on-street locations, number of parking spaces, and cost structure.	Borough	Not Accomplished	5
5J	Establish a Transit Revitalization Investment District/TOD implementation committee to focus on transit issues in the Borough.	Borough	Not Accomplished	3
5K	Conduct a Transit Revitalization Investment District study to determine the feasibility and location of a TOD and potential for commuter overflow parking.	Borough	No, but mindful	2

Priorities The top priorities for reaching efficient circulation and parking throughout the borough is to:

- Continue considering pedestrian circulation to be of equal importance to vehicular circulation,
- Providing convenient and well lighted walkways for pedestrians, and
- Conducting a Transit Revitalization Investment District study to determine the feasibility of a TOD, including the potential for commuter overflow parking.

As the train station renovation moves along, a high priority will be to engage other connective pieces to the train station bus stop to ensure the effective use of the train station and that residents have safe, convenient transit access.

GOAL 6: HOUSING. The Wilkinsburg Business District will have abundant, attractive code compliant housing.

Summary The actions for housing in the business district were limited. While this update continues to identify housing as an important aspect of revitalizing the business district it has not been addressed beyond the borough wide zoning update. The zoning updates do allow for mixed use and density within the business district. The housing steps are recommended to continue, especially as steps towards implementing Transit-Oriented Development (TOD) are also being made.

Goal 6: Housing. The Wilkinsburg Business District will have abundant, attractive code compliant housing.				
Action	Description	Responsibility	Status	Priority Level
6A	Make housing a key component of any TOD.	Borough	Started - on track, in process	1
6B	Update the zoning code to allow for mixed residential use and density.	Borough	Accomplished.	-
6C	Apply for the Elm Street program.	Borough & WCDC	No longer applicable	7
6D	Work with Action Housing, Pittsburgh Partnership for Neighborhood Development (PPND) and Allegheny County on housing funding and improvement programs.	Borough	Not Accomplished	5

Priorities Housing within the business district does not have many action steps identified within the plan. Therefore the highest priority item is to:

- Make housing a key component of any TOD that is implemented, and
- Consider housing an important goal despite a lack of identified action steps.

GOAL 7: PROCESS. Wilkinsburg will have the administrative structure and human and financial resources to implement the Business District Revitalization Plan

Summary While most of the actions in the Process section have been accomplished to some degree, any disconnect in this section impacts the process as a whole. Getting in line with and maintaining momentum with these actions is important for the business district in moving forward. Through the process of seeking revitalization for the business district, the plan has been adopted and utilized consistently. Although a formal yearly review has not taken place, this update comes at the halfway mark and has been preceded by informal reviews by the WCDC. Regular meetings with officials, partnership with the universities and pursuit of grants has been ongoing and necessary for the progress achieved to date. These meetings, partnerships and grant pursuits should continue to best support the business district and should happen simultaneously to define the roles and interaction between business district stakeholders and to develop a capital improvements program.

Goal 7: Process. Wilkinsburg will have the administrative structure and human and financial resources to implement the Business District Revitalization Plan				
Action	Description	Responsibility	Status	Priority Level
7A	Adopt the Business District Revitalization Plan, identify group responsible for implementation, and have a yearly review to review successes, identify priorities, and reconsider ineffective strategies.	Borough & WCDC	Accomplished, maintenance needed.	4
7B	Identify roles, responsibilities, interaction, and process for groups involved in Business District revitalization efforts, including elected officials, staff, Planning Commission, WCDC, and the redevelopment authority and have a development process that is predictable, fair, and cost-effective.	Borough, Chamber of Commerce, WCDC, & appropriate authorities	Started - partially completed, needs revisited	1
7C	Meet regularly with the State, County, Port Authority, and foundations to review status and opportunities for grants and programs.	Borough & WCDC	Accomplished, maintenance needed.	2
7D	Continue to partner with universities to advance studies, pilot programs, and demonstration projects.	Borough & WCDC	Accomplished, needs more attention	4
7E	Hire an Executive Director for the WCDC and a Main Street Manager; provide a single point of contact for Business District activities.	Borough & WCDC	Accomplished.	-
7F	Develop a capital improvements program for streetscape improvements, building stabilization, property acquisition, and demolition.	Borough & WCDC	Not Accomplished	2
7G	Research, coordinate, and apply for various government and private grants.	Borough & WCDC	Accomplished, maintenance needed.	2

Priorities

Identified roles and responsibilities are the highest priority item to be considered in the Process goal. Together with a defined process, implementing the capital improvements program will have the chances of being more successful. Additionally, most of the action steps identified in the plan are ongoing and must be maintained in order to reach fulfillment. Therefore, researching and applying for grants, and meeting regularly with authorities to review status and discover opportunities remains a priority as well.

Recommendations

Based on conversations had with stakeholders, the following action items were added to assist in reaching the existing goals:

Newly Defined Goals				
Action	Description	Responsibility	Status	Priority Level
8A	Coordination with WCDC and Chamber - define roles and opportunities for sharing. Identify contributions to business district, using the Business District Revitalization Plan as a guide.	WCDC & Chamber of Commerce	Started - on track, in process	1
8B	Create clear guidance for businesses- the steps needed to be followed to establish location in Wilkesburg, identify missing support areas. Make information standard across all parties. Enforce process.	WCDC, Chamber of Commerce & Borough	No, but mindful	2
8C	Investigate opportunities to re-engage authorities.	Borough & WCDC	No, but mindful	2
8D	Engage in purposeful conversations to bridge demographic divide within business district.	WCDC & Chamber of Commerce	Not Accomplished	2
8E	Engage residents in supporting business district efforts. Connect residents to services in district. Use network to reach potential new business and support redevelopment.	All interested owners, residents, etc.	Not Accomplished	3
8F	Create easily reachable sources of support for renovation of existing businesses	WCDC	No, but mindful	2

Throughout research and conversation, several previously identified actions steps were deemed to be unclear and/or the action listed included various requirements. For clearer understanding of what has been accomplished and what the action steps are suggesting, the following steps were broken into clearer and smaller goals. The white boxes identify these goals and nothing within these tasks has changed other than the separation of words. Additional action steps were deemed to be unclear and where therefore reworded. These goals are identified by the black boxes. **It is recommended stakeholders review these actions and redefine as necessary to best reflect understanding.**

Redefined Goals				
Action	Description	Responsibility	Status	Priority Level
1B	Aggressively enforce the building code and property maintenance code within the Business District.	Borough	Redefining for Clarity	-
1B-1	Enforce code as aggressively as resources allow to combat blight. Work with existing building and property owners to encourage code maintenance in the Business District. Establish best methods to enforce code violations.	Borough	No, but mindful	2
1B-2	Create clear expectations for new businesses on permits needed and process of reaching compliance.	Borough	No, but mindful	2
1B-3	Investigate value in an in-house code examiner, in place of third party.	Borough	No, but mindful	2
1G	Pursue funding for streetscape design and cost estimating and develop and implement a capital improvements program.	Borough	Redefined Into smaller actions	3
1G-1	Pursue funding for streetscape design and cost estimating.	Borough	No, but mindful	3
1G-2	Develop and implement a capital improvements program.	Borough	Accomplished, needs more attention	3
1H	Clean, maintain, and expand decorative historic streetlights and remove duplicative high-level lights	Borough	Redefined Into smaller actions	2
1H-1	Expand Decorative historic streetlights.	Borough	Accomplished.	-
1H-2	Clean and maintain decorative historic streetlights.	Borough	Started - on track, in process	3
1H-3	Remove duplicate high-level lights.	Borough	Not Accomplished	5
1S	Investigate existence, opportunities presented by existing technology infrastructure.	Borough	Redefining for Clarity	6
1S-1	Investigate opportunities presented by parcel-based program. Opportunities to collect data with existing technology.	Borough	Not Accomplished	6
2C	Work with building owners to make space code-compliant to respond to specific market demand.	Borough & WCDC	Redefining for Clarity	1
2C-1	Work with present building owners to make space code-compliant to respond to market demand.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1
2C-2	Work to identify and target absent owners to get properties to market.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1
2C-3	Engage nongovernmental community support and leadership where resources are lacking to get properties to market.	Borough & WCDC; all other interested parties	Started - partially completed, needs revisited	1
3H	Provide adequate law enforcement and increase business owner awareness of crime prevention opportunities; consider creation of a Business District crime watch.	Borough & business owners	Redefined Into smaller actions	2

3H-1	Provide adequate law enforcement and consistent execution of law enforcement.	Borough & business owners	Accomplished, needs more attention	2
3H-2	Increase business owner awareness of crime prevention opportunities.	Borough & business owners	Accomplished, maintenance needed.	3
4L	Replace street and traffic signal bulbs and luminaries with LED technology to reduce energy consumption.	Borough	Redefined Into smaller actions	5
4L-1	Replace street bulbs and luminaries with energy efficient alternatives	Borough	Not Accomplished	5
4L-2	Replace traffic signal bulbs with LED technology to reduce energy consumption.	Borough	Accomplished.	-

KEY STRATEGIES

At the creation of the Business District Revitalization Plan, five key action items and strategies were identified as being the most immediate for success in the business district. Those original five key strategies were:

- 1) Initiate a major clean-up and maintenance effort followed by regular street sweeping, litter removal, and sidewalk cleaning.
- 2) Renovated, stabilize or demolish blighted buildings; hold property owners accountable for paying taxes and complying with building and maintenance codes.
- 3) Initiate the Main Street Program and hire a Main Street Manager and a WCDC Executive Director.
- 4) Promote a major visible project on Penn Avenue, such as renovation of the Penn Lincoln.
- 5) Engage in a marketing and media relations' effort to rebrand Wilkinsburg Business District as a safe, "the next big thing", and a desirable place to own a business and shop.

Of the seven goals identified in the Business District Revitalization Plan, 39 action steps have been identified as of highest or high priority.

Action	Description	Responsibility	Status	Priority Level
1F	Upgrade zoning, subdivision and land development, and signage ordinances to achieve desirable building heights, setbacks, and uses.	Borough	Accomplished, needs more attention	1
1I	Design and implement a program to acquire key vacant deteriorated and/or tax delinquent properties for redevelopment	Borough in partnership with appropriate authority, etc.	No, but mindful	1
1J	Design and implement a program to stabilize vacant significant buildings	Borough in partnership with appropriate authority, etc.	Not Accomplished	1
1Q	Support the renovation of the Penn Lincoln.	PHLF	Started - on track, in process	1
2C-1	Work with present building owners to make space code-compliant to respond to market demand.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1

2C-2	Work to identify and target absent owners to get properties to market.	Borough & WCDC; all other interested parties.	Started - partially completed, needs revisited	1
2C-3	Engage nongovernmental community support and leadership where resources are lacking to get properties to market.	Borough & WCDC; all other interested parties	Started - partially completed, needs revisited	1
2K	Work to clear titles to make properties more attractive for private redevelopment.	Borough, School District & Allegheny County	Not Accomplished	1
3E	Improve the physical appearance of the Business District through code enforcement, streetscape improvements, renovation, and redevelopment.	All interested owners, residents, etc.	Started - partially completed, needs revisited	1
4B	Upgrade zoning and subdivision and land development ordinances to allow and encourage high density and a rich mix of land uses.	Borough	Accomplished, needs more attention	1
4D	Incentivize development and renovation to meet LEED standards for building and neighborhood development.	Borough	No, but mindful	1
6A	Make housing a key component of any TOD.	Borough	Started - on track, in process	1
7B	Identify roles, responsibilities, interaction, and process for groups involved in Business District revitalization efforts, including elected officials, staff, Planning Commission, WCDC, and the redevelopment authority and have a development process that is predictable, fair, and cost-effective.	Borough, Chamber of Commerce, WCDC, & appropriate authorities	Started - partially completed, needs revisited	1
8A	Coordination with WCDC and Chamber - define roles and opportunities for sharing. Identify contributions to business district, using the Business District Revitalization Plan as a guide.	WCDC & Chamber of Commerce	Started - on track, in process	1
1B-1	Work with existing building and property owners to encourage code maintenance in the Business District. Establish best methods to enforce code violations.	Borough	No, but mindful	2
1B-2	Create clear expectations for new businesses on permits needed and process of reaching compliance.	Borough	No, but mindful	2
1B-3	Investigate value in an in-house code examiner, in place of third party.	Borough	No, but mindful	2
1C	Facilitate façade improvements through grant applications, coordination, and support.	WCDC	Accomplished, needs more attention	2
1H	Clean, maintain, and expand decorative historic streetlights and remove duplicative high-level lights	Borough	Redefined Into smaller actions	2

1K	Provide short-term cosmetic upgrades and longer-term replacement and widening to the Penn Avenue Busway/rail underpass	Borough, owner, PennDOT, etc.	Started - on track, in process	2
1L	Develop features at major entries to the Business District at Penn and the Busway, Penn and Swissvale, on Wood Street and at other major portals	WCDC	Started - on track, in process	2
1O	Renovate and reuse the train station for public and private use associated with the Busway; create a public open space around the train station.	Allegheny County, Borough	Started - on track, in process	2
2A	Establish a Main Street program and hire a manager to market, target and recruit key businesses, and schedule activities and events.	WCDC	Accomplished.	2
2B	Maintain a real estate database of retail, commercial, and residential space by location, condition, ownership, jobs, units, and occupancy to facilitate marketing and redevelopment efforts.	WCDC	Accomplished, maintenance needed.	2
2D	Build on the success of the farmers' market by engaging other businesses, expanding relationships with local urban agriculture, and increasing market capture of commuters.	WCDC & business owners	No, but mindful	2
2E	Maintain a comprehensive list of groups and projects in the Business District.	WCDC & Chamber of Commerce	Started - partially completed, needs revisited	2
2F	Market redevelopment opportunities and provide incentives for developers and investors to reclaim existing space.	WCDC	Started - on track, in process	2
3F	Hold an annual public, large-scale cleanup within the Business District; maintain cleanliness through regular street sweeping, litter removal, and sidewalk cleaning.	WCDC	Accomplished, needs more attention	2
3H-1	Provide adequate law enforcement and consistent execution of law enforcement.	Borough & business owners	Accomplished, maintenance needed.	2
4C	Pursue a TOD near the Wilkinsburg Busway station.	Borough & WCDC	Started - partially completed, needs revisited	2
4M	Continue to support and expand the farmers' market and enhance it with locally grown food.	Borough	Not Accomplished	2
5A	Consider the comfort, ease and safety of pedestrian circulation to be of equal importance to vehicular circulation.	Borough	Started - on track, in process	2
5C	Provide convenient and well-lighted pedestrian walkways through parking lots and to the transit station.	Borough	Not Accomplished	2
5K	Conduct a Transit Revitalization Investment District study to determine the feasibility and location of a TOD and potential for commuter overflow parking.	Borough	No, but mindful	2
7C	Meet regularly with the State, County, Port Authority, and foundations to review status and opportunities for grants and programs.	Borough & WCDC	Accomplished, maintenance needed.	2
7F	Develop a capital improvements program for streetscape improvements, building stabilization, property acquisition, and demolition.	Borough & WCDC	Not Accomplished	2
7G	Research, coordinate, and apply for various government and private grants.	Borough & WCDC	Accomplished, maintenance needed.	2

8B	Create clear guidance for businesses- the steps needed to be followed to establish location in Wilkinsburg, identify missing support areas. Make information standard across all parties. Enforce process.	WCDC, Chamber of Commerce & Borough	Not Accomplished	2
8C	Investigate opportunities to re-engage authorities.	Borough & WCDC	No, but mindful	2
8D	Engage in purposeful conversations to bridge demographic divide within business district.	WCDC & Chamber of Commerce	Not Accomplished	2
8F	Create easily reachable sources of support for renovation of existing businesses	WCDC	Not Accomplished	2

These 39 action steps fall into six broad key strategies for revitalizing the business district at this time.

1) Engage in the identified, highly visible projects within the business district.

- Includes renovating the train station, renovating the Penn Lincoln site, growing the farmer’s market, updating the Penn Ave underpass as well as the entryway features.

2) Create a framework for the future development Wilkinsburg would like to see.

- Includes updating/creating Subdivision and Land Development Use Ordinance, incentivizing LEED development and investigating TOD possibilities through a TRID study,

3) Create a welcoming physical environment for new development and businesses.

- Includes creating plans for stabilizing vacant property, streetscape improvements, lighting improvement and maintenance, clearing titles, tax-delinquent property acquisition, and vacant property development incentivizing.

4) Support existing businesses and physical structures.

- Includes facilitating façade renovation grants, clear and predictable code enforcement, hosting annual district cleanups, providing adequate law enforcement.

5) Engage internal and external community in attracting residents/non-residents to the business district.

- Includes marketing development opportunities, maintaining real estate databases, targeting and recruiting businesses with Main Street programs, and maintaining business district communications.

6) Maintain achievements and follow clear, collaborative, and innovative process that aligns with the Business District Revitalization Plan.

- Includes pursuing liquor licenses, identifying roles and interaction between stakeholders, maintaining grant pursuit, and creating easy to follow instructions for residents/business owners.

Accomplishments

Although many actions steps have been identified as remaining to be achieved, much effort has been made in pursuing the goals identified by the Business District Revitalization Plan. To residents and non-residents alike, this effort is not always seen. Based on the review conducted in this update, 23 goals were identified as accomplished, 11 goals were in progress and 7 have seem partial accomplishment. Although the level of accomplishment different between these action steps, together all 40 actions show that the Borough, WCDC and other stakeholders are making investment to see the revitalization of the Wilkinsburg Business District. The 40 actions are listed below.

Action	Description	Responsibility	Status
1H-1	Expand decorative historic streetlights.	Borough	Accomplished.
2A	Establish a Main Street program and hire a manager to market, target and recruit key businesses, and schedule activities and events.	WCDC	Accomplished.
4L-2	Replace traffic signal bulbs with LED technology to reduce energy consumption.	Borough	Accomplished.
6B	Update the zoning code to allow for mixed residential use and density.	Borough	Accomplished.
7E	Hire an Executive Director for the WCDC and a Main Street Manager; provide a single point of contact for Business District activities.	Borough & WCDC	Accomplished.
1A	Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan.	Borough & WCDC	Accomplished, maintenance needed.
2B	Maintain a real estate database of retail, commercial, and residential space by location, condition, ownership, jobs, units, and occupancy to facilitate marketing and redevelopment efforts.	WCDC	Accomplished, maintenance needed.
3B	Appoint a media officer and promote positive media attention through high-visibility activities, press releases, articles, public service announcements, etc.	Borough & WCDC	Accomplished, maintenance needed.
3C	Create an e-mail list and keep members apprised of good news, web site, postings, and volunteer opportunities.	WCDC & Chamber of Commerce	Accomplished, maintenance needed.
3H-1	Provide adequate law enforcement and consistent execution of law enforcement.	Borough & business owners	Accomplished, maintenance needed.
3H-2	Increase business owner awareness of crime prevention opportunities.	Borough & business owners	Accomplished, maintenance needed.
4A	Adopt a "fix it first" policy promoting renovation and redevelopment.	Borough & business owners	Accomplished, maintenance needed.
7A	Adopt the Business District Revitalization Plan, identify group responsible for implementation, and have a yearly review to review successes, identify priorities, and reconsider ineffective strategies.	Borough & WCDC	Accomplished, maintenance needed.
7C	Meet regularly with the State, County, Port Authority, and foundations to review status and opportunities for grants and programs.	Borough & WCDC	Accomplished, maintenance needed.

7G	Research, coordinate, and apply for various government and private grants.	Borough & WCDC	Accomplished, maintenance needed.
1C	Facilitate façade improvements through grant applications, coordination, and support.	WCDC	Accomplished, needs more attention
1F	Upgrade zoning, subdivision and land development, and signage ordinances to achieve desirable building heights, setbacks, and uses.	Borough	Accomplished, needs more attention
1G-2	Develop and implement a capital improvements program.	Borough	Accomplished, needs more attention
2J	Work with private lenders to create incentives for locally owned businesses.	WCDC	Accomplished, needs more attention
3F	Hold an annual public, large-scale cleanup within the Business District; maintain cleanliness through regular street sweeping, litter removal, and sidewalk cleaning.	WCDC	Accomplished, needs more attention
4B	Upgrade zoning and subdivision and land development ordinances to allow and encourage high density and a rich mix of land uses.	Borough	Accomplished, needs more attention
4J	Engage Sustainable Pittsburgh to perform a Sustainability Assessment for the municipality and implement its recommendations.	Borough	Accomplished, needs more attention
7D	Continue to partner with universities to advance studies, pilot programs, and demonstration projects.	Borough & WCDC	Accomplished, needs more attention
1E	Implement architectural design guidelines developed by the WCDC through distribution and support.	WCDC	Started - on track, in process
1K	Provide short-term cosmetic upgrades and longer-term replacement and widening to the Penn Avenue Busway/rail underpass	Borough, owner, PennDOT, etc.	Started - on track, in process
1L	Develop features at major entries to the Business District at Penn and the Busway, Penn and Swissvale, on Wood Street and at other major portals	WCDC	Started - on track, in process
1O	Renovate and reuse the train station for public and private use associated with the Busway; create a public open space around the train station.	Allegheny County, Borough	Started - on track, in process
1Q	Support the renovation of the Penn Lincoln.	PHLF	Started - on track, in process
2F	Market redevelopment opportunities and provide incentives for developers and investors to reclaim existing space.	WCDC	Started - on track, in process
2H	Pursue the opportunity to provide liquor licenses for a limited number of specialized commercial establishments.	Borough & State	Started - on track, in process
5A	Consider the comfort, ease and safety of pedestrian circulation to be of equal importance to vehicular circulation.	Borough	Started - on track, in process
5G	Commission a traffic study to examine vehicular circulation, signalization, and pedestrian-safety improvements.	Borough	Started - on track, in process
6A	Make housing a key component of any TOD.	Borough	Started - on track, in process

8A	Coordination with WCDC and Chamber - define roles and opportunities for sharing. Identify contributions to business district, using the Business District Revitalization Plan as a guide.	WCDC & Chamber of Commerce	Started - on track, in process
1H-1	Expand historic streetlights.	Borough	Started - on track, in process
1H-2	Clean and maintain decorative historic streetlights.	Borough	Started - partially completed, needs revisited
2E	Maintain a comprehensive list of groups and projects in the Business District.	WCDC & Chamber of Commerce	Started - partially completed, needs revisited
2N	Coordinate with the efforts of community-based and non-profit organizations and facilities to expand and connect with activities in the Business District.	WCDC	Started - partially completed, needs revisited
2O	Work to bring urban pioneers, artists, entrepreneurs, and urban gardeners into the eastern areas of the District.	WCDC	Started - partially completed, needs revisited
3E	Improve the physical appearance of the Business District through code enforcement, streetscape improvements, renovation, and redevelopment.	All interested owners, residents, etc.	Started - partially completed, needs revisited
4C	Pursue a TOD near the Wilkesburg Busway station.	Borough & WCDC	Started - partially completed, needs revisited
4I	Promote biodiverse, native, and drought-tolerant vegetative cover through street trees, green roofs, bioswales, rain gardens, and additional open space.	Shade Tree Commission	Started - partially completed, needs revisited
7B	Identify roles, responsibilities, interaction, and process for groups involved in Business District revitalization efforts, including elected officials, staff, Planning Commission, WCDC, and the redevelopment authority and have a development process that is predictable, fair, and cost-effective.	Borough, Chamber of Commerce, WCDC, & appropriate authorities	Started - partially completed, needs revisited

Responsibilities

As part of the Business District Revitalization Plan, each action step was identified with one entity as the party responsible for carrying out the task. As the plan has been adopted and enacted, however, the stated party is not necessarily the most equipped or most appropriate entity to carry out the action step. **It is recommended that the updated plan be reviewed and suggested changes be adopted. Each party should be aware of changes and their role, with assignments clarified, if necessary.** The following steps have been identified as areas for specific review, as new or potentially new responsible parties/partners have been identified through the update and the first four years of plan adoption. a

Action	Description	Originally Assigned Responsibility	Suggestion
1E	Implement architectural design guidelines developed by the WCDC through distribution and support.	WCDC	and WCACDC (partner)
1G-1	Pursue funding for streetscape design and cost estimating.	Borough	and WCDC (partner)

1H-2	Clean and maintain decorative historic streetlights.	Borough	and WCDC (partner)
1J	Design and implement a program to stabilize vacant significant buildings	Borough in partnership with appropriate authority, etc.	and WCDC (additional partner)
1K	Provide short-term cosmetic upgrades and longer-term replacement and widening to the Penn Avenue Busway/rail underpass	Borough, owner, PennDOT, etc.	and WCDC (partner)
1L	Develop features at major entries to the Business District at Penn and the Busway, Penn and Swissvale, on Wood Street and at other major portals	WCDC	and WCACDC (partner)
1M	Institute a public art program focused on streetscape elements such as the Busway/rail underpass, streets, and open space improvements.	Public Art Board	Takeover: WCACDC
1N	Pursue reinstatement of a bus stop at the train station.	Borough & Port Authority of Allegheny County	and WCDC (partner)
1O	Renovate and reuse the train station for public and private use associated with the Busway; create a public open space around the train station.	Allegheny County, Borough	and WCDC (partner)
1Q	Support the renovation of the Penn Lincoln.	PHLF	and WCDC (partner)
2D	Build on the success of the farmers' market by engaging other businesses, expanding relationships with local urban agriculture, and increasing market capture of commuters.	WCDC & business owners	and Chamber of Commerce (partner)
2E	Maintain a comprehensive list of groups and projects in the Business District.	WCDC & Chamber of Commerce	Involve Chamber of Commerce
2G	Have an active business retention/expansion program and communicate regularly with the Chamber of Commerce, major businesses, and property owners.	WCDC & Chamber of Commerce	Collaboration needed
2H	Pursue the opportunity to provide liquor licenses for a limited number of specialized commercial establishments.	Borough & State	and WCDC (partner)
2K	Work to clear titles to make properties more attractive for private redevelopment.	Borough, School District & Allegheny County	and WCDC (partner)
2P	Identify niche markets and reach out to related businesses, organizations, and institutions to identify and pursue opportunities.	WCDC	and Chamber of Commerce (partner)
3A	Complete a branding effort and marketing program.	WCDC & Chamber of Commerce	Involve Chamber of Commerce
3B	Appoint a media officer and promote positive media attention through high-visibility activities, press releases, articles, public service announcements, etc.	Borough & WCDC	Involve Borough and other major entities (i.e. Hosanna House)

3C	Create an e-mail list and keep members apprised of good news, web site, postings, and volunteer opportunities.	WCDC & Chamber of Commerce	Involve Chamber of Commerce
3E	Improve the physical appearance of the Business District through code enforcement, streetscape improvements, renovation, and redevelopment.	All interested owners, residents, etc.	Someone to engage owners and residents. Otherwise, how are they engaged in this process?
3H-2	Increase business owner awareness of crime prevention opportunities.	Borough & business owners	and WCDC (partner)
4E	Identify and promote programs for development with water- and energy- efficient fixtures, recycled materials, and energy production.	Borough	and additional specialized partner (i.e. Nine Mile Run Association etc.)
4F	Renovate the Business District streetscape as a model of urban sustainability with best practices for materials reuse, energy efficiency, storm water management, and vegetative cover.	Borough & WCDC	and additional specialized partner (i.e. Nine Mile Run Watershed Association etc.)
4G	Integrate bioswales, rain gardens, and pervious pavement into municipal parking lots as grants are available and development occurs over time.	Borough & WCDC	and additional specialized partner (i.e. Nine Mile Run Watershed Association etc.)
4H	Create a highly visible demonstration project to encourage reuse of vacant lots with urban agriculture, plant nurseries, or rain gardens. Harvest rainwater for plant irrigation.	Borough & WCDC	and additional specialized partner (i.e. universities, GTECH, etc.)
4I	Promote biodiverse, native, and drought-tolerant vegetative cover through street trees, green roofs, bioswales, rain gardens, and additional open space.	Shade Tree Commission	Takeover: WCDC, Borough, and additional specialized partner (i.e. Nine Mile Run Association etc.)
4K	Provide trash receptacles for recycling.	Borough	and WCDC (partner)
4M	Continue to support and expand the farmers' market and enhance it with locally grown food.	Borough	and WCDC, Chamber of Commerce (additional partners)
5D	Provide a pedestrian link between the Wilkesburg Station to neighborhoods to the east.	Borough & Port Authority	and WCDC (partner)
5E	Meet with the Port Authority to explore the opening of the train station as an additional stop.	Borough & Port Authority	and WCDC (partner)
5F	Open pedestrian underpasses at the train station and Franklin Avenue.	Borough & State	and WCDC (partner)
5G	Commission a traffic study to examine vehicular circulation, signalization, and pedestrian-safety improvements.	Borough	and WCDC (partner)
5I	Develop a holistic parking strategy for employees, commuters, and shoppers including off- and on-street locations, number of parking	Borough	and WCDC (partner)

	spaces, and cost structure.		
5J	Establish a Transit Revitalization Investment District/TOD implementation committee to focus on transit issues in the Borough.	Borough	and WCDC (partner)
5K	Conduct a Transit Revitalization Investment District study to determine the feasibility and location of a TOD and potential for commuter overflow parking.	Borough	and WCDC (partner)
6D	Work with Action Housing, Pittsburgh Partnership for Neighborhood Development (PPND) and Allegheny County on housing funding and improvement programs.	Borough	and WCDC (partner)

Many of the recommendations suggested adding the WCDC as a partner in the action step. The WCDC and other suggested partners create the possibility to support assigned stakeholders in capacity, fund acquisition, advocacy and/or coordination. In the following section, which examines the WCDC’s role in the Business District Revitalization Plan, it is shown that the majority of newly recommended tasks for the WCDC are already part of the WCDC’s strategic plan.

WCDC Strategic Plan

The activation of the Wilkinsburg Community Development Corporation was identified as a priority of the Business District Revitalization Plan and as a result the WCDC was identified as a major leader in reaching the identified goals. The WCDC has successfully utilized the Business District Revitalization Plan to guide its focus and has modeled their strategic plan based on the plan’s findings. To ensure continued alignment, the 2012-2017 WCDC Strategic Plan and Goals has been reviewed for cohesion with the Business District Revitalization Plan.

ASSIGNED TASKS NOT IDENTIFIED IN STRATEGIC PLAN

Following review of the WCDC Strategic Plan, the WCDC is poised to continue to implement the Business District Revitalization Plan. Of the 36 tasks assigned to the WCDC in the Business District Revitalization Plan, 17 WCDC tasks were directly addressed in the Strategic Plan with 19 WCDC tasks not clearly mentioned. Within those unmentioned 19 tasks, 6 actions have been accomplished, 1 task is no longer a priority, 1 task is suggested to be assigned to a different organization, and the 4 sustainability tasks are indirectly targeted through the WCDC green initiatives goals. The result is 7 goals that have not been identified in the WCDC strategic plan, remain to be accomplished, and remain identified in the updated Business District Revitalization Plan. Those 7 tasks are shown bolded below, in addition to the other 12 tasks not specifically identified in the WCDC Strategic Plan.

Action	Description	Responsibility	Status	Priority	Comments
1A	Prioritize improvements and target reinvestments and redevelopment consistent with the Business District Revitalization Plan.	Borough & WCDC	Accomplished, maintenance needed.	2	Strategic Plan shows strong alignment as a whole.
1E	Implement architectural design guidelines developed by the WCDC through distribution and support.	WCDC	Started - on track, in process	2	Suggested change of Responsibility to WCACDC.
2A	Establish a Main Street program and hire a manager to market, target and recruit key businesses, and schedule activities and events.	WCDC	Accomplished, maintenance needed.	3	Accomplished.
2D	Build on the success of the farmers' market by engaging other businesses, expanding relationships with local urban agriculture, and increasing market capture of commuters.	WCDC & business owners	No, but mindful	2	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan
2E	Maintain a comprehensive list of groups and projects in the Business District.	WCDC & Chamber of Commerce	Started - partially completed, needs revisited	2	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan
2G	Have an active business retention/expansion program and communicate regularly with the Chamber of Commerce, major businesses, and property owners.	WCDC & Chamber of Commerce	Not Accomplished	3	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan
2I	Get involved with the Workforce investment Board, Career Link, and partner with the School District and other educational providers to create new jobs in the Business District and train residents for them.	WCDC	Not Accomplished	5	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan
2N	Coordinate with the efforts of community-based and non-profit organizations and facilities to expand and connect with activities in the Business District.	WCDC	Started - partially completed, needs revisited	3	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan
2O	Work to bring urban pioneers, artists, entrepreneurs, and urban gardeners into the eastern areas of the District.	WCDC	Started - partially completed, needs revisited	4	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan

3F	Hold an annual public, large-scale cleanup within the Business District; maintain cleanliness through regular street sweeping, litter removal, and sidewalk cleaning.	WCDC	Accomplished, needs more attention	2	
4C	Pursue a TOD near the Wilkinsburg Busway station.	Borough & WCDC	Started - partially completed, needs revisited	2	Indirectly addressed through 2.5, 2.4 and 1.2.
4F	Renovate the Business District streetscape as a model of urban sustainability with best practices for materials reuse, energy efficiency, storm water management, and vegetative cover.	Borough & WCDC	Not Accomplished	3	Indirectly addressed through 2.5, 2.4 and 1.2.
4G	Integrate bioswales, rain gardens, and pervious pavement into municipal parking lots as grants are available and development occurs over time.	Borough & WCDC	Not Accomplished	5	Indirectly addressed through 2.5, 2.4 and 1.2.
4H	Create a highly visible demonstration project to encourage reuse of vacant lots with urban agriculture, plant nurseries, or rain gardens. Harvest rainwater for plant irrigation.	Borough & WCDC	Not Accomplished	5	Indirectly addressed through 2.5, 2.4 and 1.2.
6C	Apply for the Elm Street program.	Borough & WCDC	No longer applicable	7	No longer top priority.
7A	Adopt the Business District Revitalization Plan, identify group responsible for implementation, and have a yearly review to review successes, identify priorities, and reconsider ineffective strategies.	Borough & WCDC	Accomplished, maintenance needed.	4	Strategic Plan shows strong alignment as a whole.
7D	Continue to partner with universities to advance studies, pilot programs, and demonstration projects.	Borough & WCDC	Accomplished, needs more attention	4	Not identified in strategic plan but aligned with current partnerships with universities.
7E	Hire an Executive Director for the WCDC and a Main Street Manager; provide a single point of contact for Business District activities.	Borough & WCDC	Accomplished.	-	Accomplished.
7F	Develop a capital improvements program for streetscape improvements, building stabilization, property acquisition, and demolition.	Borough & WCDC	Not Accomplished	2	Has not been identified in the WCDC strategic plan, remains to be accomplished, and remains identified in the updated Business District Revitalization Plan

TASKS RECOMMENDED FOR WCDC, ALREADY IN WCDC STRATEGIC PLAN

The WCDC Strategic Plan was also reviewed for alignment with the 19 tasks the WCDC is recommended to become partners on. 10 of the 19 recommended tasks are already addressed in the WCDC Strategic Plan, despite not being listed as the WCDC’s responsibility. Those 10 action steps include:

Action	Description	Responsibility	Status	Priority
1G-1	Pursue funding for streetscape design and cost estimating.	Borough	No, but mindful	3
1J	Design and implement a program to stabilize vacant significant buildings	Borough in partnership with appropriate authority, etc.	Not Accomplished	1
1N	Pursue reinstatement of a bus stop at the train station.	Borough & Port Authority of Allegheny County	No, but mindful	Reliant on 10
1O	Renovate and reuse the train station for public and private use associated with the Busway; create a public open space around the train station.	Allegheny County, Borough	Started - on track, in process	2
2H	Pursue the opportunity to provide liquor licenses for a limited number of specialized commercial establishments.	Borough & State	Started - on track, in process	4
2K	Work to clear titles to make properties more attractive for private redevelopment.	Borough, School District & Allegheny County	Not Accomplished	1
5E	Meet with the Port Authority to explore the opening of the train station as an additional stop.	Borough & Port Authority	No, but mindful	3
5G	Commission a traffic study to examine vehicular circulation, signalization, and pedestrian-safety improvements.	Borough	Started - on track, in process	-
5I	Develop a holistic parking strategy for employees, commuters, and shoppers including off- and on-street locations, number of parking spaces, and cost structure.	Borough	Not Accomplished	5
6D	Work with Action Housing, Pittsburgh Partnership for Neighborhood Development (PPND) and Allegheny County on housing funding and improvement programs.	Borough	Not Accomplished	5

It is recommended the WCDC be added as partners or leads in these actions.

TASKS RECOMMENDED FOR WCDC, NOT IN WCDC STRATEGIC PLAN

The remaining 9 recommended action tasks are not directly mentioned in the WCDC’s Strategic Plan, however, 6 of the actions currently involve the WCDC despite not being assigned to the organization or being identified in the strategic plan. The 3 remaining recommendations have been chosen for their close affiliation with other action steps the WCDC is responsible for. It is recommend the WCDC review these tasks before adopting responsibility changes to the plan.

Action	Description	Responsibility	Status	Priority	Comments
1H	Clean, maintain, and expand decorative historic streetlights and remove duplicative high-level lights	Borough	Redefined Into smaller actions	2	WCDC has been involved in funding maintenance.
1K	Provide short-term cosmetic upgrades and longer-term replacement and widening to the Penn Avenue Busway/rail underpass	Borough, owner, PennDOT, etc.	Started - on track, in process	2	WCDC has been involved in the underpass study.
4I	Promote biodiverse, native, and drought-tolerant vegetative cover through street trees, green roofs, bioswales, rain gardens, and additional open space.	Shade Tree Commission	Started - partially completed, needs revisited	5	WCDC has been involved in the street tree addition to downtown Wilkinsburg.
4K	Provide trash receptacles for recycling.	Borough	Not Accomplished	3	WCDC has acquired trash receptacles for the business district.
4M	Continue to support and expand the farmers’ market and enhance it with locally grown food.	Borough	Not Accomplished	2	Aligns with 2D - assigned to WCDC.
5D	Provide a pedestrian link between the Wilkinsburg Station to neighborhoods to the east.	Borough & Port Authority	Not Accomplished	3	Aligns with train station renovation and bus stop opening which is identified in WCDC Strategic Plan.
5F	Open pedestrian underpasses at the train station and Franklin Avenue.	Borough & State	No, but mindful	Reliant on 5E	Aligns with train station renovation and bus stop opening which is identified in WCDC Strategic Plan.
5J	Establish a Transit Revitalization Investment District/TOD implementation committee to focus on transit issues in the Borough.	Borough	Not Accomplished	3	The WCDC could play a key role in seeking funding or providing capacity, depending on the timing of the TRID study.
5K	Conduct a Transit Revitalization Investment District study to determine the feasibility and location of a TOD and potential for commuter overflow parking.	Borough	No, but mindful	2	The WCDC could play a key role in seeking funding or providing capacity, depending on the timing of the TRID study.