

The Wilkinsburg Plan

BUSINESS DISTRICT REVITALIZATION PLAN

2015 UPDATE

Table of Contents

| | |
|--|-----------|
| The Project | 3 |
| Executive Summary | 4 |
| Introduction | 7 |
| <i>PROCESS</i> | 9 |
| Update to Goals and Action Steps | 12 |
| <i>GOAL 1: AESTHETICS. The Wilkinsburg Business District will be a traditional, historic, and walkable main street commercial area.</i> | 12 |
| <i>GOAL 2. ECONOMIC VITALITY. The Wilkinsburg Business District will be prosperous and economically sustainable.</i> | 15 |
| <i>GOAL 3 MARKETING. The Wilkinsburg Business District is friendly, safe, and attracts residents, workers, commuters, and shoppers from a regional market.</i> | 17 |
| <i>GOAL 4: SUSTAINABILITY. The Wilkinsburg Business District will be environmentally sustainable and promote green development practices.</i> | 19 |
| <i>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.</i> | 21 |
| <i>GOAL 6: HOUSING. The Wilkinsburg Business District will have abundant, attractive code compliant housing.</i> | 23 |
| <i>GOAL 7: PROCESS. Wilkinsburg will have the administrative structure and human and financial resources to implement the Business District Revitalization Plan.</i> | 24 |
| Recommendations | 26 |
| <i>KEY STRATEGIES</i> | 28 |
| Accomplishments | 32 |
| Responsibilities | 34 |
| WCDC Strategic Plan | 37 |
| <i>ASSIGNED TASKS NOT IDENTIFIED IN STRATEGIC PLAN</i> | 37 |
| <i>TASKS RECOMMENDED FOR WCDC, ALREADY IN WCDC STRATEGIC PLAN</i> | 40 |
| <i>TASKS RECOMMENDED FOR WCDC, NOT IN WCDC STRATEGIC PLAN</i> | 41 |

The Project

The Wilkesburg Plan is a strategic plan created to guide public policy in the Borough of Wilkesburg. Comprised of three separate documents, The Wilkesburg 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 Wilkesburg 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 Wilkesburg.

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 Wilkesburg, the Wilkesburg 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 Wilkesburg 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 Wilkesburg 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 Wilkesburg 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.wilkinsburgpa.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 identified 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. Wilkinsburg 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) |
|-----------|---|---|

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 |
|-----------|---|----------------|--|---|

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 Wilkesburg 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 Wilkesburg 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 Wilkinsburg 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 Wilkinsburg Business District’s economic vitality.

| Goal 2: Economic Vitality. The Wilkinsburg 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 Wilkinsburg, 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 Wilkesburg 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. |