

CONNECTING wilkinsburg



A PROJECT OF THE ~~ARTS~~ AS AN EXTENSION OF I WISH I KNEW

01.2019

A TRANSIT REVITALIZATION
INVESTMENT DISTRICT **STUDY**
For the Borough of Wilkinsburg, PA



01.2019

**A TRANSIT REVITALIZATION
INVESTMENT DISTRICT STUDY**
For the Borough of Wilkinsburg, PA

A Transit Revitalization Investment District Study

This document is the final report for the 2017-2018 Transit Revitalization Investment District (TRID) study for the Borough of Wilkinsburg, Pennsylvania. The study was funded in part by the Department of Community and Economic Development of the Commonwealth of Pennsylvania with a local match from the Borough of Wilkinsburg which included in-kind services provided by the Pittsburgh Community Reinvestment Group.

Steering Committee

The steering committee was composed of Wilkinsburg Planning Commission Members, Borough Council Members, the Wilkinsburg Community Development Corporation, residents and representation from appropriate government agencies including the Department of Community and Economic Development, the Southwest Pennsylvania Corporation, the Port Authority of Allegheny County, and Allegheny County Economic Development.

Consultant Team

Delta Development Group
2000 Technology Pkwy, Mechanicsburg, PA 17050
www.deltaone.com

Lynn Colosi
Lynda Conway
Rebecca Burk

evolve environment::architecture
6020 Broad St, Pittsburgh, PA 15206
www.evolveea.com

Christine Mondor
Elijah Hughes
Ashley Cox
Nico Azel
Nickie Cheung

Pittsburgh Community Reinvestment Group
1901 Centre Ave. #200, Pittsburgh, PA 15219
www.pcrgrg.org

Chris Sandvig
Alyssa Lyon

Herbert, Rowland and Grubic, Incorporated
200 West Kensinger Dr, Cranberry Township, PA 16066
www.hrg-inc.com

Kyle Beidler

2017 - 2018

CONTENTS

	INTRODUCTION	01
I.i	Executive Summary	
I.ii	What is TRID?	
I.iii	Study Process	
	TRID IN WILKINSBURG	21
1.1	Why Wilkinsburg?	
1.2	Municipal Values	
1.3	Recent + Planned Development	
	PUBLIC SPACE IMPROVEMENTS	31
2.1	Existing Transit + Infrastructure Assessment	
2.2	Infrastructure Projects	
2.3	Infrastructure Matrix	
	DEVELOPMENT PROPOSALS	67
3.1	Existing Land Use Assessment	
3.2	Downtown Wilkinsburg	
3.3	North of the Busway	
3.4	South of the Busway	
3.5	Development Matrix	
	PROGRAMS AND POLICIES	83
4.1	Policy Recommendations	
4.2	Program Recommendations	
4.3	ETOD Enabling Best Practices	
4.4	Policy Matrix? -PAAC Comment	
	IMPLEMENTATION	97
5.1	Financial Plan	
5.2	Management Entity	
5.3	Continuing the Process	
	APPENDICES	115
A.1	Market Study	
A.2	Public Meeting Materials	
A.3	Previous Plan Summaries	
A.4	Transportation Infrastructure	
A.5	Programmatic Best Practice Research	
A.6	Policy Best Practice Research	
A.7	Bibliography	





INTRODUCTION

- Executive Summary
- What is TRID?
- Study Process



STATE ROUTE 35

Buses Only

NO PARKING
IN FRONT OF
BUS STOP

Bus Stop

NO PARKING

NO PARKING

Executive Summary

BACKGROUND

The Borough of Wilkesburg was interested in conducting a TRID (Transit Revitalization Investment District) Study to identify TOD (transit-oriented development) opportunities and transportation infrastructure needs at and around Wilkesburg Station on Port Authority's East Busway. In October 2017, the Borough hired Delta (Delta Development Group, Inc.) and its team members evolveEA (evolve Environment Architecture), HRG Engineering (Herbert, Rowland & Grubic, Inc.) and PCRG (Pittsburgh Community Reinvestment Group) to examine the feasibility of creating a TRID around Wilkesburg Station. The yearlong study confirmed the Borough's impression. Wilkesburg has an abundance of opportunities, however, the transportation infrastructure around which those opportunities can flourish is dilapidated and disconnected.

The Commonwealth of Pennsylvania TRID Act of 2004 (and amended in 2016) provides a way for local municipalities like Wilkesburg and their taxing body partners to finance transportation infrastructure improvements to facilitate TOD. The Act has prescribed planning guidelines for studying feasibility of a TRID and creating a 1/2-mile district within which the financing mechanism can be applied. To determine feasibility, key transportation infrastructure upgrades that could attract development and encourage alternative mobility options were identified. Private development potential was assessed including potential uses of available parcels for commercial, retail or residential development with varying sizes and densities to forecast incremental real estate taxes that could be generated by new development. Per the Act's 1/2-mile area, the district was examined to determine development opportunities and devise a TRID boundary that maximizes real estate tax increment or "value capture." A financial plan, based on infrastructure improvements and development opportunities, was then developed to evaluate feasibility of establishing a TRID district.

All things considered, a Wilkesburg TRID is partially feasible; however, that viability is highly dependent on redevelopment occurring on two primary properties at Wilkesburg Station - Port Authority's park-and-ride and Peoples Gas office on Pitt Street, neither of which are currently available for development. With TOD implemented on these sites, Wilkesburg TRID is forecasted to yield more than **\$2.75 MILLION** in incremental real estate taxes annually that can be used to borrow at least \$21 million over a 20-year period. Without development on those sites, the TRID produces about \$524,000 and leverages \$4 million over a 20-year period. With more than \$48 million worth of infrastructure needs identified within the TRID, the latter scenario is neither viable nor sustainable. However, the former scenario coupled with a solid public funding plan is achievable.

A 25-member Advisory Team was convened to inform and direct the study process and outcome. Members represented diverse interests consisting of officials from: Wilkesburg Borough, Planning Commission and School District; the local Community Development Corporation; City of Pittsburgh, Allegheny County and Pennsylvania Department of Community & Economic Development; Southwestern Pennsylvania Commission and Alliance for Transportation Working in Community; Port Authority; Chamber of Commerce; and organizations such as Hosanna House, Community Forge and Grow Pittsburgh. The Advisory Team met nearly once a month for the duration of the study and was responsible for sharing information with their constituents and bringing input back from community members.

The Wilkesburg TRID Study fulfills the Borough's goal of "pulling together the myriad planning efforts and identifying a funding and implementation strategy" and "building on the recommendations of previous and current plans" to upgrade transportation infrastructure and activate station area development. This outcome was reached by undertaking the TRID Act's prescribed approach, which is highlighted below.

CURRENT CONDITIONS

Wilkinsburg has multimodal transportation infrastructure that other communities can only dream of having. A bus exclusive right-of-way for expedient travel to the region's two largest economic activity centers. A 748-space park and ride lot to avert astronomical daily parking rates in Oakland and downtown Pittsburgh. Twenty-two bus routes that connect Wilkinsburg with dozens of communities to the east and west. Major roadway connections to the region's interstate highway and turnpike system. Shall I go on? Regardless, Wilkinsburg's resident can't fully appreciate or utilize these transportation riches because the infrastructure is old, deteriorated and disconnected and, in most cases, dysfunctional for local travelers.

Wilkinsburg Station on the East Busway, the facility around which the TRID Study was focused, works for people that live east of Wilkinsburg but is cut-off from residents. The Station itself is located on the north side of a Norfolk Southern railroad line that bifurcates the Borough and is impeded physically, functionally and visually from the downtown core and residential areas. Accessways for pedestrians and bicyclists to Wilkinsburg Station from the community are riddled with conflicting movements of on-street buses, East Busway buses and cars destined for the park-and-ride lot. The distance from the center of the community's business district to Wilkinsburg Station is -mile.

The study area has one main roadway that exhibits high vehicular traffic and three neighborhood streets that exhibit most of the transit route activity. Penn Avenue is the most heavily traveled road in Wilkinsburg due to its' use as an alternative route to Oakland and downtown Pittsburgh and access to the interstate highway system. It functions like a highway in the middle of a neighborhood. Ross, Wallace and South avenues are the primary on-street transit corridors that connect the East Busway to the Borough and to neighborhoods east of Wilkinsburg. Ross and Wallace avenues are utilized by Port Authority routes travelling inbound to Pittsburgh and entering the East Busway via Wallace Avenue. Ross and South avenues are used by Port Authority routes travelling outbound from the East

Busway and destined for suburbs east of Wilkinsburg. Unfortunately, the heavy volumes of vehicles and condition of the roads make the network unsafe and unnavigable for local pedestrians.

Most every street in the study area incorporates sidewalk infrastructure. Sidewalks are present on the north and south sides of Penn Avenue with demarcated crosswalks at eight intersections. The sidewalks are in fairly good condition, but the traffic signals and technology are outdated. Even with sidewalks, the corridor feels like a dangerous pedestrian environment due to high traffic, and physical as well as visual barriers. Wood Street, the borough's local business district, has sidewalks on the east and west sides of the street. The sidewalks have red inlaid brick featuring street trees and decorative lighting exhibiting a comfortable and safe environment. The pedestrian infrastructure at Wallace Avenue at the entry of the Busway is unsafe, confusing and outdated.

There is no bicycle infrastructure present in the study area except for a bike rack at Wilkinsburg Station. There are no bicycle sharrows or designated bike paths within the community nor connecting to adjacent communities like Homewood, a neighborhood in the City of Pittsburgh that prioritizes bike use.

MARKET ASSESSMENT

Because Wilkesburg had market analyses completed in the past, the market assessment examined previous reports, extracted relevant data, and updated the information accordingly. Specifically, the assessment was based on work previously completed through the Wilkesburg Business District Market Analysis and Wilkesburg Business District Revitalization Plan. Additional research was conducted to identify regional changes that could provide economic opportunities for Wilkesburg such as the potential market for restaurants, retail, office, and light industrial/manufacturing and demand for housing.

THIS RESULTANT STAND-ALONE REPORT ILLUSTRATED THE FOLLOWING KEY FINDINGS AND RECOMMENDATIONS, WHICH WERE DISCUSSED AND FINALIZED WITH THE ADVISORY TEAM

Wilkesburg is home to industry sectors that historically have a greater propensity to locate near transit

Following regional trends, employment in Wilkesburg Borough is heavily concentrated in the Health Care and Social Assistance sector. More than 25% of all jobs in Wilkesburg Borough are in this sector. The analysis shows that Wilkesburg Borough should focus efforts on targeting those industries for recruitment and retention.

Higher relative incomes in Wilkesburg's secondary trade area will be advantageous to future development

However, development will need to overcome the hurdle created by the currently low-values and low-incomes in the study area. Development around Wilkesburg Busway Station will need to offer significant value and quality to attract future residents. Median household income and disposable income in Wilkesburg's secondary trade area are higher than that of Wilkesburg's primary trade area but remain significantly lower than Allegheny County and Pennsylvania.

There is potential demand for housing in the area due to the number of workers who commute to the area

In 2015, approximately 4,000 people were commuting into Wilkesburg for employment, representing 93.5% of all workers. Wilkesburg can expect, at a conservative estimate, that approximately 5% of workers would be willing to shorten their commute if there were more appealing housing choices closer to their workplace. In addition, Wilkesburg might be able to capture approximately 5% of the 3,302 workers who commute daily into the City from areas like Plum, Oakmont, Verona, and Churchill boroughs. A 5% capture rate could potentially create a demand for 165 new housing units in Wilkesburg Borough.

The lack of social infrastructure and adequate public amenities, if left unaddressed, could greatly hinder Wilkesburg's TOD strategy

Most of the rental properties in Wilkesburg's CBD are income restricted; there remains a lack of diversified housing options for area workers. Many of the buildings are older and safety is a major concern for residents. Public outreach during the Wilkesburg Business District Revitalization Plan also found a lack of adequate open space as a growing issue for residents. The Borough should consider open space, street trees, benches, public art, and additional streetscape amenities that enhance the quality of life and create a sense of community character.

Blighted, vacant parcels are impacting Wilkesburg's ability to attract new business development; however, there remains a considerable retail gap in Wilkesburg's secondary trade area

Based on the retail gap analysis, Wilkesburg's secondary trade area contains 35 food and drink establishments, which is greatly under-served with respect to these types of establishments. Consumers within this area represent a market potential of \$13,788,630, which means that the market is forced to travel outside of Wilkesburg's secondary trade area to eat and drink.

PUBLIC MEETINGS

The TRID Act dictates that two public meetings must be held: one to introduce the TRID Study; and one to present the outcome. Due to concerns about TRID requiring only two public meetings, the Consultant recommended, and the Advisory Team agreed, to increase the number of public meetings to three: one to introduce the study, explain TRID and obtain input on barriers to mobility; a second, which was in the format of a workshop, to identify priority public projects and development areas; and a third to present results and gather final feedback. Additionally, PCRG, the Consultant team member responsible for public involvement, conducted ancillary meetings throughout the community and with local government officials. The three public meetings were held at Hosanna House and conducted December 2017, April 2018 and July 2018.

DEVELOPMENT OPPORTUNITY

Development potential within the TRID was identified by: reviewing existing Borough plans; utilizing results of the market assessment; meeting with Borough officials to learn about imminent development; and conducting field views to document develop-able sites. This approach revealed nearly 30 sites exhibiting potential for private investment in and around Wilkinsburg Station, if coincided with public infrastructure improvements. Most of the properties are surface lots owned by the Borough's Parking Authority and the others are underutilized sites owned by tax exempt public entities.

As part of the study approach, development potential was differentiated by area – Downtown Wilkinsburg, North of the Busway and South of the Busway. Generally, potentially develop-able parcels in Downtown and North of the Busway are infill sites that most likely will produce commercial and retail opportunities in the 5,000 to 10,000 square foot range. However, two parcels North of the Busway exhibit lucrative opportunities for TOD – Port Authority's park-and-ride and Peoples Gas office. Preliminary conversations have occurred with these property owners, but, for now, development is not forthcoming. Three parcels located South of the Busway show potential as well. These sites were purchased recently by a private investor who, for now, is holding the sites for future development and fulfilling current tenant leases. Largely, however, the potential development parcels can be considered "redevelopment" sites that have a higher and better use with targeted infrastructure reinvestments at and around Wilkinsburg Station.

TRANSPORTATION INFRASTRUCTURE PROJECTS

Corresponding with transportation improvements identified in Wilkinsburg's previous studies and plans, the priority infrastructure projects expressed by the Advisory Team and public was made quite clear. Their projects, identified by type and in order of priority, consist of:

1. Railroad Trestle (Underpass) – Repair the railroad trestle underpass on Penn Avenue to upgrade its' condition and improve safety, visibility and aesthetics. **(\$6.7 million)**
2. Station – Relocate Wilkinsburg Station to improve physical and visual access; create a pedestrian plaza to establish a safe and active environment; implement multimodal elements to facilitate alternative ways to travel including a bike station, woonerf on Pitt Street, pedestrian bridge over the railroad/ busway and reopen the pedestrian tunnel at Franklin Avenue. **(\$18.7 million)**
3. Hay Street – Modernize the ramp and ramp area to upgrade infrastructure by implementing a woonerf at Sawyer Way, fully reconstructing Hay Street and extending the linear park trail. **(\$3.01 million)**
4. Business District – Improve Penn Avenue and Wood Street areas to install transit, pedestrian and streetscape infrastructure consisting of on-street standard and customized bus shelters, intersection bump-outs and upgraded crosswalks, lighting and signage, plants, benches and trash bins, and downtown superstation that provides direct access to transit for residents of Wilkinsburg. **(\$22.4 million)**

This list of priority projects, which is the ultimate vision or wish-list of infrastructure improvements to modernize and connect Wilkinsburg and maximize economic development, is estimated to cost about \$48 million in 2018 dollars, which is likely achievable only with a long-term action plan, considerable private development activity and ongoing commitment.

TABLE # Priority Infrastructure Projects

INFRASTRUCTURE ELEMENT	QTY	UNIT COST	2018
TRESTLE			\$6,312,395.00
Trestle Repair at Penn Ave		\$5,955,080.00	\$6,312,395
STATION			\$17,636,754.00
Wilkinsburg Station Relocation			\$6,500,000.00
Pedestrian Plaza			\$2,000,000.00
Bike Station		\$412,032.00	\$436,753.92
Pitt Street Woonerf			\$1,000,000.00
Pedestrian Bridge Over Busway/Railroad			\$6,500,000.00
Pedestrian Tunnel Reopening at Franklin Avenue			\$1,200,000.00
HAY STREET			\$2,843,874.00
Sawyer Way Woonerf			\$1,000,000.00
Hay Street Full Depth Reconstruction			\$6,500,000.00
Linear Park Trail Extension		\$607,428.00	\$1,200,000.00
BUSINESS DISTRICT			\$21,091,000.00
On-Street Bus Shelters	20	\$12,000.00	\$240,000.00
Custom Shelter (On-Street Transit Plaza)	2	\$175,000.00	\$350,000.00
Intersections with Bump-outs/Upgraded Crosswalks	10	\$250,000.00	\$2,500,000.00
Intersections with Bump-outs/Upgraded Crosswalks/Traffic Signals	14	\$450,000.00	\$6,300,000.00
Penn/Wood Street Lighting (per Block)	14	\$75,000.00	\$1,050,000.00
Penn/Wood Street Signage (per Block)	14	\$5,000.00	\$70,000.00
District Lighting (per Block)	14	\$35,000.00	\$490,000.00
District Signage (per Block)	14	\$1,500.00	\$21,000.00
Penn/Wood Street Amenities (Plants, Benches, Trash Bins) (per Block)	14	\$5,000.00	\$70,000.00
Downtown CBD Superstation.Layover (Assumed Paired with Development)			\$10,000,000.00
TOTAL ESTIMATE BASED ON IMPLEMENTATION YEAR			\$47,884,012.00

TABLE # Development Proposal

DEVELOPMENT ZONE	PARCEL INFO		BOROUGH-SCHOOL-COUNTY MILLAGE			FORECASTED ANNUAL TAX	INCREMENT
	SQ.FT.	EST. VALUE	0.014	0.0295	0.00473		
DOWNTOWN WILKINSBURG							
Surface Lot at Ross at Wood Behind Citizen's Bank	5,063	\$101,250	\$1,418	\$2,986.88	\$478.91	\$4,883	\$4,883
Surface Lot at Ross at Wood Behind Citizen's Bank	8,100	\$162,000	\$2,268	\$4,779.00	\$766.26	\$7,813	\$7,813
Surface Lot Corner of Ross at Medicine Way	10,692	\$213,840	\$2,994	\$6,308.28	\$1,011.46	\$10,314	\$10,314
Surface Lot on Ross Next to Medicine Way	3,985	\$79,704	\$1,116	\$2,351.27	\$377.00	\$3,844	\$3,844
Surface Lot on Ross Next to Medicine Way	6,172	\$123,444	\$1,728	\$3,641.60	\$583.89	\$5,954	\$5,954
Surface Lot on Ross Next to Medicine Way	35,046	\$700,920	\$9,813	\$20,677.14	\$3,315.35	\$33,805	\$33,805
Surface Lot on South at Medicine Way	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
Surface Lot on South Next to Medicine Way	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
Surface Lot on South Next to Medicine Way	11,761	\$235,224	\$3,293	\$6,939.11	\$1,112.61	\$11,345	\$11,345
Vacant Lot Corner Penn/Center Corner Lot	43,481	\$869,616	\$12,175	\$25,653.67	\$4,113.28	\$41,942	\$41,942
Surface Lot Next to Penn							
NORTH OF THE BUSWAY							
Busway Park and Ride	433,125	\$12,560,625	\$175,849	\$370,538.00	\$59,412.00	\$605,799	\$605,799
People's Gas	559,834	\$33,590,052	\$470,261	\$990,907.00	\$158,881.00	\$1,620,048	\$1,620,048
People's Gas							
Surface Lot on Wallace Across from Claire's Way	6,768	\$135,351	\$1,895	\$3,993.00	\$640.00	\$6,528	\$6,528
Surface Lot on Wallace Next to Post Office	6,768	\$135,351	\$1,895	\$3,993.00	\$640.00	\$6,528	\$6,528
School Building	20,423	\$592,261	\$8,292	\$17,472.00	\$2,801.00	\$28,565	\$28,565
Senior High School Building	61,017	\$1,769,502	\$24,773	\$52,200.00	\$8,370.00	\$85,343	\$85,343
Surface Lot on Wallace Across from Mulberry	22,729	\$454,572	\$6,364	\$13,410.00	\$2,150.00	\$21,924	\$21,924
Surface Lot on Wallace Across from Mulberry	3,375	\$67,500	\$945	\$1,991.00	\$319.00	\$3,256	\$3,256
Surface Lot on Wallace Across from Mulberry	3,375	\$67,500	\$945	\$1,991.00	\$319.00	\$3,256	\$3,256
Surface Lot on Wallace Across from Mulberry	8,235	\$164,700	\$2,306	\$4,859.00	\$779.00	\$7,943	\$7,943
Surface Lot on Wallace Across from Mulberry	4,118	\$82,350	\$1,153	\$2,429.00	\$390.00	\$3,972	\$3,972
Vacant Lot on Wallace Behind Penn/Center Lot	21,576	\$431,514	\$6,041	\$12,730.00	\$2,041.00	\$20,812	\$20,812
Vacant Lot and Boarded-Up Building on Wallace	65,070	\$1,887,030	\$26,418	\$55,667.00	\$8,926	\$91,011	\$90,380
SOUTH OF THE BUSWAY							
901-907 West Street	138,785	\$2,775,708	\$38,860	\$81,883.00	\$13,129.00	\$133,872	\$115,145
Surface Lot on West at South							
Surface Lot on West at Ross							
TOTAL INCREMENT							\$2,749,711
75% Rate							\$2,062,283
INCREMENT WITHOUT PAAC/PEOPLE'S GAS							\$523,863
75% Rate							\$392,898

FEASIBILITY

To make a year-long story short, Wilkinsburg's \$48 million TRID is partially achievable only if TOD occurs on two key development parcels - Port Authority and Peoples Gas. Otherwise, the TRID is not feasible at all. If all 29 of the potential sites mentioned previously are developed, the TRID is estimated to yield \$2.75 million of real estate taxes annually. Just over \$2.2 million is generated from the Port Authority and Peoples Gas sites. Without those sites, the development proposal yields just \$523,863 in an annual real estate tax increment. Depending on interest rates, the increment resulting from development on all 29 sites can leverage between \$21 million - \$25 million over a 20-year period. The rest of the funds to accomplish remaining infrastructure priorities will have to come from other sources.

To determine the future assessed value for each parcel in the Development Proposal, property assessments from the market area along the East Busway were examined to determine values per square foot. Values per square foot by land use determined from those sources were then used to forecast future assessed value of development parcels within the TRID and summarized in the Development Proposal table. (It is important to note that for the purposes of forecasting future assessed values in Wilkinsburg, comparables obtained for commercial and residential properties in East Liberty were discounted 50 percent due to the aggressive real estate markets in Eastside and Bakery Square.)

For the purposes of this study and to forecast borrowing power, the tax increment was assumed to be split 75 percent for the TRID and 25 percent for the taxing bodies. Therefore, the increment available for borrowing at full development build-out is \$2.062 million annually. The increment available for borrowing without the Port Authority and Peoples Gas sites is \$382,898. The exact distribution of real estate tax revenues between the TRID and taxing bodies, however, will be resolved during negotiations if, in the future, Wilkinsburg desires to formally implement the TRID.

- **\$2.062M annual payment @ 7.5% for 20 years = \$21,021,041**
- **\$2.062M annual payment @ 5% for 20 years = \$25,697,077**
- **\$392,898 annual payment @ 7.5% for 20 years = \$4,005,395**
- **\$392,898 annual payment @ 5% for 20 years = \$4,896,377**

IMPLEMENTATION

The tipping point for implementing a TRID in Wilkesburg is development of Port Authority park-and-ride and Peoples Gas sites. Regardless of whether that scenario transpires, here are key steps to using the work accomplished in the TRID Study to revitalize the Station area and Wilkesburg.

Appoint a Champion to Implement TRID Recommendations

There's no way to sugar-coat this; the priority projects identified in this study will never be implemented unless "someone" makes it their mission. "Someone" can be the borough manager, director of the CDC, or an administrator hired specifically for these purposes. Regardless, someone MUST champion this effort.

There is a lot of groundwork to lay and momentum to build, which doesn't happen organically, to implement a TRID or, in this case, undertake a \$48 million laundry list of priority projects. The TRID champion is someone who should be an exemplary communicator and writer, understand local and state politics, possess knowledge about grant programs and able to facilitate consensus and support.

This administrator will be responsible for developing details and carrying-out the rest of the recommendations that are presented below. However, there is an action item that can be undertaken immediately. Because the railroad trestle was identified as the Borough's number one priority project, it is recommended that the first course of action is to apply for CTF and GEDF grant funds to design and engineer reconstruction of the railroad trestle. CTF and GEDF applications are due the first and second quarter of 2019, respectively.

Don't Implement the TRID Now, But Establish the TRID Boundary

For now, formally enacting a TRID is not practical or feasible. There is no actual development occurring currently that would enable value capture or the ability to leverage additional funds to undertake public projects. However, development activity should be monitored regularly so that if the market begins to turn and private investment begins to occur, the TRID should be adopted and enacted.

Regardless of whether the TRID is formally adopted in the future, it is important to establish the area in which infrastructure and development investments will occur. Wilkesburg's TRID boundary is centered around Wilkesburg Busway Station and determined by identifying infrastructure needs and development opportunities within a 1/2-mile of the Station area. The boundary accounts for jurisdictional borders with the City of Pittsburgh, into which the Advisory Team did not want to encroach, and nearby communities of Regent Square, Edgewood and Forest Hills. Boundaries of the district were adjusted to account for streets and intersections and, as such, boundaries are likely less than 1/2-mile in some places. As a result, the recommended TRID boundary encompasses a radius closer to 1/4-mile instead of a more expansive area.

Infrastructure essentials and development opportunities were determined by conducting field views, considering input from the Advisory Team and borough officials, and reviewing the market analysis. One other typical approach for identifying private investment potential is to assess development projects already underway. These market-driven developments create the ability to capture increment quickly to begin funding the TRID. Unfortunately, during the study, no such projects were underway in the district.

Define Short-Term and Long-Term Priorities

Nearly \$48 million (2018 dollars) of public improvements is a heavy lift; therefore, it is imperative to distinguish priority projects that are critical for safety and essential for development. Based on previous studies/plans and input from the public, there are four main areas that need to be upgraded. Those four areas are: the railroad trestle on Penn Avenue; Wilkinsburg Station; Hay Street; and Penn Avenue/Wood Street business district. Based on the public's prioritization of these areas and potential projects within each area, the number one infrastructure priority, not only in the district but in Wilkinsburg Borough, is the railroad trestle. In 2019 dollars, a complete renovation of the railroad trestle is estimated at \$6.7 million.

Because development in the TRID is going to take some lead time to generate real estate tax increment and subsequent borrowing to accomplish \$48 million worth of public improvements, a priority (or phased) approach is recommended. Further examination of the public infrastructure project list should be undertaken with an evaluation of needs and how best to fund and accomplish those needs. For example, there are projects that might be able to be implemented quickly because they are low cost, like on-street bus shelters. Others, like the projects at Wilkinsburg Station, might be able to be completed by coordinating with the Station owner, Port Authority.

Develop a Funding Plan

At first, development activity might not advance in a manner that creates sufficient real estate tax increment to implement the TRID. Regardless of the TRID outcome, it is recommended that the priority infrastructure projects advance by utilizing other funding approaches. All the priority projects are multimodal and, therefore, eligible for a variety of local, state and federal funding sources, most of which are competitive. Projects should be matched with applicable grant programs identified in the Potential Funding Sources Table along with appropriate matching funds and applications should be developed and submitted accordingly.

Most of the infrastructure elements and develop-able properties identified in the TRID are owned by a public agency, which also creates opportunities for other funds and/or local match contributions. For example, Port Authority is one of the main property owners in the TRID and has access to capital budgets and programs that might be able to contribute to or offset financial needs. Likewise, Allegheny County owns a development site on Penn Avenue from which they stand to benefit and, therefore, might be able to assist with funding options.

Coordinate Agencies and Build Support

It is essential to build a coalition of partner agencies and officials that support improving infrastructure conditions in Wilkesburg, primarily the priority projects that are critical to achieving the TRID's goals. Obtaining grant funds is dependent on these relationships and their advocacy for Wilkesburg's projects. It is recommended that a first-tier group of partners is identified and then convened on an ongoing basis. First-tier partners, at minimum, should include: Wilkesburg Borough, Wilkesburg Community Development Corporation, Allegheny County Economic Development, Port Authority, Allegheny County Executive, and Wilkesburg's state senator and representative. Their ongoing support and concurrence with your priority projects at all levels of government will be imperative to achieve funding awards.

Other important partners should be included depending on which priority infrastructure projects are targeted for implementation. For example, when the railroad trestle project kicks-off, Norfolk Southern should be added to the project team.

All the funding sources described previously are competitive. So, it will be imperative that your partners, most notably your local and state government officials, can unequivocally say that Wilkesburg and its' grant application(s) are the most important in their jurisdiction. It will be incumbent upon the TRID administrator to formulate a sound government relations strategy to build momentum for project application submissions.

Because Port Authority's and Peoples Gas' parcels are so vital to the TRID's feasibility, a strong alliance should be formed with these agencies. It is recommended that the TRID administrator meet continually with Port Authority and Peoples Gas to encourage them to solicit developers for subsequent TOD proposals for their sites. Without TOD on one or both sites, the TRID is not feasible to implement.

Adopt Equity Principles

Nearly one-third of the Advisory Team meetings plus ancillary meetings and all the public meetings included conversations and concerns about equity and the possible loss of well-being for the Wilkesburg community. Stakeholders wanted their fears allayed on two primary concerns:

5. How Wilkesburg residents and entrepreneurs can be assured that they will be able to participate in development and other opportunities emerging from the TRID; and
6. How Wilkesburg can be purposeful in avoiding gentrification because of TRID development.

One Advisory Team member took the lead on these issues and provided sample narrative for equity principles to adopt as part of the TRID. It is recommended that the principles presented below become a mandate for all activity within the TRID boundaries.

- Invest in diversity of property ownership intent, i.e. focus on more than achieving maximum financial returns from real estate.
- Enable diverse sources of capital that can support in a sustainable manner real estate innovation to meet the housing needs of hourly wage earners.
- Develop diverse opportunities for sustainable growth that create local jobs and support local entrepreneurship.
- Involve the community from the beginning and throughout the process.
- People who live in the community should get to stay there.
- Development should create a strong and durable community that attracts and welcomes new residents.
- Publicly-held land should benefit the public first.
- Local business owners should have the opportunity to grow their businesses and new businesses in the community should be supported.
- Transit should get people to jobs, education, goods, and other opportunities.
- Policies that support these principles should be permanent and not tied to a specific project or administration.

Keep Your Eye on the Ultimate Vision

The ultimate vision is the implementation of badly needed public infrastructure and facilitation of private development. As such, it is important to persistently exhibit progress with implementing priority infrastructure projects and continually monitor development activity within the TRID. One begets the other.

During this study, a private investor purchased several large parcels along West Street, south of the Busway. Although redevelopment of those properties isn't imminent, it's a good sign that there is interest in holding the properties until such time momentum shifts. It is recommended that the TRID administrator establish a relationship with this developer (and others that make investments) to monitor the timing for this development.

It's also a good sign that Port Authority has Transit Oriented Development Guidelines and a Station Improvement Program, initiatives that coincide with the Borough's TRID priorities. Success of Wilkinsburg's TRID likely hinges on a relationship with Port Authority and the collective desire to develop the park-and-ride parcel. It is recommended that the TRID administrator and Port Authority work together to advance TOD on this site. This linchpin investment is likely the catalyst for development along Wallace Avenue and the rest of the area.

During the study, informal conversations were held with an official of Peoples Gas who expressed interest in redeveloping their Wilkinsburg site. It is recommended that the TRID administrator, along with Port Authority, meet with Peoples Gas officials to express the TRID vision, introduce a master planning approach to the properties North of the Busway and present the economic potential of TOD around Wilkinsburg Station.

And finally, the funding plan to accomplish short- and long-term public project priorities must be administered holistically. This means that every applicable public funding source must be applied for; every critical partner must be engaged; every relationship that can obtain funds or advance the effort must be leveraged; and every available local dollar must be dedicated to Wilkinsburg's TRID to demonstrate commitment to accomplishing the vision.

What is TRID?

TRID EVALUATES DEVELOPMENT POTENTIAL AND PROACTIVELY FUNDS INFRASTRUCTURE.

A TRID study is not a land use plan in the way most commonly understood by those who have been involved in such exercises. While a community's desired land use and economic development priorities – both for public infrastructure and private investment – must be identified to create a usable, final study product, TRID works best when municipal comprehensive plans, business district plans, and so on, already exist. For these reasons, recommendations of this study are specifically tailored to achieve the shared goal of creating equitable transit-oriented development alongside major upgrades to Wilkinsburg's public-serving transportation infrastructure.

TRID takes previous planning outputs, plus its own community engagement and economic modeling, and creates what is essentially a station-area transit-oriented development business plan. TRID studies count the costs of desired public improvements, balance them against the projected tax revenues from private economic activities, and create financing and fundraising scenarios to help implement goals identified by TRID and previous studies. Finally, as a business plan, TRID lays out a series of steps and programs to help implement its recommendations, and makes recommendations for management structures – including possibly a management entity – to create the capacity necessary to carry out its recommendations.

While this report determines the feasibility of establishing a TRID, readers and participants in this study should not view its conclusions as all-or-nothing recommendations. This report identifies specific station-area redevelopment, equity, and infrastructure improvement needs and goals, plus recommendations about how to achieve them. Many goals can be realized whether or not a TRID management entity is assembled and regardless of the feasibility of tax-increment financing of station-area infrastructure improvements.

Implementation recommendations are broken down by responsible party, lead and supporting. Infrastructure and development recommendations also reveal challenges – fiscal and political – to their successful implementation to help inform decision-making of responsible parties.

Beyond typical TRID studies, we intentionally make policy recommendations that help achieve Wilkinsburg's socioeconomic equity goals related to development and affordable transportation access.

ADDRESSING THE CHICKEN AND EGG PROBLEM

Investment in communities can be like a chicken and egg scenario. If you have neither chicken nor egg, it can be very challenging to get the process going. In places with stagnant development and poor infrastructure, TRID can be used to kick-start the infrastructure and development cycle. TRID evaluates development potential, the increased economic output of potential development, and how to proactively fund community-identified projects



LEGISLATIVE DEFINITION

The TRID legislation enables the use of a district-based tax increment financing mechanism to capture increases in property values to pay for needed improvements. It is distinct from tax-increment financing (TIF) because unlike TIF, it does not require that there be a finding of “blight” in the area where it is used. It also differs from other district-based TIF strategies around the country in its explicit emphases on transit and TOD and the comprehensive, community-based planning that is required for successful TOD implementation.

“TRANSIT REVITALIZATION INVESTMENT DISTRICTS:
Opportunities and Challenges for Implementation” 2011,
PCRG

ON ITS OWN, TRID...

DOES Offer municipal officials and developers a “how-to-do-it” approach (with flexibility and options) to plan and implement TOD, infrastructure improvements

DOES Foster intergovernmental collaboration between Borough, County, Port Authority, Pennsylvania

DOES Create a joint development legal entity with powers and flexibility to develop the best TOD on public land near stations

DOES Evaluate a local financing mechanism for infrastructure

DOES Offer a prospect of state support for planning and implementation funding. Allows funds to be used to maintain public transit facilities

DOES NOT Ensure that equitable development occurs

DOES NOT Make changes to zoning or financial incentives for development

DOES NOT Ensure that the “right” developer is solicited

DOES NOT Provide supportive, social services or public safety tools

DOES NOT Fix all transportation woes

DOES NOT Actively do development or renovation/rehab

DOES NOT Have community opportunity and community interests built in



↑ **ROCHESTER, PA'S ROTARY AND TRANSIT HUB**
Source: Google Earth



↑ **EAST LIBERTY STATION ON THE EAST BUSWAY**
Source: WESA

EXAMPLES OF TRID AND TRID STUDIES

Since TRID was created in 2004 there have been dozens of TRID studies (including several in the Pittsburgh area) but only two Transit Revitalization Investment Districts. Implementation of a TRID isn't always possible, but the TRID Study itself can be a useful process. The TRID Study can bring attention to priority projects while setting the stage for funding and implementation.

TRANSIT ORIENTED DEVELOPMENT

Transit-oriented development (TOD) is carefully planned mixed-use development within walking distance of a transit station. The goal of TOD is to build diverse, walkable, and mixed-use places and assets that improve the quality of living and access of opportunity for communities like Wilksburg with good public transportation. It incorporates multiple community development types including housing, office, retail and/or other amenities integrated into a walkable neighborhood and within a half-mile of quality public transportation.

- Communities that accommodate more healthy and active lifestyles;
- Increased transit ridership and fare revenue;
- Expanded mobility choices that reduce auto dependence, transportation costs, and free up household income;
- Reduced household driving and thus lowered regional congestion, air pollution and greenhouse gas emissions

EQUITABLE TRANSIT ORIENTED DEVELOPMENT

Aims to ensure that all people, including those who are low income, reap the benefits of living in healthy, sustainable communities near transit, including access to living wage jobs, affordable housing, entrepreneurship opportunities, quality schools, parks, fresh foods, neighborhood services, and childcare.

KEY SUCCESS FACTORS FOR ETOD

- Housing preservation enhancement and expansion- affordable market rate
- Adaptive reuse: neighborhood development and transit/pedestrian/cyclist connections
- Commercial development and preservation
- Cultural preservation, celebration and enhancement
- Public Space improvements
- Economic/job creation tied to neighborhood stabilization

It does not take a booming economy for TOD. High quality Bus Rapid Transit (BRT) can achieve similar success to light rail.

PRINCIPLES FOR ETOD

- The community should be involved from the beginning and throughout the process
- People who live in the community should get to stay there
- Development should create a strong and durable community that attracts and welcomes new residents
- Publicly-held land should benefit the public first
- Local business owners should have the opportunity to grow their businesses and new businesses in the community should be supported
- Transit should get people to jobs, education, goods, and other opportunities
- Policies that support these principles should be permanent and not tied to a specific project

Study Process

The Wilkinsburg TRID study assesses the feasibility of implementing a TRID as a component of the total vision for the station area. The Borough of Wilkinsburg believes that a TOD can be a revitalizing force in neighborhoods adjacent to existing transit and that the East Busway corridor and Wilkinsburg Station are excellent opportunities for this type of development. Work from the Wilkinsburg TRID study will be utilized in future studies.

The study had three phases: Discover, Design, and Implementation.

DISCOVERY

At the outset of the project, the team built an in depth understanding of existing conditions and previous efforts

Study Area Analysis

The team analyzed the study area's existing conditions, assets, and opportunities. This included an current conditions summary of transit infrastructure, existing zoning, existing tax conditions, and active development sites.

RECENT Planning Analysis

The team summarized the goals and projects of the many overlapping plans and studies that have been performed by Wilkinsburg in the past. This helped the team to steer the project in a way that aligned with Wilkinsburg's priorities.

Community Meeting 01

The team met with the public the public to explain what TRID is an how this study fits into the story of Wilkinsburg

QUALITY	EQUITY	VITALITY	CAPACITY	STRATEGY
Public Safety	Code Enforcement and Clean Up	Transit Oriented Development	Organizational Structure	Implementation Strategy
Code Enforcement	Transit Oriented Development	Code-Compliant Space	Regional Approach	Future Land Use
Sustainability	Redevelopment Strategy	Business Recruitment and Development	Capacity Building	Funding Strategy

 **TRID VALUES OVERLAID ON BOROUGH GOALS**
Source: *The Wilkinsburg Plan- 2020, page 181*

DESIGN

After gathering a baseline of the social, economic and spatial qualities of the study area, guided by the values and principles designated by the community the team prepared possible development and infrastructure scenarios that could occur. Possible projects were vetted by key stakeholders whose buy in would be critical to successful implementation. The following steps in our process documents physical Improvement strategies for realizing the community's vision

Station Area Land Use

Our team identified where future development should be invested in, where improvements to the public realm can connect major community gateways, and a conceptual development scale, fit and mix that compliments the Borough's existing assets. This was used as a basis to estimate the amount of increment that could be collected by the TRID.

Transportation Improvements

Comprehensive transportation improvements were depicted in conceptual level station designs for use as the basis for estimating separate and collective costs of constructing infrastructure improvement.

Community Meeting 02

The community was presented with a restatement of their community values and project priorities gathered from previous plans, and the first public meeting. Afterwards, attendees were able to participate in a TRID simulation within the study area.

IMPLEMENTATION

Comprehensive input combined with the analysis data and proposed land use recommendations led us to a likely land use scenario along with a set of assumptions. Using that information, the final phase of the study is to understand the people, processes and resources required for execution. The following steps in our process documents our action plan for realizing the community's vision.

Financial Plan

This allowed our team to determine an estimated "as built" assessment of the development scenarios and the increment real estate and other permissible taxes resulting from development within the TRID.

supportive policy

Beyond typical TRID studies, we intentionally made policy recommendations that help achieve wilkinsburg's socioeconomic equity goals related to development and affordable transportation access.

organizational Structure

Without being too prescriptive, we created a framework for the ideal management entity and partnering bodies that will be best suited to oversee how TRID funds are used to best support community values.

Community Meeting 03

The community was presented with development and infrastructure scenarios that synthesized values and vision with physical and economic constraints. They were then able to review, comment and add to proposed projects and policies.



MEMBERS OF THE PUBLIC DISCUSS THEIR VALUES AT THE FIRST PUBLIC MEETING
Source: Elijah Hughes





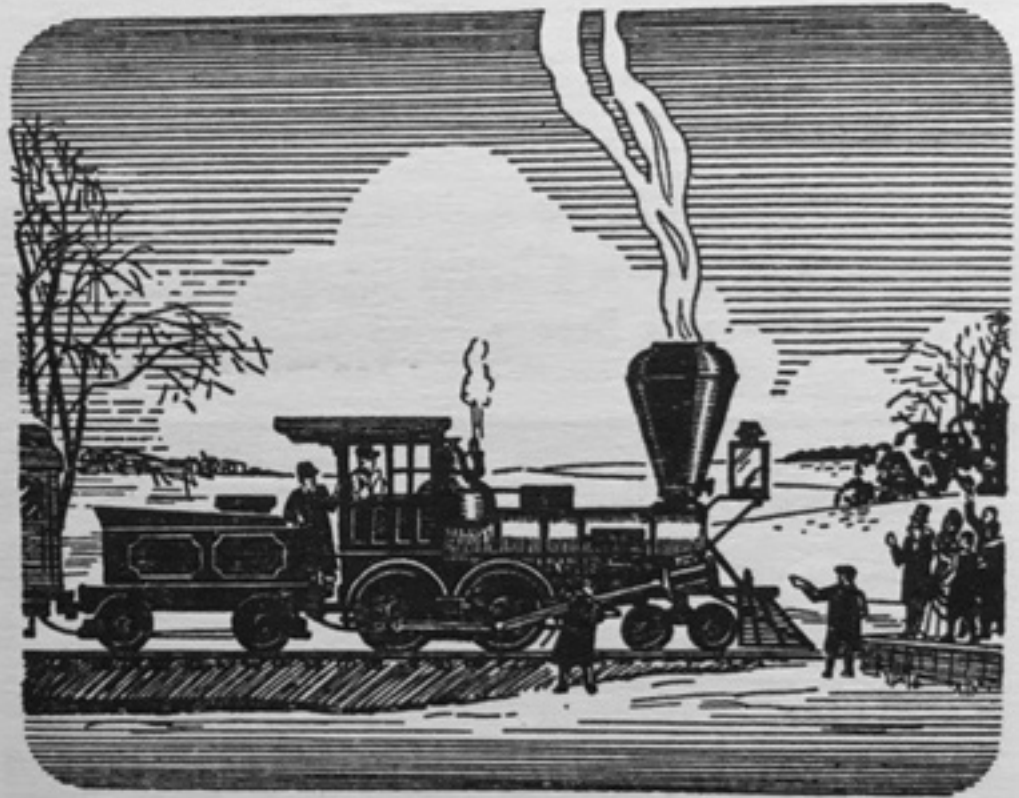
01

TRID IN WILKINSBURG

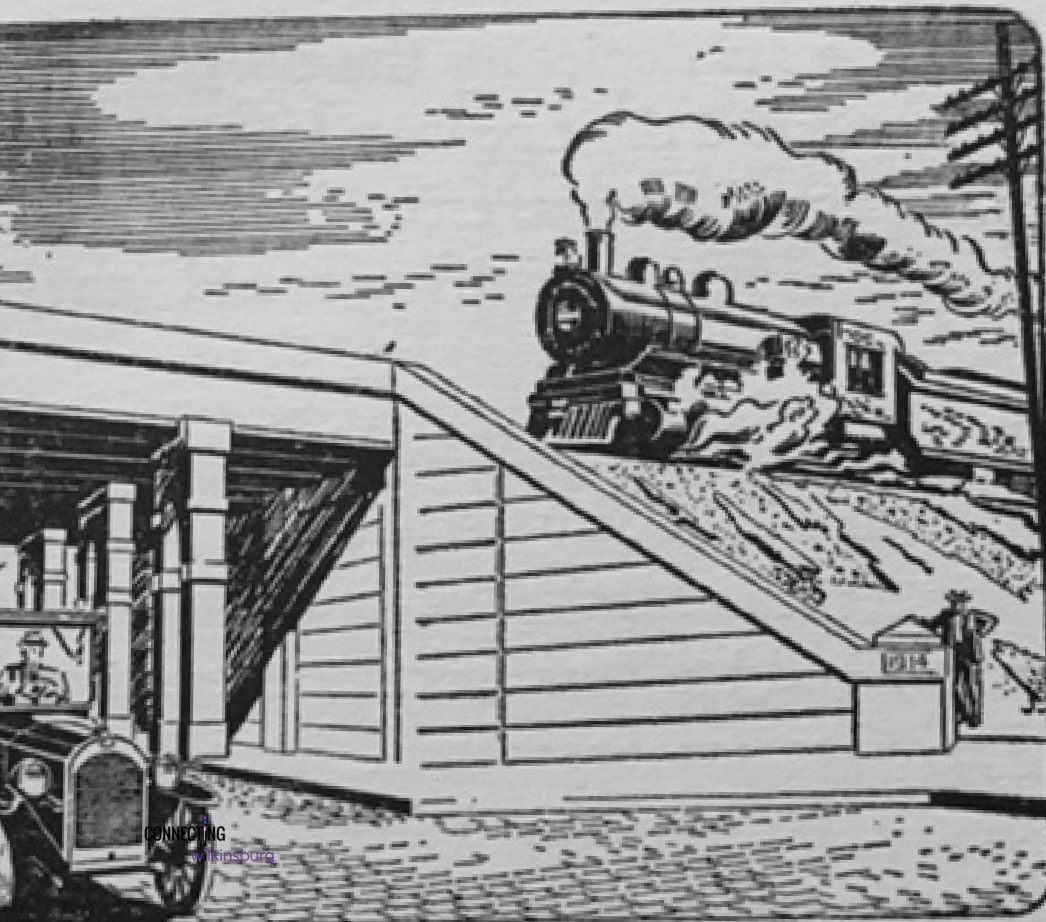
- Why Wilkinsburg?
- Municipal Values
- Existing Conditions
- Growing Momentum

section and prepared many local boys for eastern colleges.

The first train into Wilkinsburg on December 10, 1852, was pulled by the puffy, self-important, wood-burning engine, the "F. K. Heisley." A dinky string of red-painted passenger cars behind the engine were lighted with oil lamps.



All that year the talk of the town was the coming of the new railroad. The crews of men grading the roadbed and laying the track whetted the interest to a sharp climax on the day in



All Wilkinsburg breathed easier when the Pennsylvania Railroad tracks through the town were finally elevated in 1916.

Why Wilkinsburg?

TRANSIT THEN AND NOW

Wilkinsburg came into being because of mass transit, and it is mass transit that is the cornerstone of its revival. From its formation in 1871 to today, trains, streetcars and buses have been central to Wilkinsburg's development and character. The abundance of intercity and commuter rail along the Pennsylvania Railroad's vaunted Main Line, combined with the hand-in-hand development of an extensive streetcar network and diverse housing, industry, retail, and commerce, transformed Wilkinsburg into a vibrant economic center almost overnight; in its first 20 years, Wilkinsburg's population grew tenfold, then continued at a rate above 20% per decade until 1930.

Wilkinsburg suffered many of the same ills as neighboring Pittsburgh during the latter half of the Twentieth Century. Infrastructure also played a hand in this. Establishment of the Penn-Lincoln Parkway on its eastern border led to rapid eastward suburbanization and an outmigration of thousands of residents. This hollowing out, in turn, weakened mass transit and passenger rail service. The ill effects of East Liberty's massive urban renewal days spread throughout the East End and Wilkinsburg. Jobs started bleeding out as well, exacerbating an already rapid retreat from the urban core.

Today, Wilkinsburg's population is half of its 1950 peak, with vacancies of over 18% for residential, concentrated in its core, and 29% throughout its vast commercial district. In addition, 18% of all taxable properties are tax-delinquent as are the majority of the commercial district's vacancies, and the median real estate sales price is \$21,000. Median household income similarly plummeted. Wilkinsburg still stands at the nexus of major transportation arteries, but today, they serve more to send opportunity elsewhere and divide the community than benefit the Borough. Heavily travelled Penn Avenue strangles the business district as 20,000 vehicles daily pass through the Borough. The East Busway not only creates a physical barrier between more economically stable parts of the Borough and its challenged core, it also generates congestion as roughly 1,000 cars access its two park-and-ride lots daily and heavy bus traffic – on and off the Busway – traverses residential streets. Today, traffic and economic opportunities go through, not to, Wilkinsburg.

However, this very infrastructure is also the key to Wilkinsburg's future and why a TRID study is timely and important. The Martin Luther King, Jr. East Busway, one of the earliest and most unique forms of BRT in the United States, has an average weekday ridership of about 24,000 and annual ridership of almost 7,000,000, nearly 10% of all Port Authority trips. Wilkinsburg station is the busiest by far, with 2,400 trips starting or ending there on an average weekday. The backbone of the service is the P1 East Busway-All Stops serving all stations along the East Busway and several stops within Downtown Pittsburgh. This route operates seven days a week with weekday service beginning at 5:07 AM and concluding at 1:02 AM (exact times change quarterly at the discretion of the Port Authority). Additionally, the P3 provides weekday express service from Swissvale to Oakland. Using this exclusive right-of-way, it is faster to take a bus to Oakland or Downtown Pittsburgh than it is to drive.

The area surrounding the Busway is also very well served by transit. Fourteen routes provide a mix of busway-only and on-street, fixed-route services linking Allegheny County's eastern communities with Downtown Pittsburgh. Many of these terminate at Wilkinsburg Station, providing easy transfer to the P1 or P3.

Especially in its commercial core, transit abundance and utilization, and pedestrian activity, is stronger here than in all but a few places in Allegheny County. Large commercial and former industrial parcels at the Busway/Penn Ave. nexus position the Borough to catalyze major economic opportunities. Port Authority of Allegheny County, the transit service provider and a major property owner in the study area, has identified Wilkinsburg as a top priority for its transit-oriented development program and a key location for infrastructure investment in its fixed-guideway system. Wilkinsburg still has intact much of the infrastructure and character from its earlier days, both in buildings and infrastructure. The combination of compact, walkable blocks with the abundance of transit, are the foundations for any revitalization in Wilkinsburg's core and the reason why a TRID study could be catalytic.

While some strategies have been outlined for the purpose of Transit Oriented Development in the Wilkinsburg Comprehensive Plan, this study is conducted to provide a more specific and tactful approach. This study is a key step in establishing a TRID for the Wilkinsburg station area, and will allow the Borough and community leaders to implement station area and business district investment strategies. By drawing on the underutilized asset of the Busway, the community can begin to bring prosperity back to Wilkinsburg's core. It is vital to pulling together the myriad planning efforts, and identifying a funding and implementation strategy for them all. Building on the recommendations of previous and current plans, the study develops an activation strategy for station area parcels as well as a parking/mobility strategy for the area to grow transit and ped/bike utilization while re-energizing Wilkinsburg's commercial core and housing stock.

ASSETS AND OPPORTUNITIES

Wilkinsburg exists because of transit. This is the heritage upon which to build its future. The Borough has

- Access to opportunity
- Compact, walkable blocks
- Varied historic architecture from multiple time periods and of multiple types

WALKABLE MIX OF BUILDING USES

The Borough is walkable and has a mix of building typologies that could support a dynamic place for living, working, and playing.

The district was designed with compact, walkable blocks.

Varied sizes and types of architecture from many time periods add unique character.

Adjacent housing of many different types are able to access transit.

PART OF A REGIONAL NETWORK

Wilkinsburg Station is the busiest public transit station in the Pittsburgh metropolitan area outside of Downtown Pittsburgh. It is well connected to the region both by car and by bus and, with a few strategic improvements, could be a major civic asset to the people of Wilkinsburg.

HIGH QUALITY BUS SERVICE

Faster to Oakland by bus than by car.

High quality rapid transit – East Busway.

Numerous on-street routes within a quarter of a mile of the Busway.

Also, many of Wilkinsburg's residents are transit-reliant. Improved transit assets and transit-oriented amenities can improve their quality of life.

Municipal Values

COMMUNITY ENGAGEMENT

Team member PCRG has been studying the Martin Luther King, Jr. East Busway since early 2014 and brought its knowledge and processes to the Wilkinsburg TRID study. Using various neighborhood studies to inform its work, PCRG spent eight months with Wilkinsburg residents and community leaders to understand what the opportunities and concerns that, from their perspectives, new investment could bring. PCRG coordinated closely with the Borough representatives and the Advisory Committee – comprised of Borough Council members and residents – to help guide and participate in on-the-ground, efforts throughout the engagement process. Outreach tactics included hundreds of hours of one-on-one community engagement, three facilitated community meetings, and over 250 interactions through the project team’s online SharePoint drive. Outreach initiatives were sensitive to uncovering the needs of under-served populations (minority, low income, LEP, disabled and seniors) including minority and low income.

COMMUNITY MEETING 01- AFFIRMATION OF COMMUNITY GOALS

The project team utilized the first public meeting to introduce the study and establish a baseline understanding of Wilkinsburg’s quality-of-life values, and the challenges and opportunities within the Borough. Over 77 people attended including residents, business owners, the Advisory committee, government officials, and additional stakeholders such as the Port Authority and community-based organizations. Through a series of dialogues and debates, consultants were able to extract micro-level data regarding assets, issues and fears from the perspective of patrons and investors within the neighborhood.

Listed below are overarching themes and feedback reiterated by participants and compiled by consultants throughout the engagement process:

Opportunities for people: how do we enable prosperity?

that Wilkinsburg’s future is linked to the future of its people, as the municipality begins to see physical improvements, it’s imperative to ensure citizens have access to opportunities that support individuals, families and businesses

Opportunities include: improve pedestrian access to the Busway, affordable housing, and workforce development

Equitable development: how do we meet community needs?

Taking note of Wilkinsburg’s advantages, citizens are in close proximity to transit, the business district is intact, walkable and well-connected. In anticipation of the future, it is important to see expressed community priorities reflected in upcoming development

Equitable development includes: access to healthcare, education, and providing resources to local businesses

Activity: what do we do in our business district and how does it give it character?

Wilkinsburg has had a long history as a regional destination that had drawn others to work shop and enjoy themselves. Recognizing this role, it’s important to maintain high quality of life experiences that represent citizens and their values

Activities include: beautification projects, investing in public and green spaces, and main street business revitalization

Connectivity: how to connect Wilkinsburg to the region?

Vibrant communities offer many ways to connect to places and people outside of the immediate neighborhood. People of all ages should be able to travel safely and affordably to places in and beyond the community

Connectivity includes: extending bus times and routes, installation of bus shelters, and re-assessing accessibility needs

Mobility: What keeps us moving?

Vibrant communities offer many ways to connect to places and people inside and outside of the neighborhood. People of all ages should be able to travel safely and affordably within and beyond the community.

Mobility includes: adequate parking, bike lanes, visibility, and maps and signage

Livability: what keeps will keep us in Wilkinsburg?

Sustainable communities are prone to generating development that serves to mitigate/eliminate fears of displacement and/or gentrification.

Generations of Wilkinsburg residents should have access to adequate quality of life resources without threats of being priced out of their homes, insufficient resources (i.e. food, social services), subject to blight and abandonment, poor transit access and more

Livability includes: improved neighborhood perception

Integrity: what is Wilkinsburg's North Star?

Inclusive of Wilkinsburg's heightened sense of community, how will present and future development serve to enhance the neighborhood integrity by preserving/honoring history, catering to current community needs

COMMUNITY MEETING 2: SCENARIO DEVELOPMENT + MODELING

During the second community meeting, the project team introduced an interactive activity entitled the 'Investment and Development Simulation,' constructed to reveal the relationship between infrastructure and bricks-and-mortar development, and the challenges inherent in building equity and preserving community. Basic parameters were provided, but the simulation's intent was to educate participants on the impact of purely market-driven development and public investment.

Within their efforts to remain equitable and inclusive of the neighborhood's unique landscape, participants became challenged as they attempted to address community needs and mindfulness of its current economic and cultural priorities as they also attempted to invest in the development of space and place. The revelation that simulation largely mirrors actual market-driven TOD results led one participant to note that:

"..arts and culture are not earning enough value in the simulation; considering arts are a platform and catalyst for social and civic engagement, these civic activities are pertinent to combatting various neighborhood issues such as vacant lots, abandoned houses, and blighted areas. Additionally, aesthetics alter perspectives on 'place,' which ultimately impact the economic vitality of the area; assisting in the transformation of Wilkinsburg from a connector borough to a destination hub for non-Wilkinsburg residents and visitors."

The exercise was successful in two directions. First, Wilkinsburg not only cognitively understood the interactions between development, infrastructure, and gentrification; it had experienced facilitating it through a simulation. Secondly, the community's response reaffirmed, for the project team and the Advisory team, the community's desire to implement systems and promote development that, at its core, empower, encourage and uplift the community and its inhabitants. 45 individuals participated in the meeting.

COMMUNITY MEETING 3: RECOMMENDATIONS AND NEXT STEPS

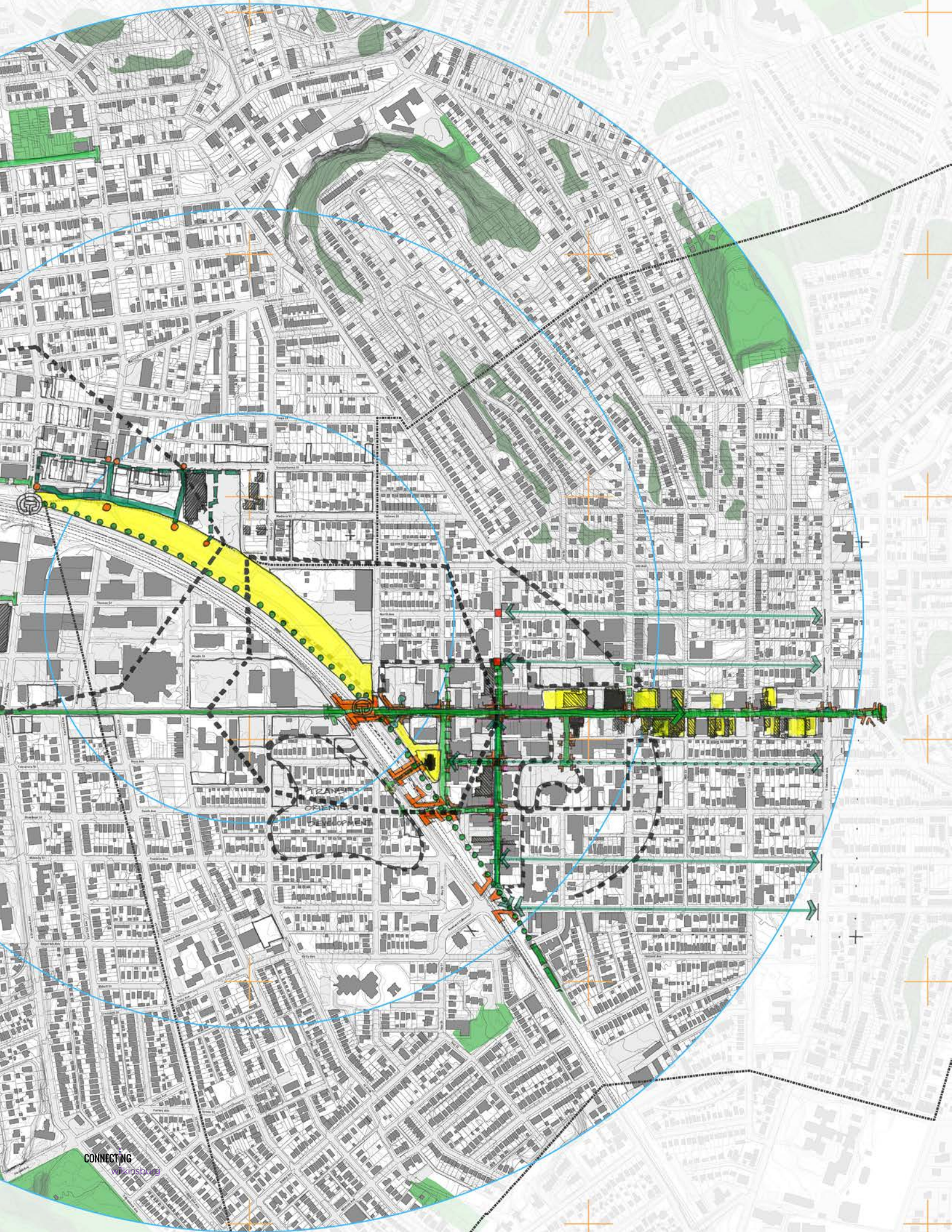
Consultants and Advisory members presented development and policy suggestions to ~122 attendees based on feedback received throughout the engagement process. Advisory committee members and volunteer residents led the conversation by highlighting the top three priorities (Equity, Infrastructure, and Development) extracted from the community throughout the engagement period. Additionally, TRID partners reviewed how TRID works with a focus on next steps as it pertains to creating equitable transit-oriented development, or ETOD, priorities for the Borough. Key points included:

- What TRID is and is not
- Success factors for Equitable Transit Oriented Development (ETOD)
 - *Matching principles with policies will result in ETOD*
- TRID management entity, roles and responsibilities; preferably a management entity that enables the borough to manage growth
 - *A TRID management entity can be defined as a municipality, transit agency, redevelopment authority, municipal authority, neighborhood improvement district management association, business improvement district or a similar governmental or nonprofit organization*
- Inclusion of others in post-study initiatives and activities, and recommendations for interaction and agenda-setting.

ENGAGEMENT OUTSIDE PUBLIC MEETINGS

Additional community engagement included reaching out to community members and neighborhood stakeholders outside of the Advisory team (initially within the allocated Wilkinsburg station area) in an effort to encourage additional participation and input. Engagement tactics included:

- 1-on-1 meetings with individuals, utilizing other PCRG staff where necessary to hone in on affirmed community goals;
- Identify salient issues and rallying points for individual/stakeholder engagement, involvement;
- Engage stakeholders in creation of priorities, goals for the community within walking distance of the Busway
- Engage in local government discussions where applicable



TRANSIT
ORIENTED
DEVELOPMENT

RECENT AND PLANNED DEVELOPMENT

The area around Wilkinsburg has undergone many planning efforts over the course of 20-years that have focused on a range of topics. They were as specific as a redesign of an underpass to an overhaul of the streetscape in the Central Business District. All have contributed another nugget of wisdom and the collective input and energy of the community, all centered around the future of Wilkinsburg.

The purpose of this previous plan scan was to (1) compile previous planning work performed in the primary and secondary study areas, and (2) establish a foundation of development, infrastructure projects and priorities that have already gone through a robust community process. The map shows proposed development, as well as public space improvements within our study area. We can see clearly the amount of planning energy that has been invested,

DEVELOPMENT

We found that there was a heavy focus around the central business district, with a heavy emphasis on Penn Avenue and Wood Street. For many the western threshold in and out of Wilkinsburg is at this point and the community has been consistent in its desire to build upon that node.

Categories of Development Projects

- Port Authority TOD
- Susquehanna Development
- Lexington Office Park
- CBD Mixed-Use Renovations and Infill

INFRASTRUCTURE

We found that there was a heavy focus around the central business district,

Categories of Infrastructure Projects

- Sidewalk Repair and Widening
- Linkages to Transit
- Bike Lanes/Routes
- Underpass Upgrades
- Traffic Flow Improvements
- One to Two-Way Conversions
- Accessible Parking
- Train Station Renovation
- Flood Mitigation
- Upgrading/Underground Utilities

WILKINSBURG COMPREHENSIVE PLAN	2010
BUSINESS DISTRICT REVITALIZATION PLAN	2010
HOMEWOOD TRID STUDY	2014
WILKINSBURG TRAFFIC STUDY - PHASE I	2014
PCRG BETTER BUSWAY 2.0(PHASE 1?)	2017
WILKINSBURG TRESTLE DESIGN + ENGINEERING	2013-2014
SPC/PORT AUTHORITY EASTERN CORRIDOR TRANSIT STUDY AND TRANSITIONAL ANALYSIS	2003
SUSQUEHANNA DEVELOPMENT MASTERPLAN	Ongoing
URA - BRIDGING THE BUSWAY	2010
WILKINSBURG TRAFFIC STUDY - PHASE II	2015
ACTIVE ALLEGHENY	2010
WOOD STREET 2-WAY CONVERSION	2017
CLUSTER PLAN: CLUSTER 8	2014
CUSTER PLAN: CLUSTER 9	2014
WATERSHED STUDIES/PROJECTS	Ongoing
EAST LIBERTY TRID STUDY	2011
HAZARD MITIGATION PLAN	2015
HISTORIC PRESERVATION	2007
PCRG TOD TYPOLOGY STRATEGY	2014
PORT AUTHORITY TOD GUIDELINES	2016
KEYSTONE COMMUNITIES PARKING STUDY	2018





02

PUBLIC SPACE IMPROVEMENTS

- Existing Transit + Infrastructure Assessment
- Infrastructure Projects
- Infrastructure Matrix



PORT AUTHORITY

STYLE FOR BROWN PEOPLE
Dunkin' Donuts

KILLIN'

NIKE

NIKE

Existing Transit + Infrastructure Assessment

WILKINSBURG'S STREET INFRASTRUCTURE

BOROUGH STREETS

The study area has one main roadway that exhibits high vehicular traffic and three neighborhood streets that exhibit most of the transit route activity. Penn Avenue, which runs in an east/west direction just south of the East Busway and Wilkinsburg Station is the most heavily traveled road in the study area. According to Traffic Volume Statistics from PennDOT for the Southwestern Pennsylvania Commission (SPC) region, more than 21,500 vehicles each day use Penn Avenue between Brushton and Swissvale avenues. Ross Avenue, Wallace Avenue and South Avenue are the primary on-street transit corridors that connect the East Busway to the Borough and neighborhoods east of Wilkinsburg. Ross and Wallace avenues are utilized by Port Authority routes traveling inbound to Pittsburgh and entering the East Busway via Wallace Avenue. Ross and South avenues are used by Port Authority routes traveling outbound from the East Busway and destined for suburbs east of Wilkinsburg.

According to a Traffic Circulation Study conducted for the Borough and Wilkinsburg Community Development Corporation (CDC) that identified existing conditions and roadway volumes within a 1/2-mile area east of Wilkinsburg Station, most trips traveling east/west through the Borough use Penn Avenue and also South Avenue as a cut-through.

PENN AVENUE

Penn Avenue, also known as SR 0008 (state route), is a regional arterial and main roadway through Wilkinsburg. This 1.0-mile segment of Penn Avenue serves as an alternative to Parkway East (Route 22) connecting Allegheny County's eastern suburbs and Westmoreland County with downtown Pittsburgh and Oakland. Penn Avenue bifurcates Wilkinsburg's residential areas to the north and residential and commercial areas to south.

Penn Avenue can be described generally as a two-lane road with a posted speed limit of 25 mph. Parking is provided at various points on both sides of the street through the study area. Sidewalks are present on both sides of Penn Avenue; however, there is no bicycle infrastructure.

PEDESTRIANS



BICYCLES



PUBLIC TRANSPORTATION



CAR SHARE/RIDE SHARE



CAR (SINGLE OCCUPANT VEHICLE)



Penn Avenue alternates between two-lanes and four-lanes throughout the district:

- Between Swissvale and Center avenues, Penn Avenue is four-lanes (two eastbound and two westbound); however, the far north and south lanes are used for parking thereby limiting travel to one lane in each direction.
- Between Center Avenue and Hay Street, Penn Avenue fluctuates between two, three and four lanes due to the incorporation of right and left turning lanes throughout this three-block area.
- Between Brushton Avenue and Pitt Street, Penn Avenue appears to be wide enough for four lanes but is unmarked and functions as one lane in each direction.
- A railroad trestle and the East Busway spanning Penn Avenue between Pitt Street and Pennwood Avenue constrain Penn to one-lane in each direction and creates a pinch-point at that location.
- From Brushton Avenue to Braddock Avenue, Penn Avenue is four lanes (two lanes in each direction) segregated directionally by a double yellow lane and travel lanes designated by dashed-white lines.

NEIGHBORHOOD STREETS

The streets around Wilkinsburg Station are generally single-lane, one-way with excess width for on-street, parallel parking. Most lane designation markings are worn or non-existent; the same can be said for the absence of striping that typically delineates on-street parking.

Within the past several years, a Traffic Circulation Study was conducted for the Borough and CDC by Pennoni Associates, Inc. that identified existing conditions and roadway volumes within a 1/2-mile area east of Wilkinsburg Station. The TRID team used this study as a basis to perform some of the district field work.

Pennoni reviewed dozens of streets, 31 intersections, roadway widths and sidewalk conditions in an area bound by Hill Street to the north, Swissvale Avenue to the east, Rebecca Avenue to the south, and Pennwood Avenue to the west. Excerpts from the report titled Traffic Circulation Study, December 2014, offer the following descriptions of Wilkinsburg's streets.

Rebecca Avenue

Rebecca Avenue is a one-way (eastbound), single lane local road with a posted speed limit of 25 miles per hour (mph) and parking on both sides. Curb to curb width on Rebecca Avenue is 30-feet. Sidewalks are provided on both sides. There is no bicycle infrastructure. There are no pavement markings that delineate parking lanes from travel lanes.

Franklin Avenue

Franklin Avenue is a one-way (westbound), single lane local road with a posted speed limit of 25 mph and parking on both sides. Curb to curb width on Franklin Avenue is 30-feet. Sidewalks are provided on both sides. There is no bicycle infrastructure. There are no pavement markings that delineate parking lanes from travel lanes.

South Avenue

South Avenue is a two-way, two-lane local road with a posted speed limit of 25 mph, and 15 mph during school peak hours. On-street parking is provided on the south side of the street and is restricted on the north side between Wood Street and Swissvale Avenue. Metered parking is available on the north side to the west of Wood Street. Curb to curb width on South Avenue is 30-feet. Sidewalks are provided on both sides of the street. There is no bicycle infrastructure; however, South Avenue is identified by BikePgh as an on-street bike route. There are no pavement markings that delineate travel lanes but there are marked parking spaces located between Hay and Wood streets.

Ross Avenue

Ross Avenue is a one-way (eastbound), single lane local road with a posted speed limit of 25 mph. Parking is provided on both sides of the street, east of Center Street. Curb to curb width on Ross Avenue is 30-feet. Metered parking is provided on the north side of Ross Avenue west of Center Street, while parking is restricted on the south side. Sidewalks are provided on both sides. There is no bicycle infrastructure. There are no pavement markings that delineate travel lanes but there are marked parking spaces located to the west of Medicine Way.

Wallace Avenue

Wallace Avenue is a one-way (westbound) single lane local road between Wood Street and Swissvale Avenue, and a two-way, two-lane road west of Wood Street. Wallace Avenue serves as the main vehicle and pedestrian access into Port Authority's park-and-ride lot at Wilksburg Station. Wallace Avenue has a posted speed limit of 15 mph. Parking is provided on the south side of the street and is restricted on the north side. There are sidewalks on both sides of Wallace but no bicycle infrastructure.

North Avenue

North Avenue is a one-way (eastbound) single lane local road between Wood Street and Swissvale Avenue, and a two-way, two-lane road west of Wood Street with parking on both sides of the street. There are no speed limit signs on North Avenue; however, it is assumed that the speed limit is 25 mph. Curb to curb width is 30-feet. There are sidewalks on both sides of North but no bicycle infrastructure.

Wood Street

Wood Street is a single lane one-way (north) local road to the south of Penn Avenue and a two-lane, two-way road to the north of Penn Avenue. Wood Street has an assumed speed limit of 25 mph; however, there are no posted speed limit signs along the street. Curb to curb width of Wood is 30-feet south of Penn Avenue and 35-feet north of Penn Avenue. Metered parking is provided on both sides of the street. There are sidewalks on both sides of the street as well, but no bicycle infrastructure. There are pavement markings along Wood that delineate travel lanes and parking spaces.

INTERSECTIONS AND SIGNALS

On the mile-long stretch between Swissvale and Brushton avenues, there are nine intersections including seven with traffic signals and crosswalks on Penn Avenue. There are two non-signalized intersections and a variety of other partial cross streets that are neither signalized nor have pedestrian crossings. All intersections are equipped with handicapped accessible curb cuts. Here is a summary of each signalized intersection.

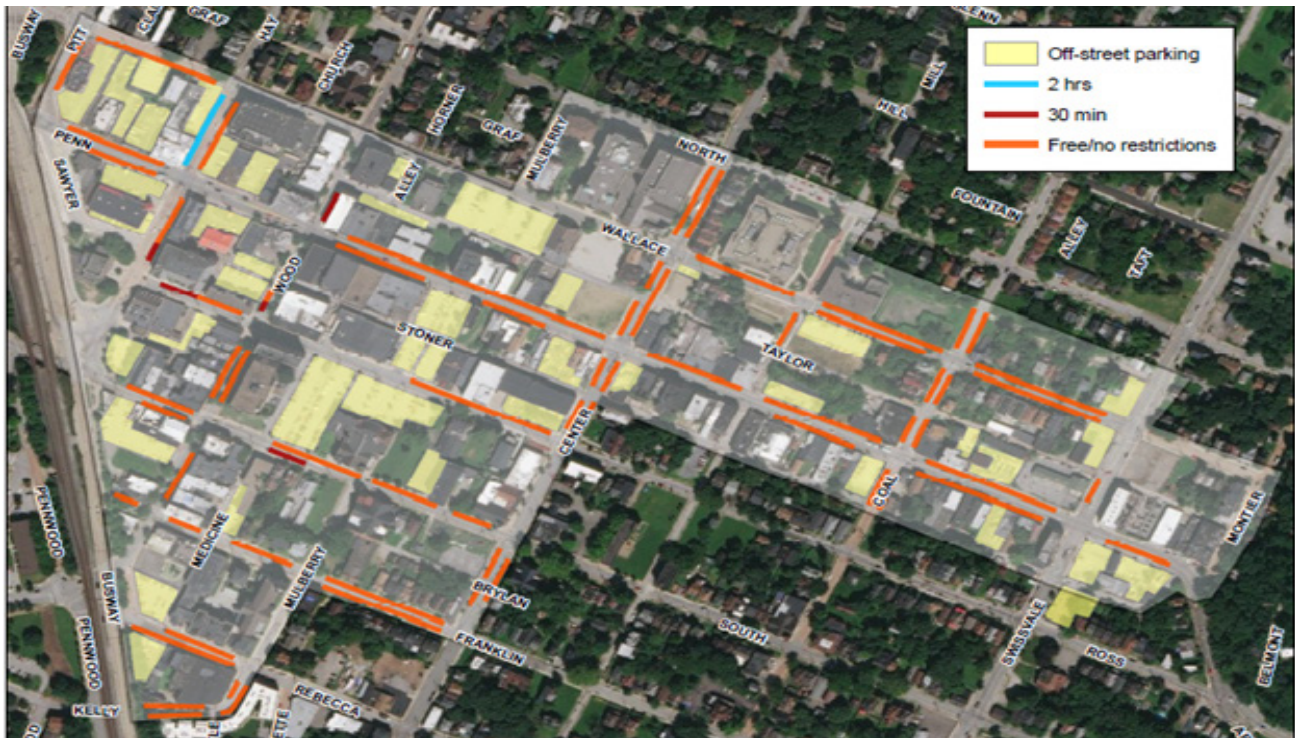
1. Penn Avenue at Swissvale Avenue: signalized intersection, with pedestrian crossing signal for each crossing, and 3-way pedestrian crossing with crosswalk markings.
2. Penn Avenue at Coal Street: 4-way pedestrian crossing with crosswalk markings and pedestrian crossing caution cones, but no traffic signal at intersection.
3. Penn Avenue at Mill Street: no signalized intersection and no pedestrian crosswalks.
4. Penn Avenue at Center Street: signalized intersection with pedestrian crossing signal for Penn Avenue, 2-way pedestrian crossing with crosswalk markings on Penn Avenue only.
5. Penn Avenue at Wood Street: signalized intersection with pedestrian crossing signal for each crossing, 4-way pedestrian crossing with crosswalk markings.
6. Penn Avenue at Hay Street: signalized intersection with pedestrian crossing signal for each crossing, 4-way pedestrian crossing with crosswalk markings.
7. Penn Avenue at Pitt Street: no signalized intersection, pedestrian crosswalks, or markings across Pitt.
8. Penn Avenue at West Street and Rite-Aid: signalized intersection, 2-way pedestrian crossings – one on the far-side of Penn past West and one across West, crosswalk markings, pedestrian crossing signals and a no pedestrian crossing sign near-side on Penn Avenue.
9. Penn at Trenton: signalized intersection with pedestrian crossing signals, and 3-way pedestrian crossing with crosswalk markings.

SIDEWALKS

Examination of sidewalk conditions in the study area focused primarily on four main streets: Penn Avenue; Wood Street; Wallace Avenue and Hay Street.

Penn Avenue

Sidewalks are present on the north and south sides of Penn Avenue with demarcated crosswalks at eight intersections. Still, the corridor feels like a dangerous pedestrian environment due to high traffic and physical as well as visual



EXISTING PARKING ALONG PENN AVENUE AND THE CENTRAL BUSINESS DISTRICT
 Source: Wilkinsburg Parking Study-2018

barriers. Sidewalks are concrete and in good condition and, at various locations, incorporate inlaid red brick surrounding street trees and decorative light posts. Weeds have sprouted up between the pavers near the trees. Although there are pedestrian crosswalk markings at each intersection, crosswalks are not prominent because the paint is fading. At most points along Penn Avenue, sidewalks consist of ample width and incorporate curb cuts at every intersection.

Wood Street

Wood Street, the borough’s local business district, has sidewalks on the east and west sides of the street. The sidewalks, between Wallace Avenue and the East Busway overpass, consist of a combination of concrete and red inlaid brick featuring street trees and decorative lighting. In various locations, concrete portions of the sidewalk are breaking resulting in holes with loose gravel. The intersections along Wood Street all have curb cuts and pedestrian crosswalk markings; however, those marking are faded.

Wallace Avenue

Wallace Avenue, although primarily a residential neighborhood, is an active bus, vehicle and pedestrian corridor that leads to the East Busway, and Wilkinsburg Station and park-and-ride. Wallace has sidewalks on both sides of the street; however, the conditions of the sidewalks vary throughout. On Wallace Avenue near Swissvale Avenue, the sidewalks are narrow, overgrown with weeds and concrete is cracking. Traveling west through the neighborhood including the intersection with Mill Street (Hosanna House), sidewalk conditions are markedly improved. Sidewalks are wide, in good repair, well-maintained and incorporate street trees. Curb cuts and pedestrian crosswalk markings are present and visible throughout Wallace Avenue. Just before the ramp leading to the East Busway where Wallace Avenue turns into a brick street, sidewalk conditions deteriorate with broken concrete and debris.

Hay Street

From Hay Street at the East Busway ramps there is a wide sidewalk on the east side of the street and sidewalks on west side at all points surrounding Hay Street ramps; however, the signage is confusing, pedestrian markings are fading and the area seems generally unsafe for pedestrians. The sidewalk from Hay Street leading up the ramp is unusually narrow and unsafe. Along Hay Street, heading north just beyond the ramps at the train station, there is a pedestrian crossing marked by a crosswalk and sometimes a cone is placed near the crosswalk to alert drivers to yield to pedestrians. Sidewalks on both sides continue the length of Hay Street including onto Sawyer Way, a bus transfer location.

BICYCLE AMENITIES

Although there is a bike rack located at Wilkinsburg Station, there are no bicycle lanes or other bike amenities throughout the study area. Considering the bike activity in the City of Pittsburgh and surrounding neighborhoods, the study area is considerably deficient of bike amenities and infrastructure.

PARKING

Wilkinsburg Community Development Corporation (WCDC) recently undertook a comprehensive parking study for Wilkinsburg's business district conducted by Sam Schwartz Transportation Consultants. Map X depicts the surface parking lots in the district consisting of about 40 lots including nine owned by the Borough and 31 privately-owned. The surface parking lots are located throughout Wilkinsburg's business district and potential TRID area and present a variety of opportunities relative to consolidating parking, upgrading facilities and utilizing some of these surface lot sites for development and/or transportation infrastructure improvements. Currently the lots vary in condition and use. Relative to district parking, the Wilkinsburg TRID Study defers to the WCDC's parking study and subsequent recommendations, which are currently in draft form.

OBSERVATIONS ABOUT WILKINSBURG'S STREET INFRASTRUCTURE

- Four streets in the study area exhibit the highest vehicular use: Penn Avenue, which is the most heavily traveled road; and Ross Avenue, Wallace Avenue and South Avenue, which are the primary on-street transit corridors that connect the East Busway to the Borough.
 - *Penn Avenue, it appears, is the local alternative connecting parts of Monroeville, Penn Hills, areas east and the Study area to downtown and Oakland.*
 - *Based on field view observations and data from Port Authority, Wallace Avenue and Hay Street seem to be the busiest with multimodal activity including vehicles, buses, and pedestrians.*
- The street grid is interrupted by the East Busway and Norfolk Southern overpasses and infrastructure which create a pinch-point on Penn Avenue and bifurcate the community, and one-way streets that prohibit travel efficiencies.
- Wilkinsburg's neighborhood streets are generally single-lane, one-way with excess width for on-street, parallel parking. However, physical conditions of the streets are deteriorating including worn or non-existent lane and parking striping.
- Even though Penn Avenue incorporates traffic signals and crosswalks at nine intersections, this one-mile stretch feels dangerous for pedestrians particularly at non-signalized intersections and a variety of other partial cross streets that are neither signalized nor have pedestrian crossings.
- Penn Avenue as well as the main neighborhood streets - Wood Street, Wallace Avenue and Hay Street - mostly incorporate wide sidewalks on both sides of the street with plantings and lighting.
- Other than at Wilkinsburg Station, there are no bike amenities in the study area.
- There are no parking garages in the study area; there are, however, small surface parking lots scattered throughout the business district. In general, this parking is underutilized.

UTILITIES

SANITARY SEWERS

The study area contains both separated and combined sewers and is located on the divide of two sanitary sewer sheds. In general, the northern half of the study area drains towards an outfall (A 42) on the Allegheny River and is largely comprised of combined lines within the Pittsburgh City limits. In contrast, the southern half of the study area drains towards the Monongahela River and is composed of separated lines located in Wilkinsburg. However, the study area is also bisected by a large 96"+ channelized stream that daylights at the Parkway and Braddock Avenue interchange. (See existing sanitary and storm sewer mapping).

The large conveyance culvert that runs through the study area represents a significant constraint to future development. This channelized stream may receive combined flows during significant storm events and thus could represent a significant environmental concern. All sanitary lines along Rosendale Street should be carefully study prior to any future development.

STORM SEWERS

Based on the historic mapping of the area, an existing stream appears to have been channelized in the 1920's (see the historic mapping). The stream had historically flowed from the ridges of the East Hills and south along West Street in Wilkinsburg. The channelized stream now daylights at the Braddock Ave. interchange on 376 and then flows into Nine Mile Run.

The separated storm water conveyance system within the study area ties into the large channelized culvert that directs storm water to the Nine Mile watershed. No significant problems with the existing storm water system are known at this time. However, all future development of the study area should incorporate current BMP strategies and forthcoming Allegheny County Act 167 regulations.

WATER

Two 12" water mains run north to south and parallel the study area (see the existing water line mapping). These lines are owned and operated by the Wilkinsburg-Penn Joint Water Authority. These lines feed several lateral connections throughout the study area and reflect the urban grid of the existing road network. Given the extensive nature of the existing potable water infrastructure, connectivity should not be a problem for future development. However, the capacity and age of the existing network will need to be studied when specific land uses are identified.

Infrastructure Projects

APPROACH

The process for determining transportation infrastructure improvements in the TRID plan consisted of the following high-level steps:

- Public infrastructure improvements identified in previous Borough and CDC planning studies;
- Input from the public at three meetings and from partner stakeholders during nine meetings; and
- Top ranked infrastructure improvements based on past planning, community and stakeholder input, development potential and essential safety upgrades.

OUTCOME

Four project types, illustrated on the following pages, emerged from the TRID planning process and community meetings conducted over the 10-month study period. Project types ranked in order of priority are:

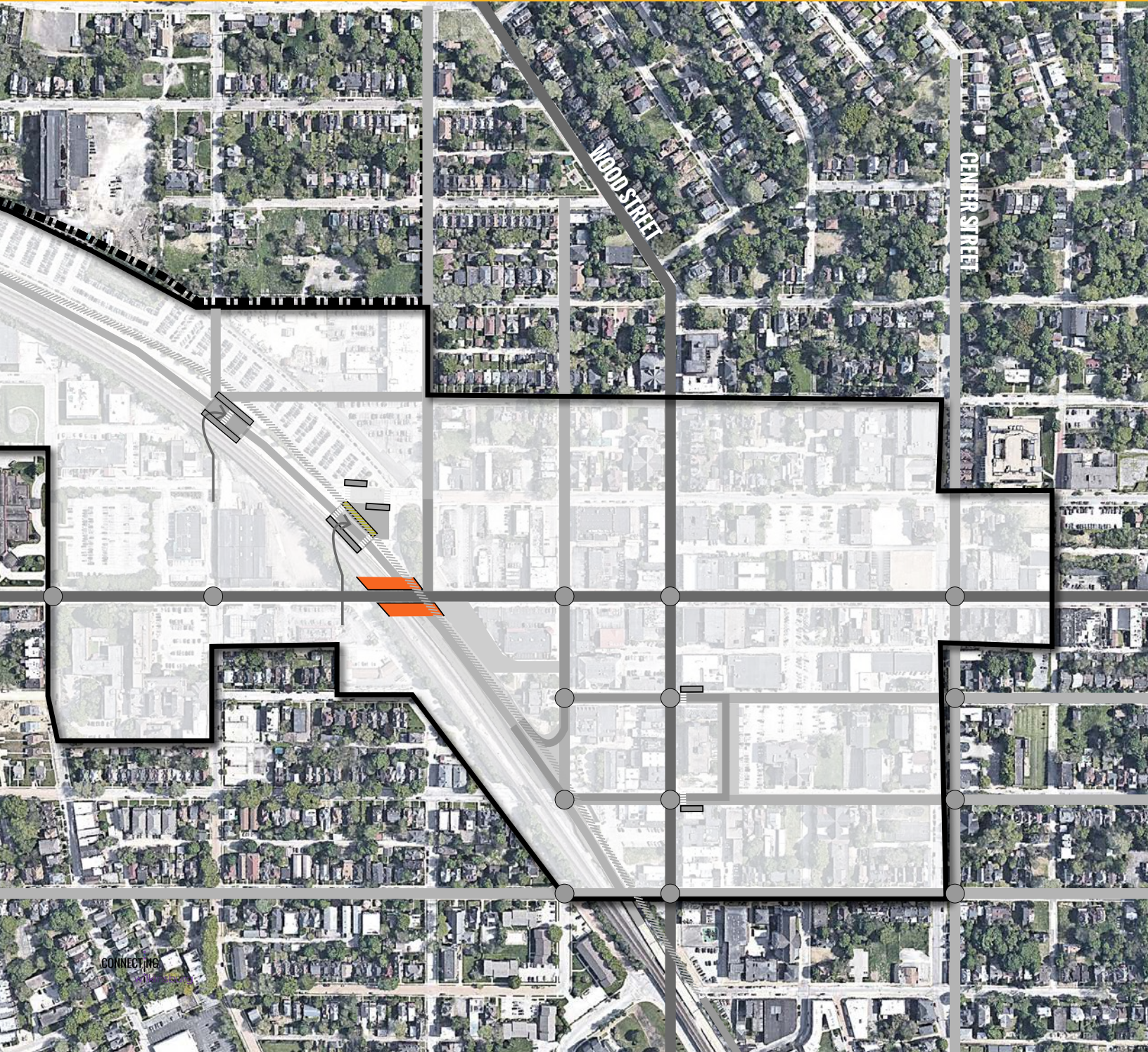
1. Trestle
2. station
3. Hay Street
4. Business District



1

Trestle Area Improvement

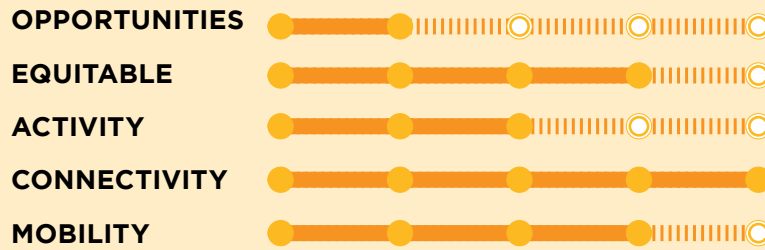
Repair the railroad trestle underpass on Penn Avenue to upgrade its' condition and improve safety, visibility and aesthetics.



1

Trestle Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



TRESTLE REPAIR AT PENN AVE

Fixed underpass

- Use art and lighting to brand the underpass as a gateway to Wilkinsburg.
- Use an open span to remove columns and make the space feel lighter and more open.
- Close the scary staircase! Make better ways to get to the station.
- Evaluate underpass improvements and reopening of former underpasses throughout the borough.



↑ HAY STREET PLAZA



↑ HAY STREET AREA

2

Station Area Improvement

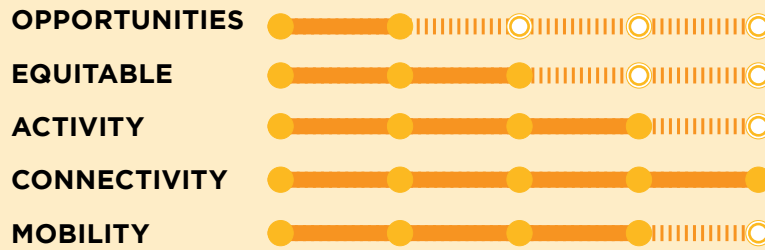
Relocate Wilkinsburg Station to improve physical and visual access; create a pedestrian plaza to establish a safe and active environment; implement multimodal elements to facilitate alternative ways to travel including a bike station, woonerf on Pitt Street, pedestrian bridge over the railroad/busway and reopen the pedestrian tunnel at Franklin Avenue.



2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



WILKINSBURG STATION RELOCATION

Get To the Busway More Easily

Update the design of the station to reflect the emerging busway design standard seen at East Liberty and planned for at Negley Station.

Improve pedestrian connectivity with new sidewalks and pathways to the station; make connectivity more direct.

Separates station areas for terminating on-street and rapid routes.

The new BRT service-plan moves the terminus and charging station to Swissvale, allowing for the layover area previously planned for the charging station to become something else.

Problems Being Solved

Walkability at existing station is very poor. It takes at least 5 minutes to get out of the parking lot! By reconfiguring the station closer to the Central business district, it will create a stronger geographic and experiential connection to the Municipality.

Challenges to be Addressed

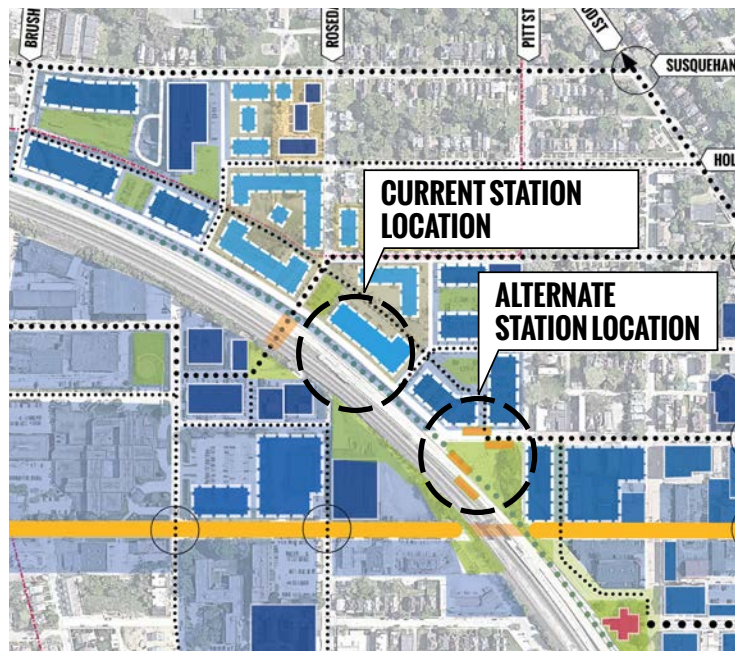
In order for this project to succeed, it will require a comprehensive reassessment of transit service and operations in and near Wilkinsburg.

Alternatively, build a bridge or tunnel

If the station were to remain approximately where it is today, a bridge or tunnel across the busway and railroad should be constructed.



CONCEPTUAL RENDER OF RELOCATED BUS STOP

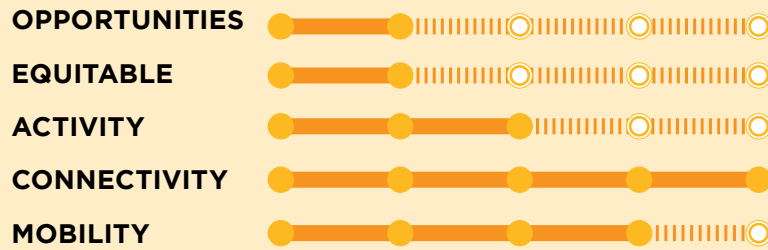


STATION LOCATIONS

2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



CONCEPTUAL RENDER OF PEDESTRIAN PLAZA

PEDESTRIAN PLAZA

Move station as close as possible to CBD

Walkability at existing station is very poor. It takes at least 5 minutes to get out of the parking lot.

PAAC's new BRT Service Plan terminates in Wilkinsburg, thereby maintaining the option for a charging station at Swissvale charging station, and opening up the wallace layover to new ideas.

Wallace layover could be a landscaped pedestrian plaza that encourages walkability between the station and central business district.

Separates station areas for terminating on-street and rapid routes.

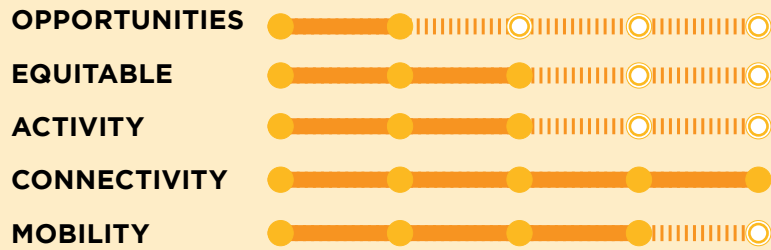


AERIAL OF EXISTING LAYOVER

2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



BIKE STATION

A bicycle parking station is a building or structure designed for use as a bicycle parking facility. Such a facility can be as simple as a lockable bike cage or shed or as complex as a purpose-built multi-level building: the common purpose is that they provide secure bicycle parking. Bicycle parking stations also go by names such as bike stations, bicycle centers and cycle centers, among many others.

Bicycle parking stations can offer additional facilities such as bicycle repairs, and customer facilities such as showers or lockers.

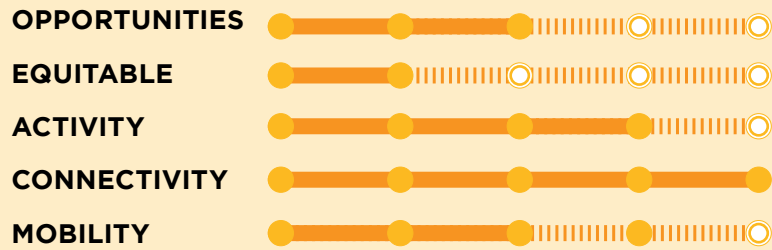


↑ HEALTHY RIDE STATION, PITTSBURGH PA

2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



↑ CONCEPTUAL RENDER OF PITT STREET WOONERF

PITT STREET WOONERF

Carless corridors

Reconfigure Sawyer Way and Pitt Street as pedestrian-centric community spaces.

Remove vehicle traffic from dangerous intersection with Penn Ave, making it safer and reducing congestion.

Close pitt street and reconfigure as a public space

Currently has a hazardous intersection with Penn Avenue.

Not necessary for through-circulation; redundant to Hay Street.

Could be landscaped and improved to support development on either side and connect CBD development with park and ride development.

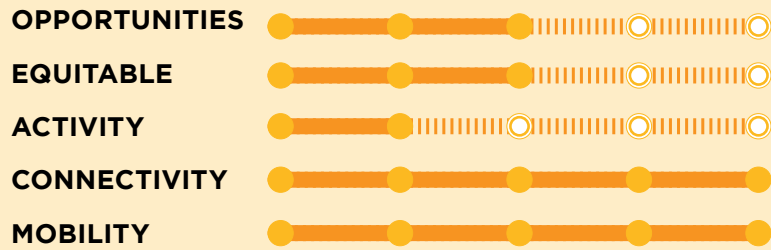


↑ HAY STREET AREA

2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



PEDESTRIAN BRIDGE OVER BUSWAY/RAILROAD

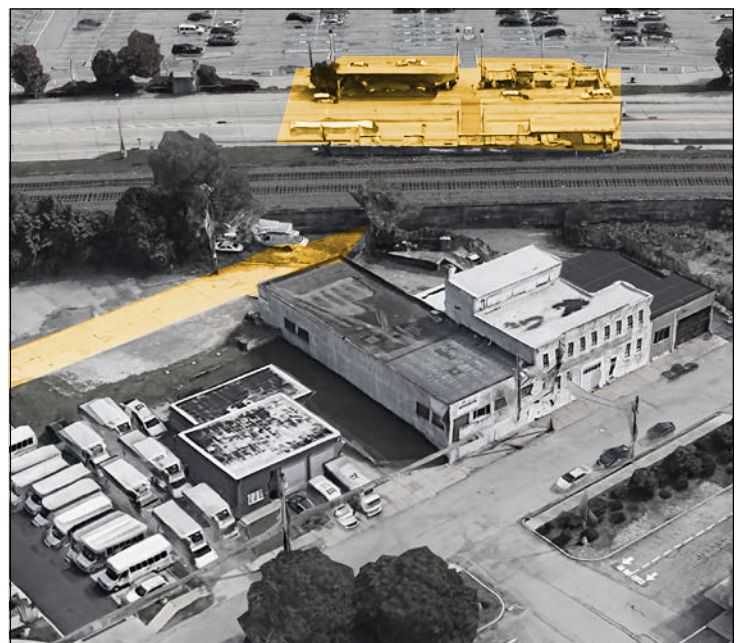
Bridge the Busway

Improve access to the station by providing multiple pathways to the station, wherever that station is located.

Work with a developer to add a new pedestrian crossing over the busway.



↑ EAST LIBERTY BUSWAY PEDESTRIAN BRIDGE

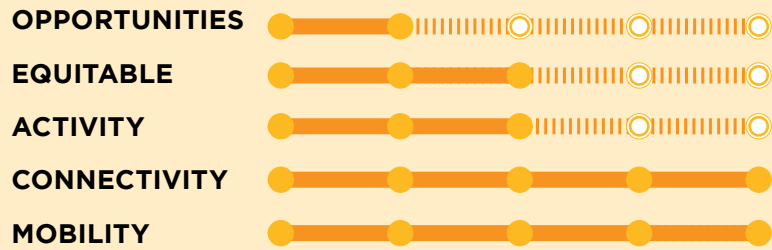


↑ AERIAL OF EXISTING WILKINSBURG BUSWAY STOP LOCATION

2

Station Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



EXAMPLE OF AN IMPROVED HISTORIC UNDERPASS

PEDESTRIAN TUNNEL REOPENING AT FRANKLIN AVENUE

Fixed underpass

Use art and lighting to brand the underpass as a gateway to Wilkinsburg.

Use an open span to remove columns and make the space feel lighter and more open.

Close the scary staircase! Make better ways to get to the station.

Evaluate underpass improvements and reopening of former underpasses throughout the borough.

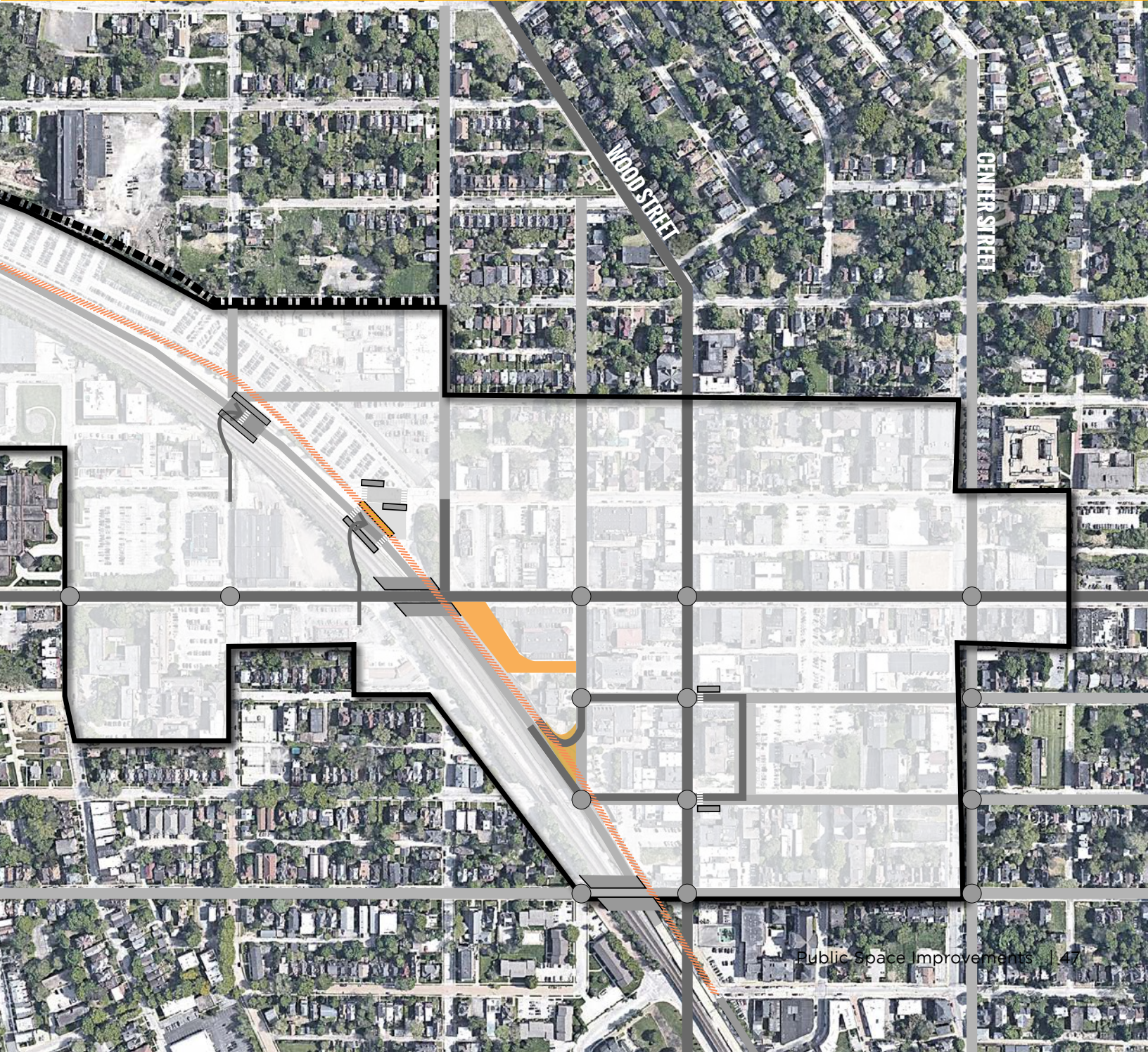


HAY STREET AREA

3

Hay Street Area Improvement

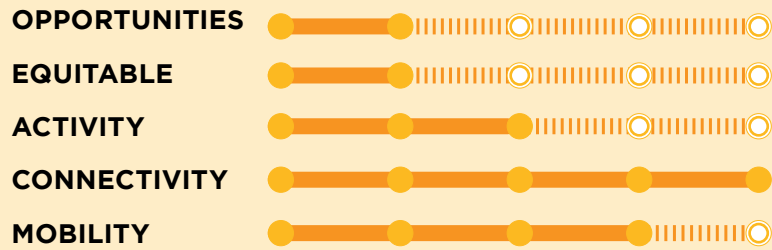
Modernize the ramp and ramp area to upgrade infrastructure by implementing a woonerf at Sawyer Way, fully reconstructing Hay Street and extending the linear park trail.



3

Hay Street Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



↑ CADY'S ALLEY, WASHINGTON DC

SAWYER WAY WOONERF

Carless corridors

Reconfigure Sawyer Way and Pitt Street as pedestrian-centric community spaces.

Remove vehicle traffic from dangerous intersection with Penn Ave, making it safer and reducing congestion.

Reconfigure or eliminate Sawyer Way

Utilized by Routes 67 and 69.

Dangerous intersection entering traffic at Penn Ave.

Four lanes wide: Could be one way with a dedicated bus layover lane, leaving room for cyclists and pedestrians and to create more room for development.

Possibly unnecessary: Could be eliminated entirely to make room for cyclists and pedestrians and to create more room for development.

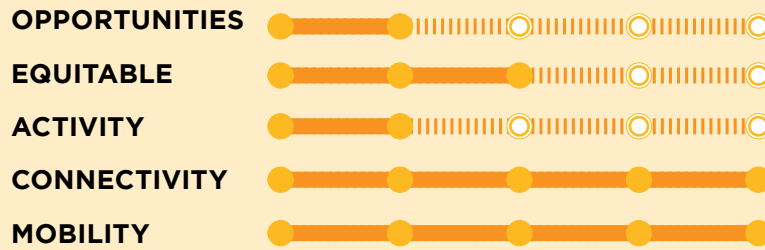


↑ PENN AVENUE AND SAWYER WAY INTERSECTION

3

Hay Street Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



HAY STREET FULL DEPTH RECONSTRUCTION

Improve historic center

Reduce car, bus, pedestrian, and cyclist conflicts throughout the East Busway ramp landing area on Hay street.

Use landscaping and hardscaping to encourage pedestrians to use appropriate crossings.

Eliminate U-turns by buses at the base of the ramp: this movement could potentially be accommodated at the proposed station relocation at Wallace. The u-turn movement requires extraordinary amounts of paving and prevents safe pedestrian crossings where they are most intuitive.

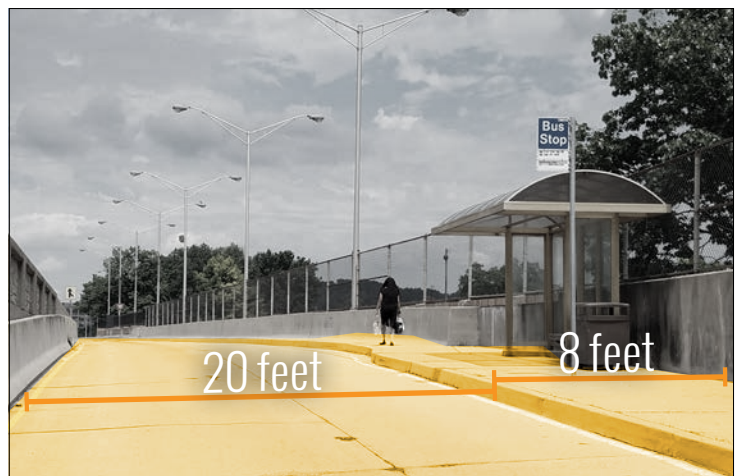
Refresh paving and sidewalks of Hay Street to support ongoing historic restoration efforts.

Rebuild Hay Street

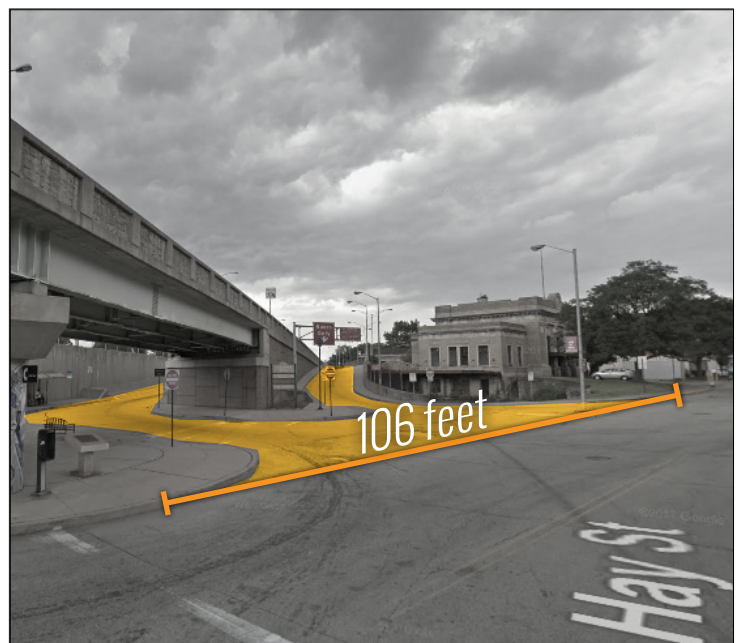
Relatively low traffic volumes: Cartway could be narrowed to enhance pedestrian experience.

Several Port Authority Routes enter and exit the busway from Hay Street: Could be made transit exclusive and tailored to bus movements.

Pennsylvania Station under renovation: street could use pavers that emphasize the station's presence in the community.



↑ HAY STREET RAMP RIGHT OF WAY

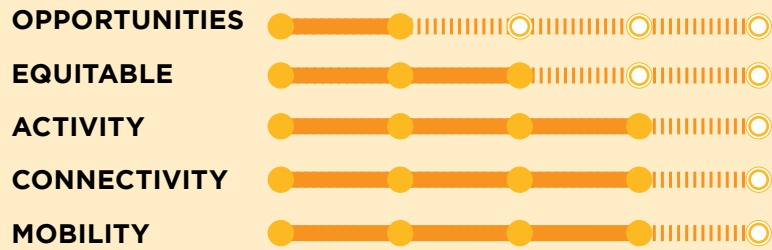


↑ HAY STREET RAMP TURNABOUT

3

Hay Street Area Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



CULTURAL TRAIL, INDIANAPOLIS IN
 Source: Photo by Rundell Ernstberger Associates

LINEAR PARK TRAIL EXIT

Extend The Linear Park

This multi-use trail is a significant connector for pedestrians and cyclists.

This trail could be extended across Penn Avenue by widening the pedestrian sidewalk and allowing a “shared” sidewalk, similar to the Eliza Furnace Trail at Fort Pitt Boulevard in Downtown Pittsburgh.

Clarify crossings with paint and signage to create a clear through-way for all users.

Community maintenance of the linear park was identified by the comp plan. In order to be successful, there should be an entity responsible for the maintenance of the project long term.

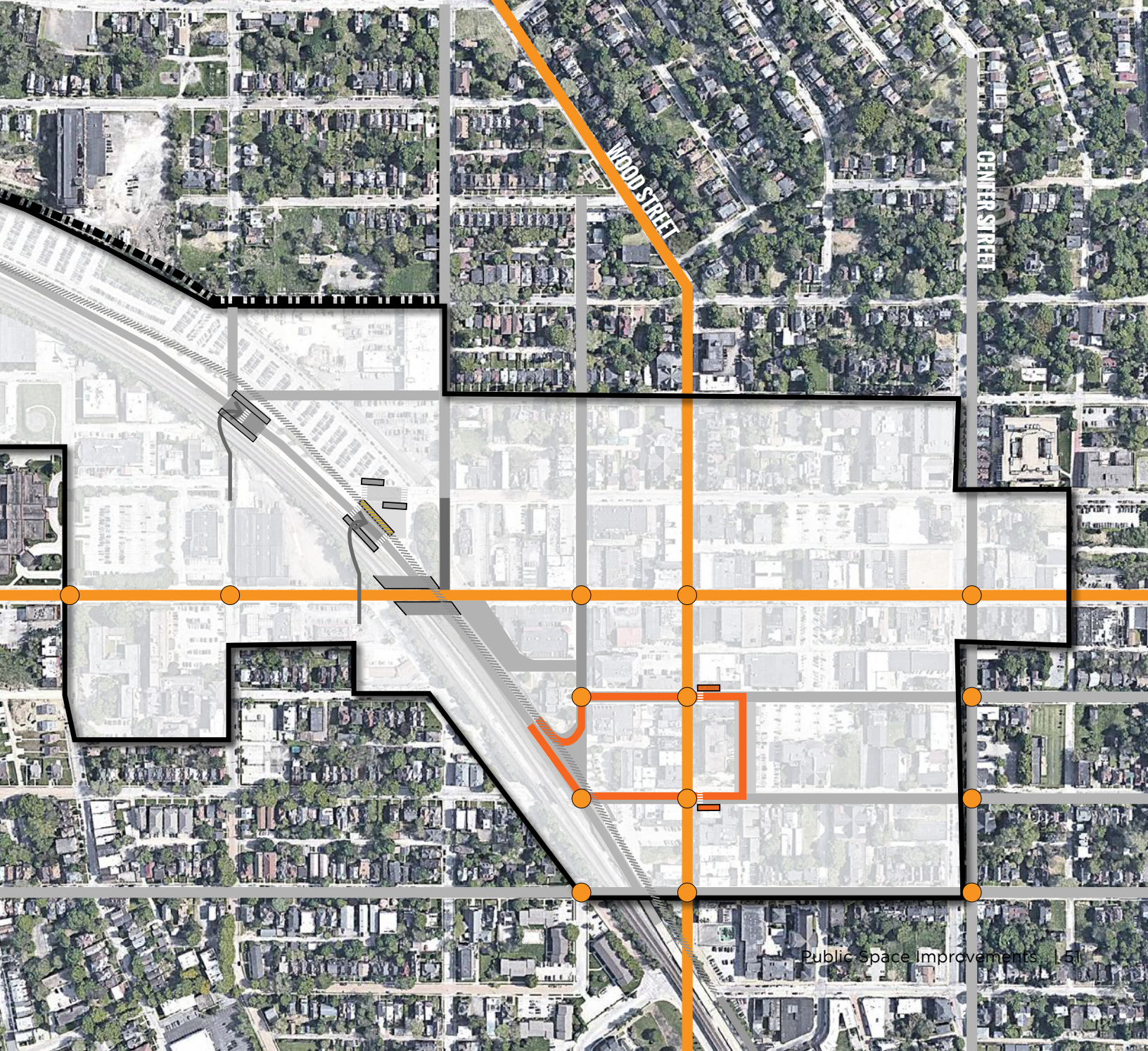


EXISTING LINEAR PARK AT SOUTH AVENUE

4

Business District Improvement

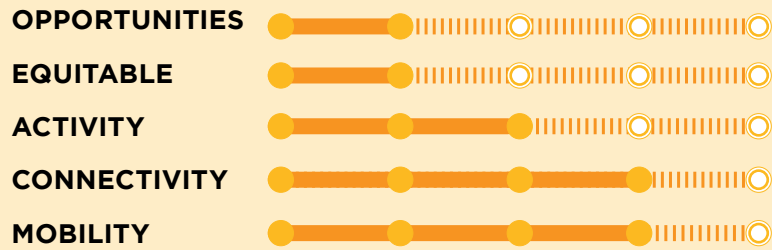
The borough is converting Wood Street to two way traffic, allowing for new operational considerations. Wood Street is the heart of Wilkinsburg's CBD and has a dense urban feel. Improve Penn Avenue and Wood Street areas to install transit, pedestrian and streetscape infrastructure consisting of on-street standard and customized bus shelters, intersection bump-outs and upgraded crosswalks, lighting and signage, plants, benches, trash bins, and downtown superstation.



4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



 PENN AVENUE AT EASTSIDE III BUS SHELTER

ON STREET SHELTERS

Make Better Transit Stops In-Town

Increase stop spacing and reduce stop redundancy.

Add signage and amenities where there are opportunities for transfer.

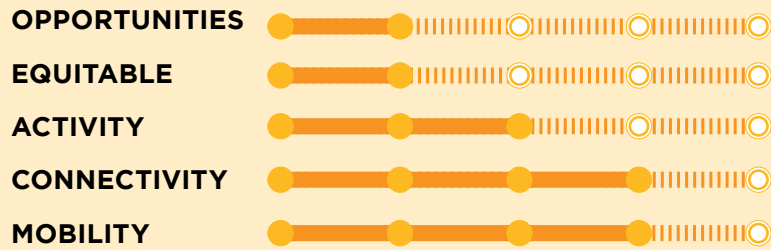
Add shelters with a similar design language to the busway stations to elevate transit service perception.

Add a shelter on Ross Avenue Stop near Save-A-Lot, as well as other high ridership locations.

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



CUSTOM SHELTERS (ON-STREET TRANSIT PLAZA)

Make BetterTransit Stops In-Town

Increase stop spacing and reduce stop redundancy.

Add signage and amenities where there are opportunities for transfer.

Add shelters with a similar design language to the busway stations to elevate transit service perception.

Add a shelter on Ross Avenue Stop near Save-A-Lot, as well as other high ridership locations.

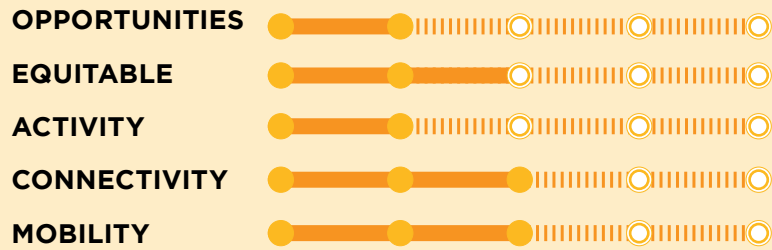


6TH AND SMITHFIELD BUST SHELTER

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



↑ CROSSWALK ART, VANCOUVER CANADA

INTERSECTIONS WITH BUMP-OUTS AND UPGRADED CROSSWALKS

Better Sidewalks, Safer Intersections

Add curb bump-outs at bus stops and intersections to reduce crossing distances and to make bus stops visible.

Use paving materials and paint to enhance crosswalks. Enhanced crosswalks could be tied to Wilkinsburg's branding campaigns.

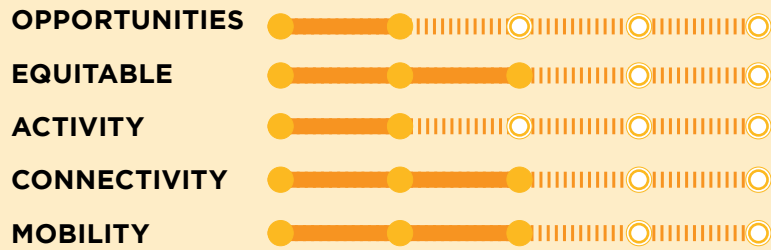
Improve pedestrian experience with complete streets

Four lanes wide: could be one way with a dedicated bus layover lane, leaving room for cyclists and pedestrians and to create more room for development.

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



INTERSECTIONS WITH BUMP-OUTS, UPGRADED CROSSWALKS AND TRAFFIC SIGNALS

Better Sidewalks, Safer Intersections

Add curb bump-outs at bus stops and intersections to reduce crossing distances and to make bus stops visible.

Use paving materials and paint to enhance crosswalks. Enhanced crosswalks could be tied to Wilkinsburg's branding campaigns.

Improve pedestrian experience with complete streets

Four lanes wide: could be one way with a dedicated bus layover lane, leaving room for cyclists and pedestrians and to create more room for development.

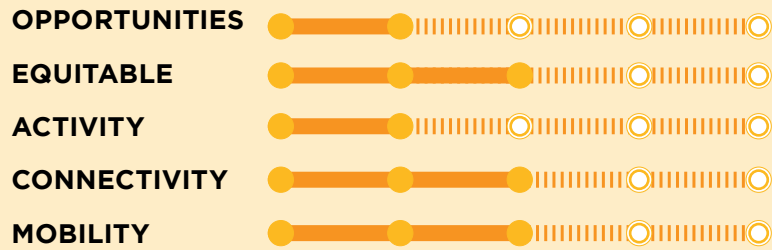


↑ RAISED CROSSWALK, CAMBRIDGE MA

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



↑ PENN AVENUE AND WOOD STREET STOP LIGHTS

LIGHTING

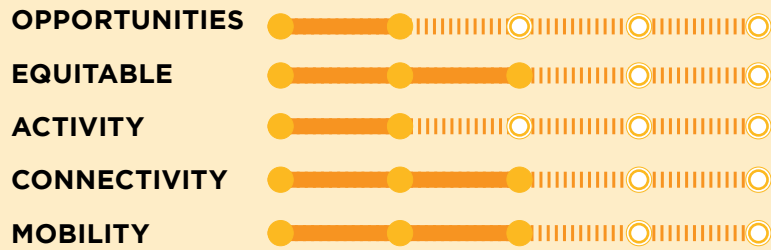
EMPHASIZE WOOD STREET AS A KEY CORRIDOR

Wood Street is walkable to key destinations throughout the CBD and is an intuitive location for transfer activities at an onstreet plaza area.

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



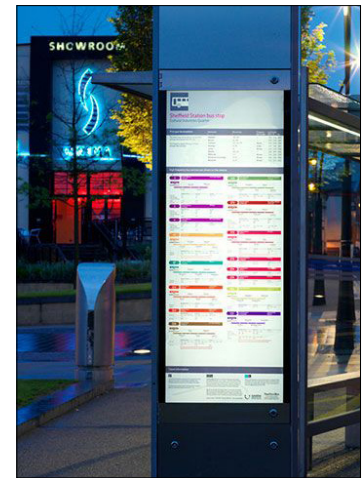
SIGNAGE

EMPHASIZE WOOD STREET AS A KEY CORRIDOR

Wood Street is walkable to key destinations throughout the CBD and is an intuitive location for transfer activities at an onstreet plaza area.



↑ HISTORIC PLACE SIGNAGE



↑ WAYFINDING SIGNAGE

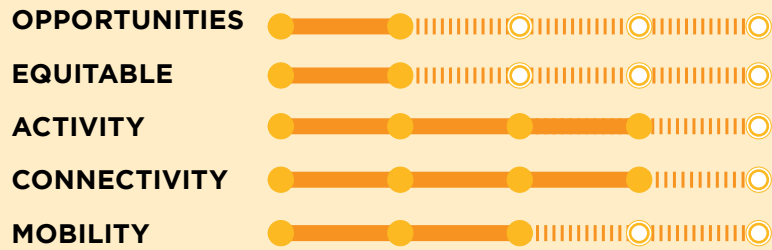


↑ PENN AVENUE AND WOOD STREET PUBLIC RIGHT OF WAY

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



PENN AND WOOD STREET AMENITIES (PLANTS, BENCHES, TRASH BINS) (PER BLOCK)

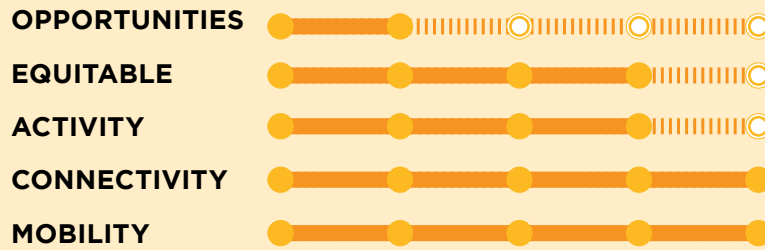
Improvements to this infrastructure should emphasize safe, well lit intersections that calm traffic and should update materials and amenities to be more pedestrian friendly and easier to maintain.

EXISTING WOOD STREET STREETScape ELEMENTS

4

Business District Improvement

HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



DOWNTOWN CENTRAL BUSINESS DISTRICT SUPERSTATION AND LAYOVER (ASSUMED TO BE PAIRED WITH DEVELOPMENT)

Consider rapid transit operations within cbd

The original BRT service plan called for terminating at Wilkinsburg with a charging station at Wallace layover.

The Wallace layover presents constructability challenges to support charging.

Bringing that route into the CBD would provide a direct link to Oakland and ease of transfers within Wilkinsburg.

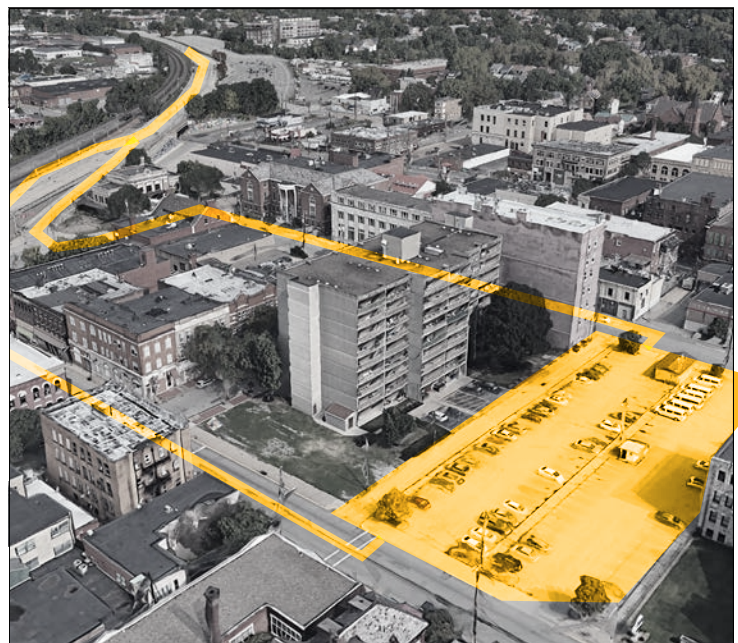
These lots are municipally owned and could be transferred to PAAC ownership.

Get on the Busway In-Town

Create a central location within the Wilkinsburg CBD where the many transit options are clearly and intuitively made visible and accessible.

These lots are municipally owned and could become a charging and layover station for electric buses, with mixed-use development above.

Such a configuration would be a long-term effort but could be made possible with enough community interest and development pressure.



↑ POTENTIAL LOCATION FOR AN IN-TOWN OPERATIONS FACILITY WITH LAYOVER AND CHARGING BAYS FOR A FUTURE ELECTRIC BUS FLEET. DEVELOPMENT COULD BE BUILT OVERHEAD OF SUCH A FACILITY.

This list of priority projects, which is the ultimate vision or wish-list of infrastructure improvements to modernize and connect Wilkinsburg and maximize economic development, is extremely expensive and, likely achievable only with a long-term action plan and ongoing commitment.

However, as a more practical approach to demonstrating progress and, thereby the opportunity to leverage funds based on performance, a shorter-term, more practical Wilkinsburg TRID implementation plan is offered in Table 01 below and described later in Section 05.

TABLE 01 Infrastructure Cost Estimates Based on Year of Implementation

INFRASTRUCTURE ELEMENT	QUANTITY	UNIT COST
TRESTLE		
Trestle Repair at Penn Ave		\$5,955,080
STATION		
Wilkinsburg Station relocation		
Pedestrian plaza		
Bike station		\$412,032
Pitt Street Woonerf		
Ped Bridge over Busway/Railroad		
Ped Tunnel Reopening at Franklin Ave		
HAY STREET		
Sawyer Way Woonerf		
Hay Street full depth reconstruction		
Linear Park Trail Ext		\$607,428
BUSINESS DISTRICT		
On-street shelters	20	\$12,000
Custom shelters (on-street transit plaza)	2	\$175,000
Intersections with bump-outs/upgraded crosswalks	10	\$250,000
Intersections w/bump-outs/upgraded crosswalks/traffic signals	14	\$450,000
Penn/Wood lighting (per block)	14	\$75,000
Penn/Wood signage (per block)	14	\$5,000
District lighting (per block)	14	\$35,000
District signage (per block)	14	\$1,500
Penn/Wood amenities (plants, benches, trash bins) (per block)	14	\$5,000
Downtown CBD Superstation/Layover (assumed paired w/development)		
TOTAL ESTIMATE BASED ON IMPLEMENTATION YEAR		

2018	2019	2020	2021	2022	2023	2024	2025
\$6,312,385	\$6,691,128	\$7,092,596	\$7,518,151	\$7,969,240	\$8,447,395	\$8,954,238	\$9,491,493
\$6,312,385	\$6,691,128	\$7,092,596	\$7,518,151	\$7,969,240	\$8,447,395	\$8,954,238	\$9,491,493
\$17,636,754	\$18,694,959	\$19,816,657	\$21,005,656	\$22,265,995	\$23,601,955	\$25,018,073	\$26,519,157
\$6,500,000	\$6,890,000	\$7,303,400	\$7,741,604	\$8,206,100	\$8,698,466	\$9,220,374	\$9,773,597
\$2,000,000	\$2,120,000	\$2,247,200	\$2,382,032	\$2,524,954	\$2,676,451	\$2,837,038	\$3,007,261
\$436,753.92	\$462,959	\$490,737	\$520,181	\$551,392	\$584,475	\$619,544	\$656,716
\$1,000,000	\$1,060,000	\$1,123,600	\$1,191,016	\$1,262,477	\$1,338,226	\$1,418,519	\$1,503,630
\$6,500,000	\$6,890,000	\$7,303,400	\$7,741,604	\$8,206,100	\$8,698,466	\$9,220,374	\$9,773,597
\$1,200,000	\$1,272,000	\$1,348,320	\$1,429,219	\$1,514,972	\$1,605,871	\$1,702,223	\$1,804,356
\$2,843,874	\$3,014,506	\$3,195,376	\$3,387,099	\$3,590,325	\$3,805,744	\$4,034,089	\$4,276,135
\$1,000,000	\$1,060,000	\$1,123,600	\$1,191,016	\$1,262,477	\$1,338,226	\$1,418,519	\$1,503,630
\$1,200,000	\$1,272,000	\$1,348,320	\$1,429,219	\$1,514,972	\$1,605,871	\$1,702,223	\$1,804,356
\$643,873.68	\$682,506	\$723,456	\$766,864	\$812,876	\$861,648	\$913,347	\$968,148
\$21,091,000	\$22,356,460	\$23,697,848	\$25,119,718	\$26,626,902	\$28,224,516	\$29,917,987	\$31,713,066
\$240,000	\$254,400	\$269,664	\$285,844	\$302,994	\$321,174	\$340,445	\$360,871
\$350,000	\$371,000	\$393,260	\$416,856	\$441,867	\$468,379	\$496,482	\$526,271
\$2,500,000	\$2,650,000	\$2,809,000	\$2,977,540	\$3,156,192	\$3,345,564	\$3,545,670	\$3,757,871
\$6,300,000	\$6,678,000	\$7,078,680	\$7,503,401	\$7,953,605	\$8,430,821	\$8,936,670	\$9,472,871
\$1,050,000	\$1,113,000	\$1,179,780	\$1,250,567	\$1,325,601	\$1,405,137	\$1,489,445	\$1,578,812
\$70,000	\$74,200	\$78,652	\$83,371	\$88,373	\$93,676	\$99,296	\$105,254
\$490,000	\$519,400	\$550,564	\$583,598	\$618,614	\$655,731	\$695,074	\$736,779
\$21,000	\$22,260	\$23,596	\$25,011	\$26,512	\$28,103	\$29,789	\$31,576
\$70,000	\$74,200	\$78,652	\$83,371	\$88,373	\$93,676	\$99,296	\$105,254
\$10,000,000	\$10,600,000	\$11,236,000	\$11,910,160	\$12,624,770	\$13,382,256	\$14,185,191	\$15,036,303
\$47,884,012	\$50,757,053	\$53,802,476	\$57,030,625	\$60,452,462	\$64,079,610	\$67,924,387	\$71,999,850

6% Year/Year of Inflation

TABLE 02 Infrastructure Improvements

INFRASTRUCTURE ELEMENT	PRIMARY ACTOR(S)	SECONDARY/SUPPORTING ACTOR(S)	COLLABORATING PARTY
TRESTLE			
Trestle Repair at Penn Ave	Port Authority, PennDOT, Borough, County, DCED	Railroad	Wilkinsburg CDC, residents, business district stakeholders
STATION			
Wilkinsburg Station relocation	Port Authority	PennDOT, County, FTA	Borough, station area residents, business district stakeholders
Pedestrian plaza	Borough, PennDOT	County, PennDOT	Business district stakeholders
Bike station	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
Pitt Street Woonerf	Borough, PennDOT	County, PennDOT	Business district stakeholders
Ped Bridge over Busway/Railroad	Port Authority, Norfolk Southern, County	Borough	Property owners on southwestern side
Ped Tunnel Reopening at Franklin Ave	PennDOT, Borough	County	Wilkinsburg CDC, business district stakeholders
HAY STREET			
Sawyer Way Woonerf	Borough	PennDOT, County	Port Authority
Hay Street full depth reconstruction	Port Authority	Borough, County	PennDOT
Linear Park Trail Ext	Port Authority, Borough	PennDOT, DCED, County	BikePGH, PCRG
BUSINESS DISTRICT			
On-street shelters	Port Authority	Borough, County	Business district stakeholders, Wilkinsburg CDC
Custom shelters (on-street transit plaza)	Borough, property owners, merchants	Port Authority, PennDOT	
Intersections with bump-outs/upgraded crosswalks	PennDOT, Borough	County	Wilkinsburg CDC, business district stakeholders
Intersections w/bump-outs/upgraded crosswalks/traffic signals	PennDOT, Borough	County	Wilkinsburg CDC, business district stakeholders
Penn/Wood lighting (per block)	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
Penn/Wood signage (per block)	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
District lighting (per block)	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
District signage (per block)	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
Penn/Wood amenities (plants, benches, trash bins) (per block)	Borough	Wilkinsburg CDC, County, SPC	CONNECT, BikePGH, AARP, American Heart Assn, PCRG
Downtown CBD Superstation/Layover (assumed paired w/development)	Port Authority, Borough	County, PennDOT	Business district stakeholders, Wilkinsburg CDC

[This page intentionally left blank.]





03

DEVELOPMENT PROPOSALS

- Existing Land Use Assessment
- Downtown Wilkinsburg
- North of the Busway
- South of the Busway
- Development Matrix



Existing Land Use Assessment

MULTIPLE INDEPENDENT LARGE-PARCEL DEVELOPMENTS MODERATE INCREMENT

CHARACTER OF DEVELOPMENT

Multiple, independent, large parcel developments. Infill/expansion of existing buildings. Pedestrian and open space improvements to connect to Braddock Ave industrial complex. Visible busway crossover.

POSSIBLE PROGRAMS

- Small to large business
- Urban industrial
- Commercial office space
- Educational
- Medical

POTENTIAL COMMUNITY BENEFITS AND PRIORITIES

Recruiting a diversity of business types, employment center

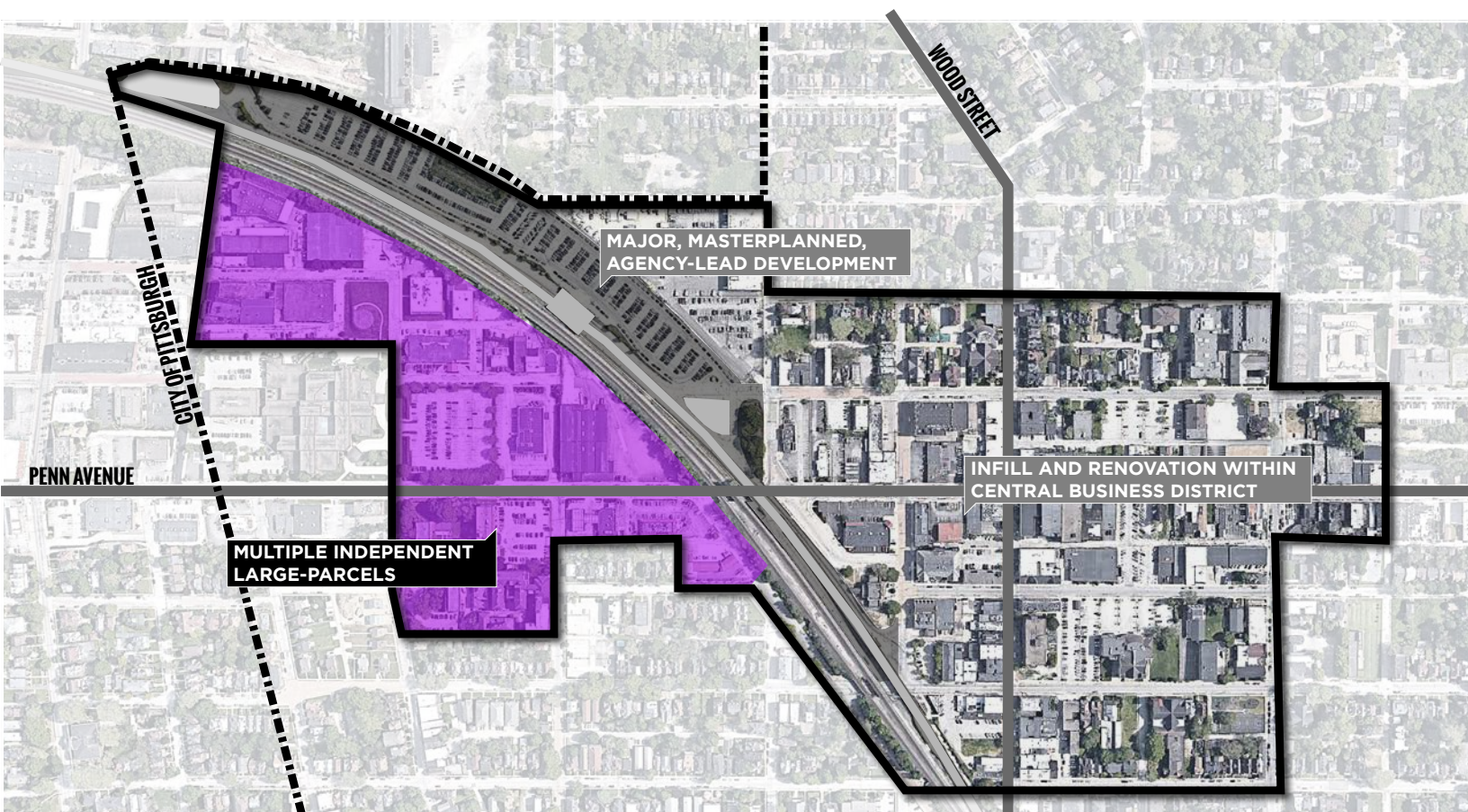
Job training

Community serving establishments

Improved access and connectivity

NEXT STEPS

- Inventory and understand businesses and needs
- Partner to create business clusters
- Recruit potential businesses and connect to business support services
- Resolve tax policy issues



MAJOR, MASTERPLANNED, AGENCY-LED DEVELOPMENT LARGEST INCREMENT

CHARACTER OF DEVELOPMENT

Large scale parcel development, likely developed through PAAC through RFP process

POSSIBLE PROGRAMS (PAAC STUDY)

- Mixed use
- Office
- Retail
- Service
- Residential (225-350 units)
- Parking (50% replacement)
- Mixed use parking

POTENTIAL COMMUNITY BENEFITS AND PRIORITIES

General benefits

Station area improvements, connections across the busway, new public space, shared cost for construction and maintenance of infrastructure improvements

With commercial/office use

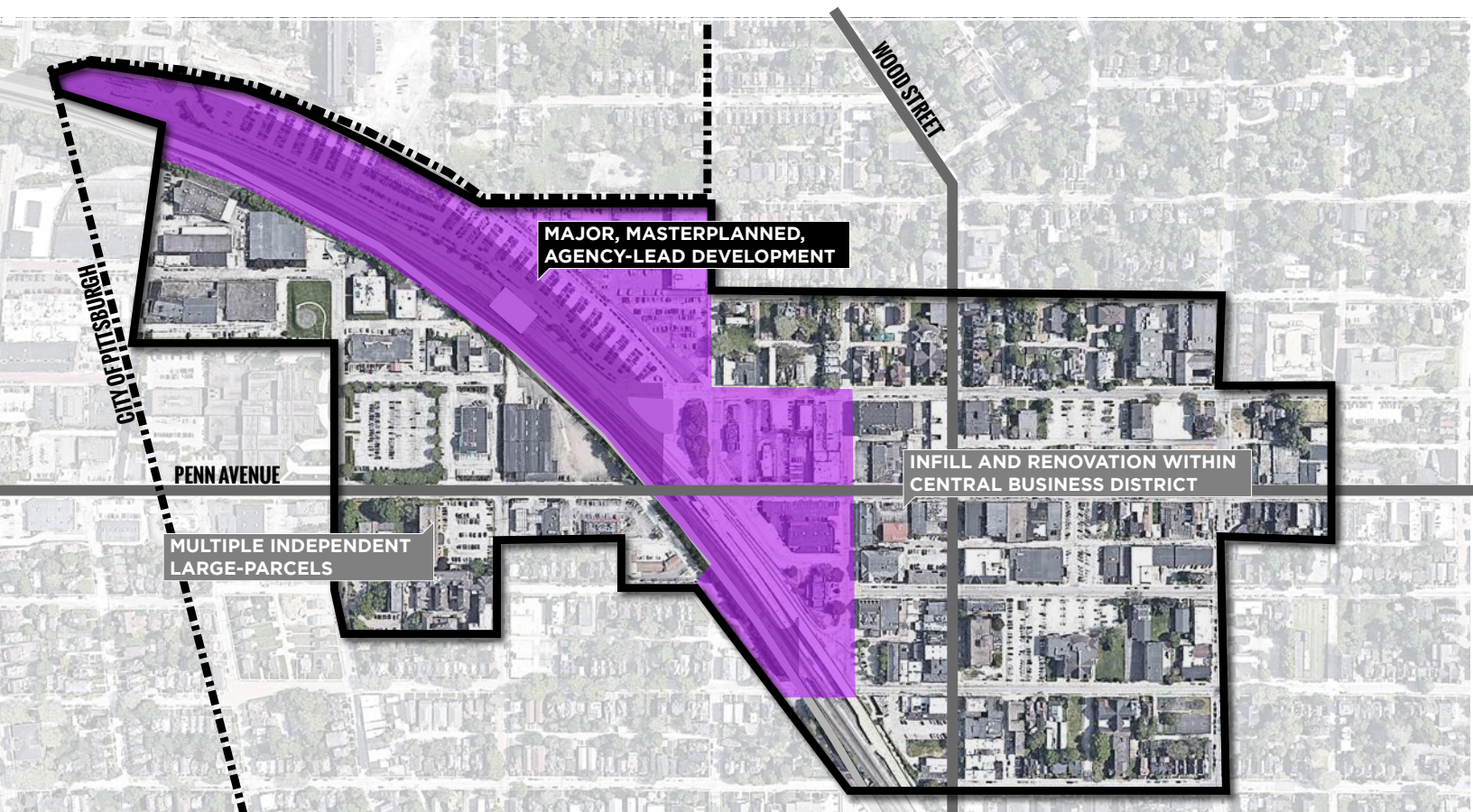
Light industrial job training, living wage standards, subsidized commercial space for small business and/or innovative business models

With residential use

Affordable housing, community space access, connecting with adjacent residential fabric

NEXT STEPS

- Establish a working relationship with PAAC and City on parcel development strategy and development/disposition procedure
- Community benefits agreement
- Zoning changes and updated municipal regulations, coordinate with PAAC TOD guidelines



INFILL AND RENOVATION WITHIN CENTRAL BUSINESS DISTRICT SMALLEST INCREMENT

CHARACTER OF DEVELOPMENT

Infill and renovation, small parcel development, existing buildings and upper level renewal, code upgrades, infill vacant lots/parking lots, open space amenities, intentionally designed parking strategy, on street public realm improvements (lighting, sidewalks), on street transit infrastructure

POSSIBLE PROGRAMS

- Small business incubation
- Residential, elderly, mixed use affordable housing
- Retail and hospitality on larger vacant parcels

POTENTIAL COMMUNITY BENEFITS AND PRIORITIES

Stronger community identity

Small business opportunity, wealth building, innovative business models like shared work space and co-ops

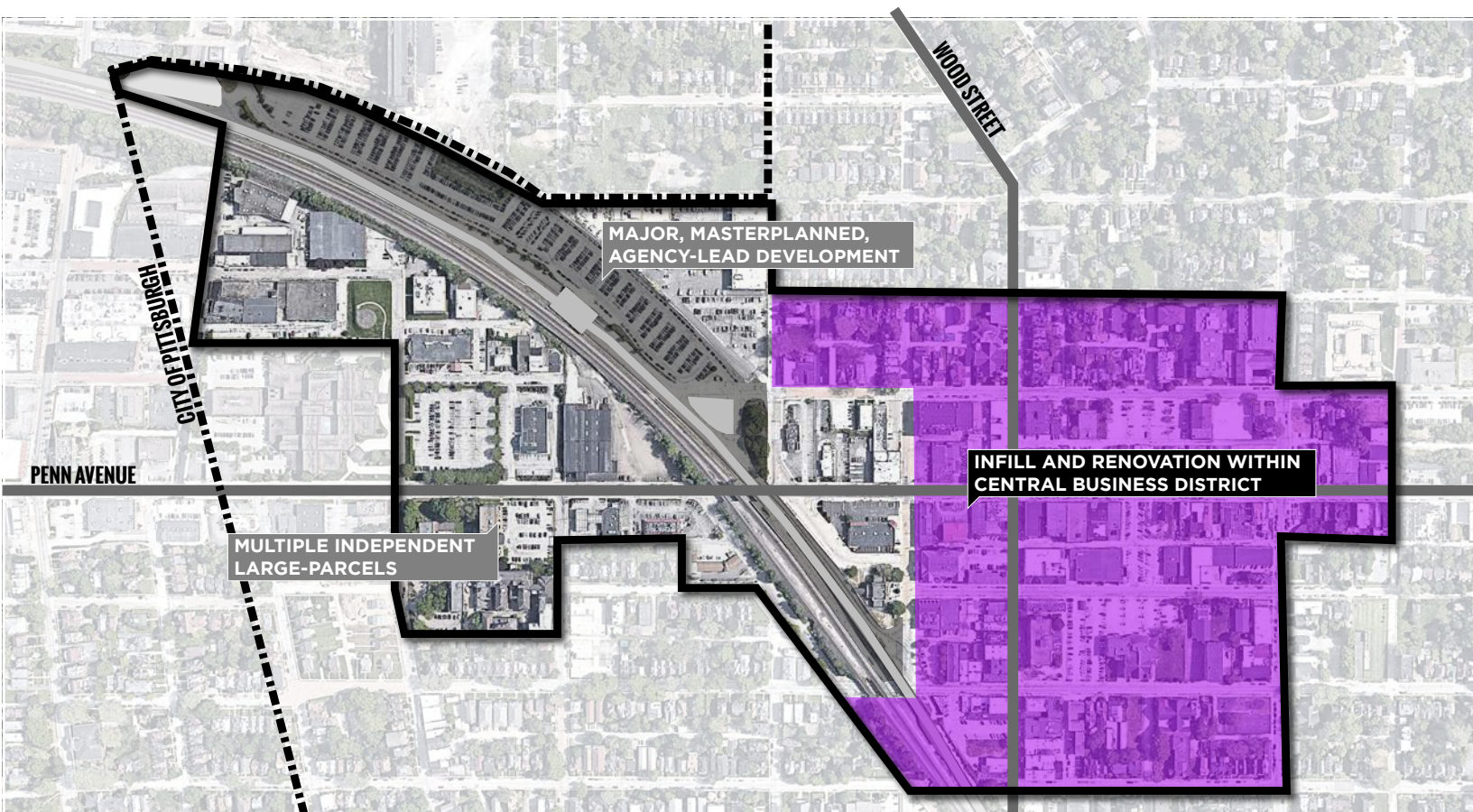
Small scale real estate investment and innovative development models like a community land trust

Well designed public space and facilities: better sidewalks and parklets

Accessible units for seniors and other populations

NEXT STEPS

Develop a municipal strategy and gather partners who can help deliver community-benefitting programs such as real estate training for small investors, pop up events and markets, food trucks, small business support, medical office and other community serving enterprises, community center, places for teens





Development Projects

APPROACH

The process for identifying a likely Development Proposal for Wilkinsburg TRID District is described below:

Review existing plans

According to the Wilkinsburg Business District Revitalization Plan, the Central Business District (CBD) is the primary hub for retail and restaurants; it is the most concentrated commercial artery within Wilkinsburg Borough and serves as the connector to many of the surrounding communities. Additionally, Wilkinsburg Station is the centerpiece of TOD and opportunity to facilitate private investment in and around the Station area.

Utilize results of TRID study's market analysis

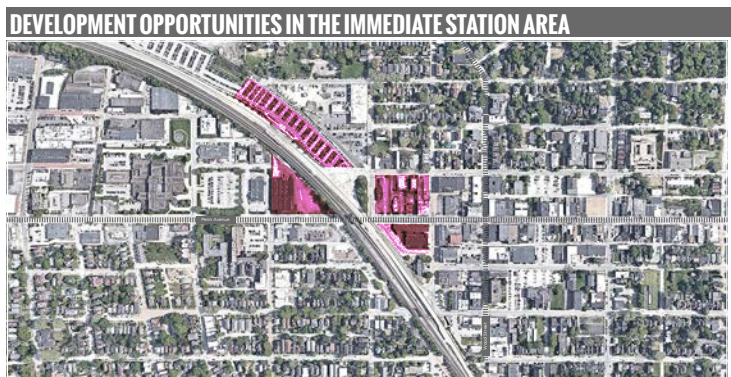
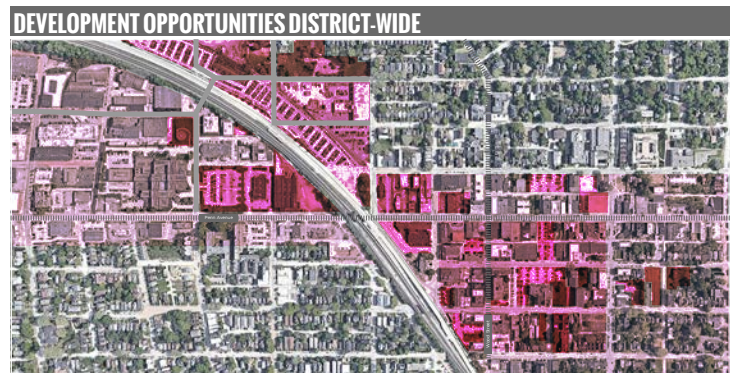
The analysis identified types of land uses and groundwork for developing a highest and best use plan for TOD around Wilkinsburg Station including the CBD. The market analysis builds on planning work previously completed through the Wilkinsburg Business District Market Analysis and Wilkinsburg Business District Revitalization Plan.

Determine imminent development projects

Stakeholders and Borough officials provided ongoing updates on development projects and interest in parcels throughout the TRID boundary area.

Identify available and underutilized parcels

The consultant team conducted field views and interviews with officials to determine vacant parcels available for development and underutilized parcels that display a higher and better use.



DEVELOPMENT PROPOSAL DESCRIPTION

Focuses on priority-ranked transportation infrastructure improvements at and around Wilkinsburg Station including along Penn Avenue and Wood Street business district and delineates scenario by location consisting of “Downtown Wilkinsburg,” “North of the Busway” and “South of the Busway.”

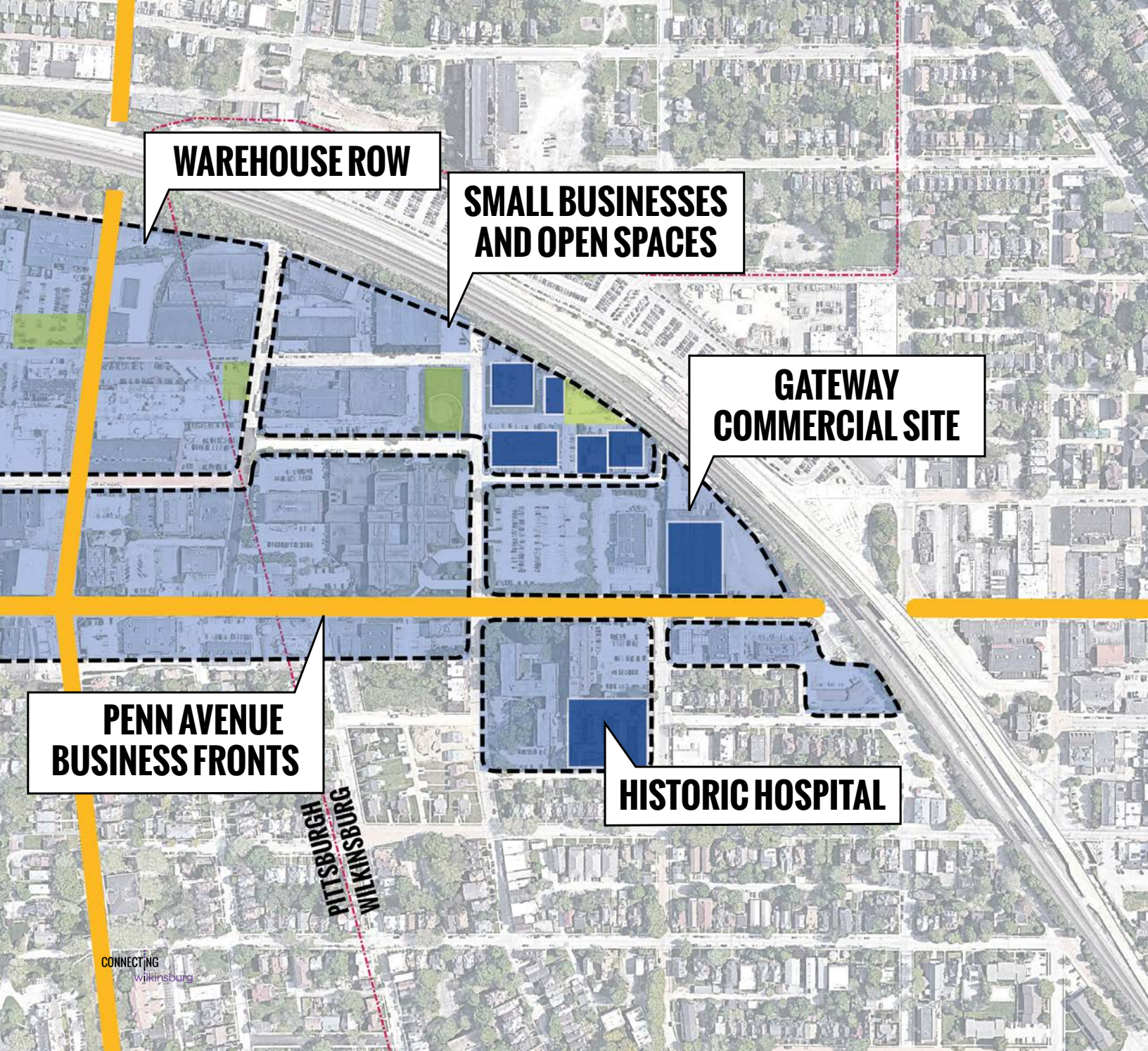
Based on sites that are available for development – either vacant or underutilized – and/or owned by a public entity most notably the Borough of Wilkinsburg, Wilkinsburg Parking Authority and Port Authority.

Because most of the development sites are dormant and have not yet demonstrated private investment interest, the Development Proposal will depend on the way in which actual development activity will evolve.

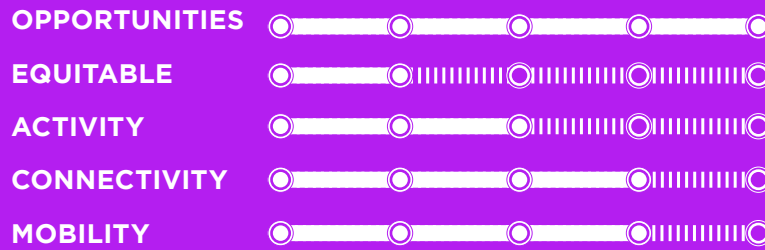
1

South of the Busway

The urban industrial and commercial buildings south of the busway will likely attract new businesses and should be planned as a district that is connected to Downtown Wilkinsburg, the busway station, and northern development.



HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



Commercial Projects

Industrial buildings and low density sites can attract a diversity of businesses, from small to large. Parking and infrastructure should be managed as a district.

Development area

Different areas have unique character, from low density small structures to high density warehouses. Each area should be connected with walkable streets and open spaces.

Station Location

Movement through the northern and southern districts depends on the location of the busway station. An overhead pedestrian walkway would probably be located near a commercial development to offset cost.

Equity opportunity

Jobs and job training

Connection to university and others who can grow community wealth

Different areas have unique character, from low density small structures to high density warehouses. Each area should be connected with walkable streets and open spaces.

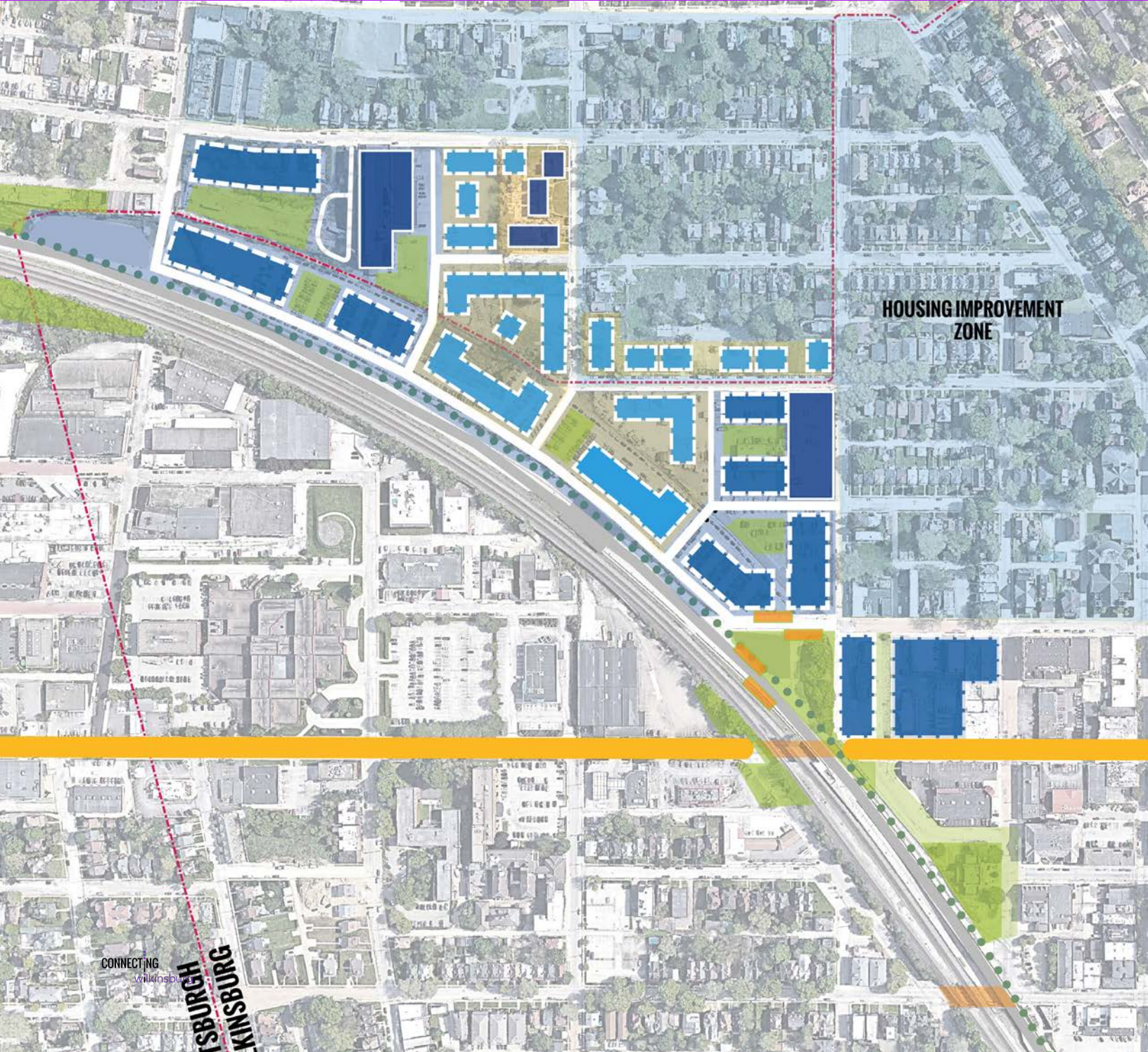


↑ EXAMPLE OF MEDIUM-DENSITY MIXED-USE DEVELOPMENT WITH A RETAIL-ACTIVATED GROUND FLOOR AND AFFORDABLE HOUSING ABOVE. GARFIELD, PA

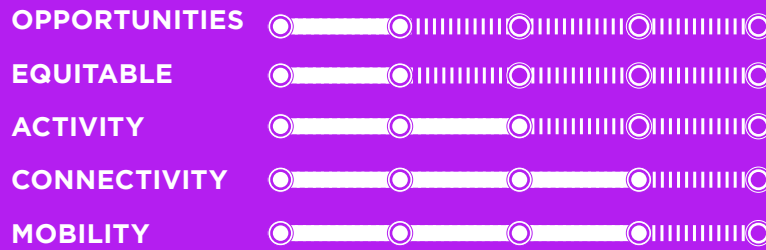
2

North of the Busway

The Port Authority Parking lot is a large area of car storage that, if developed, could better connect the community to transit and the other side of the busway and bring tax money into the municipality. Development would take many years. The Port Authority parking lot and two large adjacent properties should be considered as one area to connect sites and communities.



HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



Commercial Projects

Commercial uses would likely start from areas that are currently commercial and that have easy access to streets and transit. Parking garages will serve the new development and the Central Business District.

Residential Projects

Renovation of houses, new townhouses and multi-story residential buildings could connect the neighborhood to the busway with affordable and market rate housing.

Equity Opportunity

Large non-taxed parcel will provide much needed tax revenue to Wilkinsburg.

Impacts of development can be managed better by considering a larger site area.

Community spaces

Shared work space and small business spaces

Job center

Affordable housing trust fund

Affordable rental and for-sale units with market rate units, cooperative housing, elder housing, Residential Improvement District with community land trust, accessory dwelling units, and homeowner improvement fund

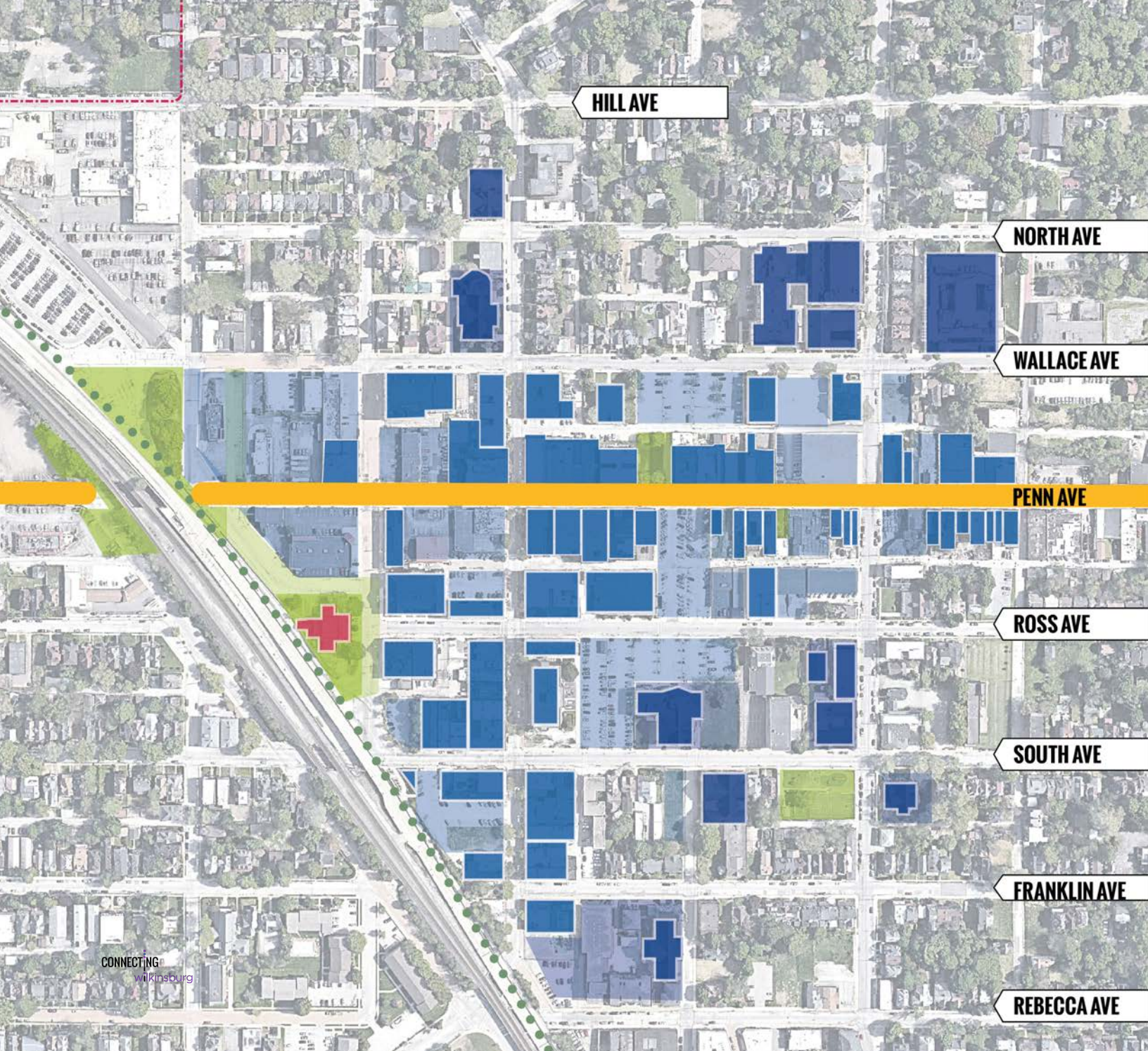


↑ BAKERY SQUARE IN LARIMER AND SHADYSIDE IS AN EXAMPLE OF LARGE, MASTERPLANNED DEVELOPMENT.

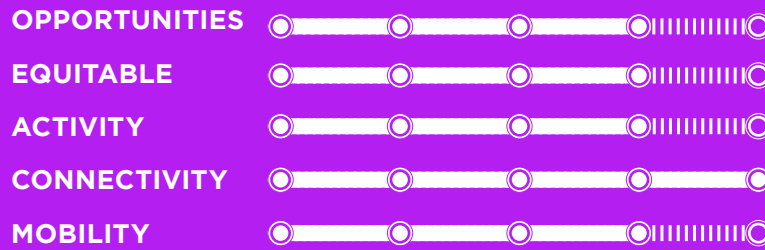
3

Downtown Wilkinsburg

Downtown Wilkinsburg can be a place where people gather, exchange ideas, patronize businesses, and visit friends and family. It is an ideal place for small investors and where business owners can also be buildings owners.



HOW DOES THIS HELP WILKINSBURG MEET THEIR VALUES?



Invest In Penn And Wood

Penn Avenue and Wood Street have many heritage buildings that could be brought up to code and have apartments or businesses on the upper floors.

Develop Infill And Parking

Building on vacant or low density sites will create new spaces for residents or businesses. Structured parking can be included on some of the larger sites.

Landmarks And Parks

Wilkinsburgers are proud of their parks and heritage buildings such as churches and schools, but these can be expensive to renovate, build, and maintain and would benefit from additional funding.

Equity Opportunity

Small scale real estate investment and community ownership

Community land trusts

Co-operative housing

Affordable housing

Creating community spaces

Preserving cultural heritage sites

Creative reuse



↑ TAZZA D'ORO IN MILLVALE, PA IS AN EXAMPLE OF STRATEGIC RENOVATION OF AN EXISTING BUILDING AT A KEY INTERSECTION.



↑ TAZZA D'ORO IN MILLVALE, PA IS AN EXAMPLE OF STRATEGIC RENOVATION OF AN EXISTING BUILDING AT A KEY INTERSECTION.

Development Matrix

The table illustrates parcels possibly available for development within Wilkinsburg's TRID. Most of parcels are Parking Authority-owned surface parking lots and/or properties owned by public entities and, therefore, exempt from real estate taxes. Almost all the potential development parcels can be considered "redevelopment" sites or, in other words, development of vacant parcels within

previously built areas, higher and better use of existing land resources and reinvestment in targeted growth areas. Three parcels located South of the Busway, however, were purchased by a private investor in September 2018. According to Borough officials, this site is being held for future development but, for now, will remain status quo fulfilling current tenant leases.

TABLE 01 Development Proposal by Parcel

LOT+BLOCK	DEVELOPMENT PROPOSAL			BOROUGH-SCHOOL-COUNTY MILLAGE			ANNUAL TAX FORECAST	INCREMENT
	SPECULATIVE LAND USE	SQ.FT.	EST. VALUE	0.014	0.0295	0.00473		
176-D-48	commercial/retail/office	5,063	\$101,250	\$1,418	\$2,986.88	\$478.91	\$4,883	\$4,883
176-D-50	commercial/retail/office	8,100	\$162,000	\$2,268	\$4,779.00	\$766.26	\$7,813	\$7,813
176-D-234	commercial/retail/office	10,692	\$213,840	\$2,994	\$6,308.28	\$1,011.46	\$10,314	\$10,314
176-D-237	commercial/retail/office	3,985	\$79,704	\$1,116	\$2,351.27	\$377.00	\$3,844	\$3,844
176-D-239	commercial/retail/office	6,172	\$123,444	\$1,728	\$3,641.60	\$583.89	\$5,954	\$5,954
176-D-245	commercial/retail/office	35,046	\$700,920	\$9,813	\$20,677.14	\$3,315.35	\$33,805	\$33,805
176-D-216	commercial/retail/office	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
176-D-214	commercial/retail/office	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
176-D-212	commercial/retail/office	11,761	\$235,224	\$3,293	\$6,939.11	\$1,112.61	\$11,345	\$11,345
232-N-122	commercial/retail/office	43,481	\$869,616	\$12,175		\$4,113.28	\$41,942	\$41,942
232-N-123	(combined with above use)							
175-G-310	1st floor retail/1st floor office, 225 affordable residential units	433,125	\$12,560,625	\$175,849	\$370,538	\$59,412	\$605,799	\$605,799
175-M-56-0-2	1st floor retail/1st floor office, 290 market rate residential units	559,834	\$33,590,052	\$470,261	\$990,907	\$158,881	\$1,620,048	\$1,620,048
175-L-40	(combined with above use)							
175-S-38	commercial office/flex	6,768	\$135,351	\$1,895	\$3,993	\$640	\$6,528	\$6,528
175-S-40	commercial office/flex	6,768	\$135,351	\$1,895	\$3,993	\$640	\$6,528	\$6,528
175-S-336	affordable residential	20,423	\$592,261	\$8,292	\$17,472	\$2,801	\$28,565	\$28,565
232-N-61	affordable residential	61,017	\$1,769,502	\$24,773	\$52,200	\$8,370	\$85,343	\$85,343
175-S-329	commercial office/flex	22,729	\$454,572	\$6,364	\$13,410	\$2,150	\$21,924	\$21,924
175-S-323	commercial office/flex	3,375	\$67,500	\$945	\$1,991	\$319	\$3,256	\$3,256
175-S-322	commercial office/flex	3,375	\$67,500	\$945	\$1,991	\$319	\$3,256	\$3,256
232-N-99	commercial office/flex	8,235	\$164,700	\$2,306	\$4,859	\$779	\$7,943	\$7,943
232-N-101	commercial office/flex	4,118	\$82,350	\$1,153	\$2,429	\$390	\$3,972	\$3,972
232-N-105	commercial office/flex	21,576	\$431,514	\$6,041	\$12,730	\$2,041	\$20,812	\$20,812
232-N-330	affordable residential	65,070	\$1,887,030	\$26,418	\$55,667	\$8,926	\$91,011	\$90,380
175-R-00186-0001	commercial/office/warehouse	138,785	\$2,775,708	\$38,860	\$81,883	\$13,129	\$133,872	\$115,145
175-R-70	(combined with above use)							
175-R-183	(combined with above use)							

[This page intentionally left blank.]





04

PROGRAMS AND POLICIES

- Policy Recommendations
- Program Recommendations



Policy+Program Recommendations

Turning the Busway into an area of opportunity requires a new approach to equitable, comprehensive development. It involves investing in transportation, but also in affordable housing, workforce development, social services, local businesses, and more. Working with residents and other stakeholders in the community, a set of development principles that will guide future investment along and near Wilkinsburg's portion of the Busway should be created. Principles, however, have no weight without policy change. The following are examples of policies that are based on best practice research from around the country and input from residents and other stakeholders in the community.

SHORT-TERM ACTION ITEMS

Improve The Busway Station Area.

Collaborate with the regional MPO, PennDOT, Port Authority, and community leaders and artists to transform the underpasses of the Busway. Utilize TRID's recommendations to attract initial public funding to improve the sidewalk network, wayfinding between the busway station and the business district, and to create a "super-stop" outside the Save-a-Lot.

Help local businesses along the busway connect to growth opportunities.

Leveraging Penn Avenue's Main Street status, attract business and entrepreneurs to occupy Penn and Wood. Incubators such as Black Tech Nation could occupy upper floors and storefronts and provide both business development and living wage opportunities.

Revisit Wilkinsburg's tax abatement programs, retool to catalyze TOD, incent inclusionary housing and capture tax increment.

Wilkinsburg's two tax abatement programs, or LERTAs, are getting attention from would-be real estate investors. Without the LERTAs, Wilkinsburg's inordinately high property tax rate puts it at a competitive disadvantage versus adjacent municipalities, especially Pittsburgh. While the LERTAs can level the playing field, they also erode any potential tax increment created from new development within the station area. Further, new conditions on LERTA eligibility could generate either new revenues for affordable housing or incent developers to include affordable housing in their projects to gain approval.

Ensure that, when it comes to transportation, people come first.

Municipalities across the country are increasingly realizing that a car-first approach to transportation investment, especially in compact, walkable communities strangles investment and quality of life. It also institutes socioeconomic inequities within its residents. Complete Streets are increasingly seen as a tool to reverse this trend, putting the movement of people ahead of the movement of certain vehicles. Complete Streets puts the burden on traffic engineers and developers to prove that their changes cannot accommodate pedestrians, bikes, and transit. Complete Streets ordinances have been adopted in hundreds of municipalities of all types. Locally, Pittsburgh, and Sharpsburg have adopted Complete Street ordinances and Etna is contemplating one.

LONG-TERM ACTION ITEMS

Create a development principles compact.

The goal of this would be two-fold: to ensure a baseline of equity and affordability exists along the corridor and to provide developers with a consistent landscape for development. This could be adopted by the Borough and its stakeholders in principle initially, and then tied to specific sources of government policy and subsidy such as a TRID, tax abatement, zoning variances, and other ordinances.

Back up the principles with policy and accountability.

Many plans create a set of principles to guide reinvestment. Wilkesburg will need intentional policy change and commitment from government to realize the community's principles. Policy takes many forms: new and updated Borough ordinances and retooling of government functions; new or updated MOUs between various parties, public and private; commitments from community leaders to do their respective part and for others to back them; and so on. Without those, a set of guiding principles loses its effectiveness over the course of time.

Improve the overall quality of existing affordable housing and its management.

Resetting Wilkesburg's affordable housing market is the first step in both ensuring that quality accessible affordable housing is available to the most at-risk residents and setting the stage for other forms of investment. However, a widely varying range of affordable housing quality and safety exists in proximity to the Busway. Lessons from other areas that have stabilized and improved affordable housing should be applied in this area, from production of new units to nuisance landlords. Tools such as a rental registry and continued zoning and code enforcement can help assist renters. On the financing side, Low Income Housing Tax Credits, New Market Tax Credits, and the new federal Opportunity Zone program could help assist.

Implement a 'Bull's Eye' approach to contracting from development and infrastructure projects.

The idea of a 'Bull's Eye' approach to contracting is to set a priority list of qualified contractors for development: starting with local firms, then county-wide, and state-wide. This ensures that there remains access to the skill necessary to complete contracted work while there is also a consistent pipeline of work to develop capacity among local contractors.

Pursue a land bank or partner with others for land banking services.

In local and national studies, blight has been shown to not just depress property values (which, in Wilkesburg's case, contribute to its escalated property tax rates). It has also been shown to attract more blight and negatively impact the physical and mental health of those living in and around it. Coupled with a more progressive approach to accessing public funding and affordable housing tax incentives, a land bank could acquire tax-delinquent blighted properties and recycle them back into productive use. Land banks can also recycle properties at a scale which the County's Vacant Property Recovery Program cannot. Land banks are also very effective tools when paired with community land trusts.

Create a community land trust (CLT) or partner with a regional one.

While preserving and creating affordable housing is extremely important, the current mechanisms of public-private partnership fail to ensure permanent affordability. Part of the crisis today is that affordable units created 15 or 20 years ago are now in the process of expiring. CLTs are a nationally proven model of placing land under community control and ensuring both that it is permanently affordable and continuously on a municipality's tax rolls. CLTs are also very effective tools when paired with land banks.

Ensure that equity extends beyond housing and business, into the streets.

Mobility equity is often overlooked in community development. In Wilkinsburg's case, it needs to be a basic tenet of equity. For many low-income residents, transportation costs can outstrip the cost of a home. Beyond a Complete Streets ordinance, ensuring that new development encourages a move away from the personal automobile is not just good practice for urban development; it lowers household costs. Ensuring that new affordable housing is within a 5-10 minute walk of high-frequency transit – busway or otherwise – should also be a priority. Such efforts do not need to be punitive; developers can financially benefit from a reduced parking requirement or by paying into a district-managed parking system that also benefits local residents.

INFRASTRUCTURE AND HOUSING

Within the station area, sidewalks can be widened for improved safety.

At intersections, bump-outs and refuge areas can be provided to shorten the length of crosswalks. Station access can be clearly defined with walkways that are paved with distinct materials and defined edges.

Beyond the immediate station area – on-street around the station –

Complete Streets can ensure that future street construction projects have the burden of proving that pedestrian access is the highest priority. This ensures that the most affordable means of getting around – walking, biking, and transit – take precedent over automobile throughput. Developers and engineers need to respond to complete streets standards before moving forward, and a hierarchy of modes could help ensure access.

In multiple regions, a consortium of national and local partners who are advocating for equitable TOD (ETOD) cooperated to create several significant financing programs.

Many of these are regional funds and, consequently it is recommended that Wilkinsburg partner with other urban municipalities in the pursuit of establishing such a fund. Many western US cities have such a fund; below are examples of the outcomes of two:

1. Bay Area TOAH Fund: The \$50 million fund's purpose is to provide innovative financing products to developers who are completing equitable TOD projects in the nine-county region. The TOAH Fund has helped create 650 affordable housing units, a fresh foods market in a food desert, neighborhood retail, a medical facility and a childcare center.
2. Denver's TOD Fund acquired seven sites in two and a half years, enabling the preservation or development of nearly 500 affordable homes, a new library and a childcare center. The fund has also sparked surrounding investment, including a fresh food grocer in a previous food desert. The success has led to a doubling of the fund to \$30 million.

Attract a responsible bike share vendor

Create programs that make bike share accessible to low income and minority users.

Mandatory inclusionary zoning

While not a single-shot solution, but ensures a baseline of affordability for new development in a community. Pairing it with deed restrictions could also ensure a degree of permanent affordability not currently available in this region.

Community Land Trusts

Stabilize existing affordable housing by allowing for community ownership of land.

A BROAD DEFINITION OF AFFORDABILITY

The ability of residents to live in a community goes beyond affordable housing. Affordability includes workforce training, access to local, well-paying jobs, and individualized services to ensure people can afford to remain in their homes.

- Property tax relief for landlords who commit to keeping rents within prescribed limits for a certain period of time creates stability in rent levels for existing residents. (Central Corridor, MN)
- Creative ways to help minority and women-owned firms build their business capacity, such as: breaking scopes of work into smaller bid packages to encourage small contractors to bid, rotating contracting opportunities created within a division of work, and providing technical and business assistance to ensure firms were able to provide the contracted work. (Portland, OR)
- Extensive outreach and support to local businesses before and during new development can ensure goals for local and minority hiring are reached. Some of these services should include: certification assistance, technical assistance with contracts and implementation, bonding and capital support, and a database of local businesses for lead contractors. (Alameda Corridor Business Outreach Program, Los Angeles, CA)

SOCIAL SERVICE DELIVERY AND COMMUNITY DEVELOPMENT

Development is about creating a vibrant community, but it can also support lifting residents out of poverty. These policies support both of those goals through a baseline of social service support and community development practices.

- Service-enriched housing coordinates social service delivery with affordable housing to provide residents with: workforce development, crisis support, eviction and utility termination prevention, and rental-to-homeownership development. (North Side Coalition for Fair Housing, Pittsburgh, PA)
- Housing First, typically seen in homelessness prevention, can be a useful tool for social service delivery. It stabilizes residents by ensuring they remain in permanent housing while social service support is provided. (multiple cities)

EXAMPLE DEVELOPMENT PRINCIPLES

Through the TRID study team’s previous work, a series of development principles have been created through ongoing conversations with residents and community leaders along the East Busway. Ten organizations including government have signed on to them. We offer them here for insight purposes. A long form, with definitions, is in Appendix X:

- Encourage development without the displacement of communities
- Make streets, stops, and stations friendlier and safer so people can move without a car
- Preserve good businesses in the neighborhood and support new investment
- Make sure transit helps us access jobs, education, goods, and other opportunities quickly, reliably, and safely
- Publicly-held land should benefit the public first
- Invest in existing residents through housing and job preservation and related supportive social services
- Ensure policies that support these principles are permanent and not tied to a specific project or political administration

POLICY RECOMMENDATIONS INVOLVING MPO AND TRANSPORTATION

- Collaborate with the regional MPO, PennDOT, Port Authority, and community leaders and artists to transform the underpasses of the Busway
- Attract initial public funding to improve the sidewalk network, wayfinding between the busway station and the business district, and to create a “super stop” outside the Save-A-Lot
- At intersections, bump-outs and refuge areas can be provided to shorten the length of crosswalks
- Station access can be clearly defined within walkways that are paved with distinct materials and defined edges

- Through a Complete Streets policy, ensure that the most affordable means of getting around- walking, biking, and transit- take precedent over automobile throughout
- Wilkinsburg should partner with other urban municipalities and create a consortium to establish an ETOD fund for project financing (i.e. Bay Area TOAH Fund; Denver TOD Fund)
- As needed, request technical assistance from the regional MPO to help advance the infrastructure improvements listed in Table 1 found at the very end of the document

CHOICE NEIGHBORHOOD PLANNING GRANTS PROGRAM

With this publication, HUD is making available up to \$5,000,000 for Planning Grants, including Planning and Action Grants.¹ Planning Grants are two-year grants that assist communities with severely distressed public or HUD-assisted housing in developing a successful neighborhood transformation plan and building the support necessary for that plan to be successfully implemented.² Planning and Action Grants are three and a half year planning grants that pair planning with action. Experience shows that tangible actions taken early on help communities build momentum for further planning and the eventual transition from planning to implementation of that plan. These actions improve neighborhood confidence, which in turn sustains the community’s energy, attracts more engagement and resources, and helps convince skeptical stakeholders that positive change is possible. Under these grants, the planning process activities would take place during the first 24 months of the grant period. The planning process will identify Action Activities that will be carried out during the latter portion of the grant period. Action Activities must build upon the planning for the target housing and neighborhood.

<https://www.grants.gov/web/grants/view-opportunity.html?oppld=302963>

Zoning Recommendations

REVISIT WILKINSBURG'S TAX ABATEMENT PROGRAMS, RETOOL TO CATALYZE ETOD, INCENT INCLUSIONARY HOUSING AND CAPTURE TAX INCREMENT

Wilkinsburg's two tax abatement programs, or LERTAs, are attracting prospective real estate investors. Wilkinsburg's LERTAs are particularly aggressive, abating 100% of the tax increment generated by any property improvements and scaling up to the full tax rate over 10 years. While this can kick-start (re)development, it also stunts any potential new tax increment generation, rendering the primary intent of implementing a TRID - capturing new taxes, from new development, for infrastructure improvements - moot. It can also attract developers who rely on the unnaturally, unsustainably low tax rates to make their particular projects finance-able by a bank. Such uses typically bring little value to a community; more often, such development is a detriment to the social fabric and economic viability of an urban community.

This is not to say that Wilkinsburg should abandon its LERTA programs. The millage rate disadvantage is real; Wilkinsburg's inordinately high property tax rate (48.2 mills) puts it at a distinct competitive disadvantage with adjacent Pittsburgh (22.6 mills). Rather, the Borough might explore the possibility of revising its LERTAs to allow for a "Taxing Parity District" within the TOD Zoning overlay. In this district, new development or redevelopment could be taxed at Pittsburgh's rate for the life of the TRID. The District's millage could be pegged to Pittsburgh's for the life of the TRID bond. Over the life of the bond, this may actually be advantageous for the property owner: TRIDs last, by law, for 20 years whereas Wilkinsburg's LERTA programs expire after 10.

Due to the year-over-year ratcheting up of the tax rate, at Year 5, a "Taxing Parity District" TRID could theoretically become more financially advantageous to the landowner than the LERTA given current millage rates. The Borough and school district could also benefit from this if it also decides to split the increment between the TRID and themselves; 40% of all Pittsburgh TRID and TIF revenues, for example, go into its general fund and to Pittsburgh Public Schools. Wilkinsburg should consult with DCED if it wishes to pursue this concept.

ENSURE THAT, WHEN IT COMES TO TRANSPORTATION, PEOPLE COME FIRST

Municipalities across the country are increasingly realizing that a car-first approach to transportation, especially in compact, walkable communities strangles investment and quality of life. It also institutes socioeconomic inequities within its residents, driving up both housing and transportation costs. Returning to a community that has affordable housing and jobs that are easily and enjoyably accessed by walking, biking, and transit requires rethinking the place the car holds in a place like Wilkinsburg.

RETURN THE STREETS TO THE PUBLIC VIA COMPLETE STREETS

Complete Streets is increasingly seen as a tool to reverse this trend, putting the movement of people ahead of that of private, single-occupant motor vehicles. Complete Streets puts the burden on traffic engineers and developers to prove that their changes cannot accommodate pedestrians, bikes, and transit. Complete Streets ordinances have been adopted in hundreds of municipalities of all types. Locally, Pittsburgh, Sharpsburg, Etna, and Millvale have adopted Complete Street ordinances. Pittsburgh's is one of the first in the country to incorporate mobility equity into its ordinance. More on Complete Streets can be found at Smart Growth America

<https://smartgrowthamerica.org/program/national-complete-streets-coalition/>

FREE UP LAND AND PRESERVE WILKINSBURG'S UNIQUE URBAN FABRIC BY REFORMING PARKING REQUIREMENTS

Many urban communities are aggressively reducing parking requirements, reducing or eliminating minimums or even switching to parking maximums. Some are also incenting developers to build less parking if they provide bicycle parking and transit facilities. Reasons given range from providing more money for affordable housing to reducing the amount of subsidy a project requires avoiding devaluation of land surrounding parking facilities, and - ironically - reducing congestion. Parking is expensive: the Victoria Transportation Policy Institute estimates that surface lots cost \$5,000-\$10,000, per space, to build while structured parking costs average \$24,000/space. This money could be used for something else like affordable housing, subsidized transit passes, green space, or seeding a community land trust. Parking is important, but Wilkinsburg's urban character suggests that it should consider following national trends - communities of all sizes and backgrounds are either reducing or eliminating parking requirements, especially in transit-rich areas.

Several areas to explore include:

- Extending the parking minimum credit afforded to renovation and new/redevelopment within the CBD Zoning District to the TOD Zoning District, thereby requiring such activities to provide 33% of the spaces required per Table 14 in § 260-609 (see Section § 260-603-A-2).
- Further reduction by incenting developers to encourage biking and transit usage. Pittsburgh, for example, allows for a 20% parking space reduction if a station-like transit stop is incorporated into a development. The code also allows for a reduction in the number of automobile parking spaces by up to "one (1) space for each bicycle parking space, but by no more than thirty (30) percent of the total required spaces." The code also details parking credits available through a transportation management plan.
- Allow developers to take credit for adjacent on-street spaces when meeting parking requirements. While this might be politically sensitive, it can reduce on-site requirements significantly depending on the development.

REVISE TOD ZONING TO ENCOURAGE DENSER DEVELOPMENT, MORE AFFORDABLE HOUSING, LESS AUTO RELIANCE AND ENCOURAGE USES THAT SERVE AND EMPOWER TRANSIT-RELIANT POPULATIONS

Wilkinsburg TOD Zoning gives it an advantage over other Busway and light-rail communities. However, while the code itself is basically sound, the types of usages it encourages could actually work against the Borough's desire to create equitable transit-oriented development, or eTOD. Several revisions could make it stronger and better-suited to help Wilkinsburg realize its eTOD goals. Suggestions for revision exploration include:

REVISIT THE ALLOWABLE PRINCIPAL AND ACCESSORY USES OUTLINED IN § 260-318, TABLES 10 AND 11, CONSIDER REVISING TO BE MORE IN ACCORDANCE WITH ALLOWING TRANSIT-ORIENTED USES

In Table 10 (Principal Uses), uses that attract transit riders and empower transit-reliant populations, and/or encourage transit use, are excluded or conditional.

Excluded

Dorms, retirement/assisted living/group care facilities, townhouses, group homes, SRO housing, nursing or personal care homes, laboratories/specialized industrial, food banks, hospital/healthcare, public or private schools, Magistrate, municipal buildings, drug store, kennel, vet, light industrial, medical clinic, life/continuing care facilities,

Conditional

Multifamily dwellings, bus terminal, business/professional offices, community center, medical/dental offices,

Not mentioned

Mixed-use/district parking facilities

Table 11 (Accessory Uses) should, where possible, reinforce the Principal uses outlined in Table 10

Principal uses that are permitted (conditionally or by rights) should also be so allowed in Accessory Uses. Parking especially should be revisited. Table 11 lists it as Permitted, when it really should be Conditional.

If Wilkinsburg is to encourage transit-oriented communities to grow around the Busway, it should consider adding allowable use types and even making many of these by-rights, or "permitted." Conversely, those that encourage low-density, auto-oriented development should be downgraded in their importance, including the permitted uses of single-family attached and detached units and forestry/logging and the conditional allowance of municipal water facilities. Many of the exclusions, especially, potentially work against the equity goals of the Borough and community and add cost to projects.

EXPLORE THE POTENTIAL AND FEASIBILITY OF INCLUSIONARY ZONING (IZ), BUT ALSO FIND AREAS TO UPDATE EXISTING CODES SO WILKINSBURG IS MORE INCLUSIVE BY DEFAULT

Gentrification and displacement are topics increasingly discussed across urban Allegheny County, and the study team experienced this during its multiple engagement with Wilkinsburg residents, businesses, and institutions. In response, tools that hotter-market places have tried to use are increasingly being explored. Inclusionary zoning, or IZ, is one of those.

Inclusionary zoning is the municipal practice of enticing or requiring a certain percentage of new housing to be affordable to low/moderate-income individuals and families. On the legislative side, cities have mandated that anywhere from 5-30% of all new housing, in medium to large multi-unit developments, be affordable to low/moderate income individuals. On the incentive side, cities have allowed developers to build denser projects in exchange for a certain percentage of affordable housing, either within that site or elsewhere in the city. Other sorts of enticements include parking reductions, tax abatements, housing subsidies, and permit expediting. While IZ is an increasingly popular way to get private developers interested in creating affordable housing, its goal has always been broader. As CityLab puts it: "(IZ) was developed... in the 1970s in response to the widespread trend of 'exclusionary zoning' (also sometimes known as 'snob zoning'), which includes zoning practices like mandating minimum lot sizes and other legal loopholes advocated by NIMBYs who seek to prevent the construction of affordable housing in their neighborhoods. In this way, IZ is a tool of desegregation, forcing wealthy people to live cheek-by-jowl with lower-income residents, and improving the latter's prospects for upward mobility."

Again, neighboring Pittsburgh has locally been the most active government exploring the prospects of inclusionary zoning. The city's Affordable Housing Task Force identified IZ as one of several tools the city should pursue to produce more affordable housing. Some of the enticements include density bonuses and some of the regulations require set-asides for projects larger than 25 units. It also suggested that, alternatively, "if a developer is unable or unwilling to provide any low-cost housing, then the developer could choose to pay a fee or agree to build off-site housing elsewhere in the city or improve existing, albeit substandard, housing." The city is actively exploring implementation of the Task Force's recommendations, including tying a project's LERTA tax abatement eligibility to either producing affordable housing or contributing to a city-wide fund.

Inclusionary zoning, however, is not without controversy. Cities generally like it as they see it as requiring little to no subsidy from them; over 880 jurisdictions - predominantly in Massachusetts, New Jersey, and California - have IZ laws. Developers and some economists, however, are predominantly against it and even some housing advocates criticize it. Aside from yet another development regulation, most market proponents criticize IZ as actually stymieing housing development, thereby driving up the cost of an already scarce resource. Affordable housing advocates also criticize it from a different angle: rarely have IZ laws generated enough housing to substantially stem gentrification tides and, when the housing has been built, it often times is only available to those living at 50-80% of area median income (AMI). The validity of arguments on either side of the debate remains unclear as IZ rarely generate enough housing units to change a neighborhood. Currently, 11% of Americans live in jurisdictions with IZ policies.

Finally, in most cases, IZ has been actively pursued in communities where markets have already heated up to near-runaway development levels. Instituting IZ in a more stable market, with excess housing stock (regardless of its condition) is even less understood. There are also legal pitfalls to requiring developers to provide resources for housing in neighborhood not directly impacted by their own project.

For all these reasons, Wilkesburg should continue to further explore whether it should reform its current zoning to reflect the original spirit and intent of Inclusionary Zoning. This would include many of the aforementioned changes in exclusions and conditional uses, especially within the TOD Zoning Overlay, among other things. If it does pursue IZ, an incentive-based approach might be most prudent given current markets. In Pennsylvania however, Inclusionary Zoning may not be fully implementable as it is in other places. The PA Municipalities Planning Code does not provide authority for a municipality to create zoning districts or regulations for the purpose of providing housing of certain prices or to people of certain income levels. The Borough would need to involve its solicitor to assist in developing defensible and effective inclusionary zoning regulations.

Allowing for denser development, less parking, easier property consolidation, and accessing the Borough's LERTA abatements or joining a TRID, in exchange for affordable housing, could be carrots to drive the outcomes Wilkesburg hopes to see. There are lots of reform opportunities, however, within Wilkesburg's existing code to create the inclusive communities the Borough and its residents wish to see.

MULTI-MODAL TRANSPORTATION ZONE OVERLAY

The Multi-modal Transportation overlay recognizes the changing nature of our transportation options. These include automated cars, ride-sharing, and shared cars. As well, as transportation costs outpace wages for modest income households cycling will become an important option to residents. It is now possible for households to forego car ownership and instead use public transit, cycling, walking and on-demand car services.

PARKING

Parking is a significant cost in housing development. Reducing parking requirements for residential development in areas where multi-modal transportation is highly accessible we could diversify housing options. Fixed development costs can then be spread over more units, space that otherwise would be occupied by cars.

If a developer can reduce parking and instead build more units, then a percentage of these units must address the housing needs of our labor spectrum. To meet these ends we can invest in:

- Enabling Multi-modal Transportation Zones (MTZ) within 10 minute walking distance of transit stations;
- Increasing shared-car parking lots within the MTZ;
- Investing in cycling infrastructure and walkways within MTZ municipal areas;

HOUSING AFFORDABILITY

In addition, we can implement guidelines that increase the availability of modest to moderately priced housing units. Ideally, the MTZ provides substantial number of modest to moderately priced housing units. A means to achieve this could include:

- Determine total of parking units that would be normally required;
- Identify how many 600 sq feet units could be built on foregone parking space;
- Complete an annual affordability survey to identify substantive affordability gaps;
- Of the total build-able units 70% must

meet the needs of households below Median Area Income (more units, moderate profit margins);

- Allow for 30% of units to be developed at more than Median Area Income (fewer units higher profit margins);
- A developer can trade it's 30% units at more than Median Area Income with other developers;

This approach allows a developer to spread fixed costs over a greater number of units, which increases overall project profitability. As well, It provides an opportunity to trade the higher income units allowance, which provides revenue without having to build. Reduced parking requirements also provides more opportunity to include amenities that can add value to the development.

For a municipality increasing the supply of modest and moderately priced housing helps support its small business districts. This occurs in two ways, one, households are able to find housing at rents they can afford, therefore they have more income to spend. Two, the density of households within walking distance of the business district is higher as more units instead of parking are built. Local entrepreneurs can then count with more customers with disposable incomes.

 **GROUNDED SOLUTIONS NETWORK'S IZ POLICY DESIGN TOOLKIT SUMMARY**



bibliography

1. "Transportation Cost and Benefit Analysis II – Parking Costs." Victoria Transportation Policy Institute. November 2018. <http://www.vtppi.org/tca/tca0504.pdf>
2. "Progress on Removing Parking Mnimums." Google map administered by Strong Towns. <https://goo.gl/mP1mqN>
3. "Here's How Much Cities are Wasting on Parking." Fast Company. July 17, 2018 . <https://bit.ly/2L4zea8>
4. Chapter 914, Article 7: Alternative Access and Parking Plans. City of Pittsburgh Code of Ordinances. Last updated December 21, 2018. <https://bit.ly/2QvnbAD>
5. Chapter 914, Article 5: Alternative Access and Parking Plans. City of Pittsburgh Code of Ordinances. Last updated December 21, 2018. <https://bit.ly/2TAuVTY>
6. "CityLab Universtiy: Inclusionary Zoning." CityLab - Benjamin Snyder. July 17, 2018. <https://bit.ly/2LyxuSR>
7. "Affordable housing in Pittsburgh: The importance of framing a legally sound inclusionary zoning proposal." PublicSource – Gerald S. Dickinson. May 18, 2017. <https://bit.ly/2CVJpbh>
8. Ibid.
9. Ibid.
10. "'Snob zoning' is racial housing segregation by another name." Washington Post – Elizabeth Winkler. September 25, 2017. <https://wapo.st/2RhaOIP>





05

IMPLEMENTATION

- Financial Plan
- Management Entity
- Continuing the Process



HANNA
LANGHOLZ WILSON ELLIS
**BUILDINGS
FOR SALE**
412.261.2200
MEAGAN MOORE HannaLWE.com

HANNA
LANGHOLZ WILSON ELLIS
**BUILDINGS
FOR SALE**
412.261.2200
MEAGAN MOORE HannaLWE.com

HUNTER

623

Glaucoma
Diabetic Eye
Laser Treatment
Cataract

621

Financial Plan

DEVELOPMENT PROPOSAL FORECAST

The Development Proposal was forecasted for planning and funding purposes to illustrate potential real estate tax revenues and financial options. For the land use of each vacant parcel (residential, retail or commercial office, flex, warehouse), the lot area of potential development parcels was converted to building square feet based on lot coverage and total number

of stories. Essentially, the total lot area was multiplied by a land coverage factor of 45 percent and the number of stories, resulting in a total building area by square foot. Several developable parcels within the TRID boundary include buildings and, in these cases, it was assumed the buildings would be renovated/repurposed using the previously described approach. The Development Proposal is based on total building area by square foot and speculated land uses as illustrated in the Table below.

TABLE 1 Development Parcel Information

DEVELOPMENT ZONE	OWNERSHIP	LOT+BLOCK	CLASS/USE CODE	SQ.FT.
DOWNTOWN WILKINSBURG				
surface lot at ross at wood behind citizens bank	Borough Parking Authority	176-D-48	Municipal Government	3750
surface lot at ross at wood behind citizens bank	Borough Parking Authority	176-D-50	Municipal Government	6000
surface lot corner of ross at medicine way	Borough Parking Authority	176-D-234	Municipal Government	7920
surface lot on ross next to medicine way	Borough Parking Authority	176-D-237	Municipal Government	2952
surface lot on ross next to medicine way	Borough Parking Authority	176-D-239	Municipal Government	4572
surface lot on ross next to medicine way	Borough Parking Authority	176-D-245	Municipal Government	25960
surface lot on south at medicine way	Borough Parking Authority	176-D-216	Municipal Government	3960
surface lot on south next to medicine way	Borough Parking Authority	176-D-214	Municipal Government	3960
surface lot on south next to medicine way	Borough Parking Authority	176-D-212	Municipal Government	8712
vacant lot corner penn at center	Redevelopment Authority of Allegheny County	232-N-122	County Government	16836
surface lot next to penn/center corner lot	Redevelopment Authority of Allegheny County	232-N-123	County Government	7320
NORTH OF THE BUSWAY				
busway park and ride lot	Port Authority	175-G-310	County Government	287452
peoples gas	Peoples Natural Gas	175-M-56-0-2	Commercial Utility	124974
peoples gas	Peoples Natural Gas	175-L-40	Commercial Utility	82372
surface lot on wallace across from claire way	Borough Parking Authority	175-S-38	Municipal Government	5013
surface lot on wallace next to post office	Borough Parking Authority	175-S-40	Municipal Government	5013
school building	Board of Education	175-S-336	Government/Board of Education	15128
senior high school building	Board of Education	232-N-61	Government/Board of Education	45198
surface lot on wallace across from mulberry	Borough Parking Authority	175-S-329	Municipal Government	16836
surface lot on wallace across from mulberry	Borough Parking Authority	175-S-323	Municipal Government	2500
surface lot on wallace across from mulberry	Borough Parking Authority	175-S-322	Municipal Government	2500
surface lot on wallace across from mulberry	Borough Parking Authority	232-N-99	Parking Garage/Lot	6100
surface lot on wallace across from mulberry	Borough Parking Authority	232-N-101	Municipal Government	3050
vacant lot on wallace behind penn/center lot	Redevelopment Authority of Allegheny County	232-N-105	Municipal Government	15982
vacant lot and boarded-up building	Hosanna House	232-N-330	Commercial	48200
SOUTH OF THE BUSWAY				
901-907 west street	Penn West Partners, LLC	175-R-00186-0001	Commercial	51096
surface lot on west at south	Penn West Partners, LLC	175-R-70	Parking Garage/Lot	9240
surface lot on west at ross	Penn West Partners, LLC	175-R-183	Parking Garage/Lot	16767

TABLE 2 Development Proposal by Parcel

LOT+BLOCK	DEVELOPMENT PROPOSAL			BOROUGH-SCHOOL-COUNTY MILLAGE			ANNUAL TAX FORECAST	INCREMENT
	SPECULATIVE LAND USE	SQ.FT.	EST. VALUE	0.014	0.0295	0.00473		
176-D-48	commercial/retail/office	5,063	\$101,250	\$1,418	\$2,986.88	\$478.91	\$4,883	\$4,883
176-D-50	commercial/retail/office	8,100	\$162,000	\$2,268	\$4,779.00	\$766.26	\$7,813	\$7,813
176-D-234	commercial/retail/office	10,692	\$213,840	\$2,994	\$6,308.28	\$1,011.46	\$10,314	\$10,314
176-D-237	commercial/retail/office	3,985	\$79,704	\$1,116	\$2,351.27	\$377.00	\$3,844	\$3,844
176-D-239	commercial/retail/office	6,172	\$123,444	\$1,728	\$3,641.60	\$583.89	\$5,954	\$5,954
176-D-245	commercial/retail/office	35,046	\$700,920	\$9,813	\$20,677.14	\$3,315.35	\$33,805	\$33,805
176-D-216	commercial/retail/office	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
176-D-214	commercial/retail/office	5,346	\$106,920	\$1,497	\$3,154.14	\$505.73	\$5,157	\$5,157
176-D-212	commercial/retail/office	11,761	\$235,224	\$3,293	\$6,939.11	\$1,112.61	\$11,345	\$11,345
232-N-122	commercial/retail/office	43,481	\$869,616	\$12,175	\$25,653.67	\$4,113.28	\$41,942	\$41,942
232-N-123	(combined with above use)							
175-G-310	1st floor retail/1st floor office, 225 affordable residential units	433,125	\$12,560,625	\$175,849	\$370,538	\$59,412	\$605,799	\$605,799
175-M-56-O-2	1st floor retail/1st floor office, 290 market rate residential units	559,834	\$33,590,052	\$470,261	\$990,907	\$158,881	\$1,620,048	\$1,620,048
175-L-40	(combined with above use)							
175-S-38	commercial office/flex	6,768	\$135,351	\$1,895	\$3,993	\$640	\$6,528	\$6,528
175-S-40	commercial office/flex	6,768	\$135,351	\$1,895	\$3,993	\$640	\$6,528	\$6,528
175-S-336	affordable residential	20,423	\$592,261	\$8,292	\$17,472	\$2,801	\$28,565	\$28,565
232-N-61	affordable residential	61,017	\$1,769,502	\$24,773	\$52,200	\$8,370	\$85,343	\$85,343
175-S-329	commercial office/flex	22,729	\$454,572	\$6,364	\$13,410	\$2,150	\$21,924	\$21,924
175-S-323	commercial office/flex	3,375	\$67,500	\$945	\$1,991	\$319	\$3,256	\$3,256
175-S-322	commercial office/flex	3,375	\$67,500	\$945	\$1,991	\$319	\$3,256	\$3,256
232-N-99	commercial office/flex	8,235	\$164,700	\$2,306	\$4,859	\$779	\$7,943	\$7,943
232-N-101	commercial office/flex	4,118	\$82,350	\$1,153	\$2,429	\$390	\$3,972	\$3,972
232-N-105	commercial office/flex	21,576	\$431,514	\$6,041	\$12,730	\$2,041	\$20,812	\$20,812
232-N-330	affordable residential	65,070	\$1,887,030	\$26,418	\$55,667	\$8,926	\$91,011	\$90,380
175-R-00186-0001	commercial/office/warehouse	138,785	\$2,775,708	\$38,860	\$81,883	\$13,129	\$133,872	\$115,145
175-R-70	(combined with above use)							
175-R-183	(combined with above use)							

TRID FEASIBILITY

Feasibility of Wilkinsburg TRID is based on an assessment of current property values and their potential post-development estimated values. Current values are based on data from the Allegheny County Real Estate Portal, which is the main source of property values. Because TRID’s financing is based on the increment gained by post development real estate tax value, the County’s assessment data is the most appropriate source.

Two data sources were used as the basis of values per square foot for this report: data from previous planning studies primarily the Homewood TOD Study and the Allegheny County Real Estate Portal for assessments of comparable properties. To determine the future assessed value for each parcel in the Development Proposal, property assessments from the market area along the East Busway were examined to determine values per square foot. Values per square foot by land use determined from those sources (and shown in the table below) were then used to forecast future assessed value of development parcels within the TRID and summarized in the Development Proposal table.

It is important to note that for the purposes of forecasting future assessed values in Wilkinsburg, comparables obtained for commercial and residential properties in East Liberty were discounted 50 percent due to the aggressive real estate markets in Eastside and Bakery Square.

TABLE 3 Value per Square Foot Estimates

USE	POST DEVELOPMENT VALUE EST/SQ.FT.		
	EAST LIBERTY	HOMEWOOD	BUSWAY AREA IN GENERAL
COMMERCIAL	\$59	N/A	\$20
AFFORDABLE MULTI-FAMILY RESIDENTIAL	N/A	\$29	N/A
MARKET RATE MULTI-FAMILY RESIDENTIAL	\$120	N/A	N/A

When applying these value factors to Wilkinsburg TRID, future assessed value of potential development parcels is estimated to generate an increment of approximately \$2.75 million annually. However, for the purposes of this study and to forecast borrowing power, the tax increment was assumed to be split 75 percent for the TRID and 25 percent for the taxing bodies. Therefore, the increment available for borrowing is \$2.062 million annually. The exact distribution of real estate tax revenues between the TRID and taxing bodies, however, will be resolved during negotiations if, in the future, Wilkinsburg desires to formally implement the TRID.

FUNDING STRATEGY

Value Capture

The incremental real estate tax revenues generated from speculative development within the TRID, i.e. Development Proposal, is \$2.062 million. Over a 20-year period - applying a 5% and 7.5% interest rate, this increment could be used to borrow the following amounts to offset the \$48 million worth of public infrastructure projects within the district.

TABLE 4 \$2.062M Annual Payment at 7.5% for 20 Years- \$21,021,041

NO.	DUE DATE	PAYMENT DUE	INTEREST	PRINCIPAL	BALANCE
1	1/1/20	2,061,999.98	1,576,578.08	485,421.90	20,535,619.10
2	1/1/21	2,061,999.98	1,540,171.43	521,828.55	20,013,790.55
3	1/1/22	2,061,999.98	1,501,034.29	560,965.69	19,452,824.86
4	1/1/23	2,061,999.98	1,458,961.86	603,038.12	18,849,786.74
5	1/1/24	2,061,999.98	1,413,734.01	648,265.97	18,201,520.77
6	1/1/25	2,061,999.98	1,365,114.06	696,885.92	17,504,634.85
7	1/1/26	2,061,999.98	1,312,847.61	749,152.37	16,755,482.48
8	1/1/27	2,061,999.98	1,256,661.19	805,338.79	15,950,143.69
9	1/1/28	2,061,999.98	1,196,260.78	865,739.20	15,084,404.49
10	1/1/29	2,061,999.98	1,131,330.34	930,669.64	14,153,734.85
11	1/1/30	2,061,999.98	1,061,530.11	1,000,469.87	13,153,264.98
12	1/1/31	2,061,999.98	986,494.87	1,075,505.11	12,077,759.87
13	1/1/32	2,061,999.98	905,831.99	1,156,167.99	10,921,591.88
14	1/1/33	2,061,999.98	819,119.39	1,242,880.59	9,678,711.29
15	1/1/34	2,061,999.98	725,903.35	1,336,096.63	8,342,614.66
16	1/1/35	2,061,999.98	625,696.10	1,436,303.88	6,906,310.78
17	1/1/36	2,061,999.98	517,973.31	1,544,026.67	5,362,284.11
18	1/1/37	2,061,999.98	402,171.31	1,659,828.67	3,702,455.44
19	1/1/38	2,061,999.98	277,684.16	1,784,315.82	1,918,139.62
20	1/1/39	2,062,000.09	143,860.47	1,918,139.62	0.00
					21,021,041.00

ENTER VALUES	
LOAN AMOUNT	\$21,021,041
Annual Interest Rate	7.50 %
Loan Period In Years	20
Number of Payments Per Year	1
Start Date of Loan	1/1/2020
ENTER VALUES	
COMPOUND PERIOD	ANNUAL
Annual Payment	\$2,061,999.98
Total Payments	\$41,239,999.71
Total Interest	\$20,218,958.71

TABLE 5 \$2.062M Annual Payment at 5% for 20 Years- \$25,697,077

NO.	DUE DATE	PAYMENT DUE	INTEREST	PRINCIPAL	BALANCE
1	1/1/20	2,062,000.00	1,284,853.89	777,146.11	24,919,931.62
2	1/1/21	2,062,000.00	1,245,996.58	816,003.42	24,103,928.20
3	1/1/22	2,062,000.00	1,205,196.41	856,803.59	23,247,124.61
4	1/1/23	2,062,000.00	1,162,356.23	899,643.77	22,347,480.84
5	1/1/24	2,062,000.00	1,117,374.04	944,625.96	21,402,854.88
6	1/1/25	2,062,000.00	1,070,142.74	991,857.26	20,410,997.62
7	1/1/26	2,062,000.00	1,020,549.88	1,041,450.12	19,369,547.50
8	1/1/27	2,062,000.00	968,477.38	1,093,522.62	18,276,024.88
9	1/1/28	2,062,000.00	913,801.24	1,148,198.76	17,127,826.12
10	1/1/29	2,062,000.00	856,391.31	1,205,608.69	15,922,217.43
11	1/1/30	2,062,000.00	796,110.87	1,265,889.13	14,656,328.30
12	1/1/31	2,062,000.00	732,816.42	1,329,183.58	13,327,144.72
13	1/1/32	2,062,000.00	666,357.24	1,395,642.76	11,931,501.96
14	1/1/33	2,062,000.00	596,575.10	1,465,424.90	10,466,077.06
15	1/1/34	2,062,000.00	523,303.85	1,538,696.15	8,927,380.91
16	1/1/35	2,062,000.00	446,369.05	1,615,630.95	7,311,749.96
17	1/1/36	2,062,000.00	365,587.50	1,696,412.50	5,615,337.46
18	1/1/37	2,062,000.00	280,766.87	1,781,233.13	3,834,104.33
19	1/1/38	2,062,000.00	191,705.22	1,870,294.78	1,963,809.55
20	1/1/39	2,062,000.03	98,190.48	1,963,809.55	0.00
					25,697,077.73

ENTER VALUES	
LOAN AMOUNT	\$25,697,077
Annual Interest Rate	5.0%
Loan Period In Years	20
Number of Payments Per Year	1
Start Date of Loan	1/1/2020
ENTER VALUES	
COMPOUND PERIOD	ANNUAL
Annual Payment	\$2,062,000.00
Total Payments	\$41,240,000.03
Total Interest	\$15,542,922.30

Two important variables must be noted that affect borrowing capacity. Development in the district is not imminent; it is at least five-years away. And, most of the increment comes from two major activities – development of Port Authority’s park-and-ride parcel and development of the Peoples Gas site. Without development on those parcels, the amount of real estate tax increment available for borrowing is \$392,898 (which is 75% of \$523,863). Over a 20-year period, this increment could be used to borrow the following amounts to offset public infrastructure costs within the district.

ENTER VALUES	
LOAN AMOUNT	\$4,005,395
Annual Interest Rate	7.5%
Loan Period In Years	20
Number of Payments Per Year	1
Start Date of Loan	1/1/2020
ENTER VALUES	
COMPOUND PERIOD	ANNUAL
Annual Payment	\$392,898.00
Total Payments	\$7,857,960.02
Total Interest	\$3,852,564.75

TABLE 6 \$392,898 Annual Payment at 7.5% for 20 Years- \$4,005,395

NO.	DUE DATE	PAYMENT DUE	INTEREST	PRINCIPAL	BALANCE
1	1/1/20	392,898.00	300,404.65	92,493.35	3,912,901.92
2	1/1/21	392,898.00	293,467.64	99,430.36	3,813,471.56
3	1/1/22	392,898.00	286,010.37	106,887.63	3,706,583.93
4	1/1/23	392,898.00	277,993.79	114,904.21	3,591,679.72
5	1/1/24	392,898.00	269,375.98	123,522.02	3,468,157.70
6	1/1/25	392,898.00	260,111.83	132,786.17	3,335,371.53
7	1/1/26	392,898.00	250,152.86	142,745.14	3,192,626.39
8	1/1/27	392,898.00	239,446.98	153,451.02	3,039,175.37
9	1/1/28	392,898.00	227,938.15	164,959.85	2,874,215.52
10	1/1/29	392,898.00	215,566.16	177,331.84	2,696,883.68
11	1/1/30	392,898.00	202,266.28	190,631.72	2,506,251.96
12	1/1/31	392,898.00	187,968.90	204,929.10	2,301,322.86
13	1/1/32	392,898.00	172,599.21	220,298.79	2,081,024.07
14	1/1/33	392,898.00	156,076.81	236,821.19	1,844,202.88
15	1/1/34	392,898.00	138,315.22	254,582.78	1,589,620.10
16	1/1/35	392,898.00	119,221.51	273,676.49	1,315,943.61
17	1/1/36	392,898.00	98,695.77	294,202.23	1,021,741.38
18	1/1/37	392,898.00	76,630.60	316,267.40	705,473.98
19	1/1/38	392,898.00	52,910.55	339,987.45	365,486.53
20	1/1/39	392,898.02	27,411.49	365,486.53	(0.00)
					4,005,395.27

TABLE 7 \$392,898 Annual Payment at 5% for 20 Years- \$4,005,395

NO.	DUE DATE	PAYMENT DUE	INTEREST	PRINCIPAL	BALANCE
1	1/1/20	392,898.00	244,818.88	148,079.12	4,748,298.40
2	1/1/21	392,898.00	237,414.92	155,483.08	4,592,815.32
3	1/1/22	392,898.00	229,640.77	163,257.23	4,429,558.09
4	1/1/23	392,898.00	221,477.90	171,420.10	4,258,137.99
5	1/1/24	392,898.00	212,906.90	179,991.10	4,078,146.89
6	1/1/25	392,898.00	203,907.34	188,990.66	3,889,156.23
7	1/1/26	392,898.00	194,457.81	198,440.19	3,690,716.04
8	1/1/27	392,898.00	184,535.80	208,362.20	3,482,353.84
9	1/1/28	392,898.00	174,117.69	218,780.31	3,263,573.53
10	1/1/29	392,898.00	163,178.68	229,719.32	3,033,854.21
11	1/1/30	392,898.00	151,692.71	241,205.29	2,792,648.92
12	1/1/31	392,898.00	139,632.45	253,265.55	2,539,383.37
13	1/1/32	392,898.00	126,969.17	265,928.83	2,273,454.54
14	1/1/33	392,898.00	113,672.73	279,225.27	1,994,229.27
15	1/1/34	392,898.00	99,711.46	293,186.54	1,701,042.73
16	1/1/35	392,898.00	85,052.14	307,845.86	1,393,196.87
17	1/1/36	392,898.00	69,659.84	323,238.16	1,069,958.71
18	1/1/37	392,898.00	53,497.94	339,400.06	730,558.65
19	1/1/38	392,898.00	36,527.93	356,370.07	374,188.58
20	1/1/39	392,898.01	18,709.43	374,188.58	(0.00)
					4,896,377.52

ENTER VALUES	
LOAN AMOUNT	\$4,896,377
Annual Interest Rate	5%
Loan Period In Years	20
Number of Payments Per Year	1
Start Date of Loan	1/1/2020
ENTER VALUES	
COMPOUND PERIOD	ANNUAL
Annual Payment	\$392,898.00
Total Payments	\$7,857,960.01
Total Interest	\$2,961,582.49

TABLE 8 Potential Funding Sources

SOURCE	APPLICATION DUE	GRANT THRESHOLD
Local		
Community Infrastructure Tourism Fund (CITF)	January-March	\$250,000
Gaming & Economic Development Fund (GEDF)	March-April	\$500,000
Transportation Alternatives Set-Aside (TA Set-Aside)	July-September	NA
State		
Commonwealth Financing Authority (CFA) Multimodal Transportation Fund (MTF)	March-July	\$3,000,000
PennDOT Multimodal Transportation Fund (MTF)	September-December	\$3,000,000
Redevelopment Capital Assistance Program (RACP)	January	NA
Transportation Infrastructure Investment Fund (TIIF)	Anytime	NA
Transportation Alternatives Set-Aside (TA Set-Aside)	July-September	\$1,000,000
Federal		
Better Utilizing Investments to Leverage Development (BUILD Transportation Discretionary Grant Program)	April-July	\$25,000,000

or an administrator hired specifically for these purposes. Regardless, someone MUST champion this effort.

There is a lot of groundwork to lay and momentum to build, which doesn't happen organically, to implement a TRID or, in this case, undertake a \$48 million laundry list of priority projects. The TRID champion is someone who should be an exemplary communicator and writer, understand local and state politics, possess knowledge about grant programs and able to facilitate consensus and support.

This administrator will be responsible for developing details and carrying-out the rest of the recommendations that are presented below. However, there is an action item that can be undertaken immediately. Because the railroad trestle was identified as the Borough's number one priority project, it is recommended that the first course of action is to apply for CITF and GEDF grant funds to design and engineer reconstruction of the railroad trestle. CITF and GEDF applications are due the first and second quarter of 2019, respectively.

Public Funding Sources

Public projects totaling nearly \$48 million are needed to replace and improve deteriorated and outdated infrastructure and jumpstart investment in development around Wilkesburg Station. But because development activity within the TRID will take a few years to materialize, other funding sources will be needed to offset capital costs and jump-start market activity. Here are some possible sources to target and pursue.

TRID RECOMMENDATIONS

APPOINT A CHAMPION TO IMPLEMENT TRID RECOMMENDATIONS

There's no way to sugar-coat this; the priority projects identified in this study will never be implemented unless "someone" makes it their mission. "Someone" can be the borough manager, director of the CDC,

DON'T IMPLEMENT THE TRID NOW, BUT ESTABLISH THE TRID BOUNDARY

For now, formally enacting a TRID is not practical or feasible. There is no actual development occurring currently that would enable value capture or the ability to leverage additional funds to undertake public projects. However, development activity should be monitored regularly so that if the market begins to turn and private investment begins to occur, the TRID should be adopted and enacted.

Regardless of whether the TRID is formally adopted in the future, it is important to establish the area in which infrastructure and development investments will occur. Wilkesburg's TRID boundary is centered around Wilkesburg Busway Station and determined by identifying infrastructure needs and development opportunities within a 1/2-mile of the Station area. The boundary accounts for jurisdictional borders with the City of Pittsburgh, into which the Advisory Team did not want

to encroach, and nearby communities of Regent Square, Edgewood and Forest Hills. Boundaries of the district were adjusted to account for streets and intersections and, as such, boundaries are likely less than 1/2-mile in some places. As a result, the recommended TRID boundary encompasses a radius closer to 1/4-mile instead of a more expansive area.

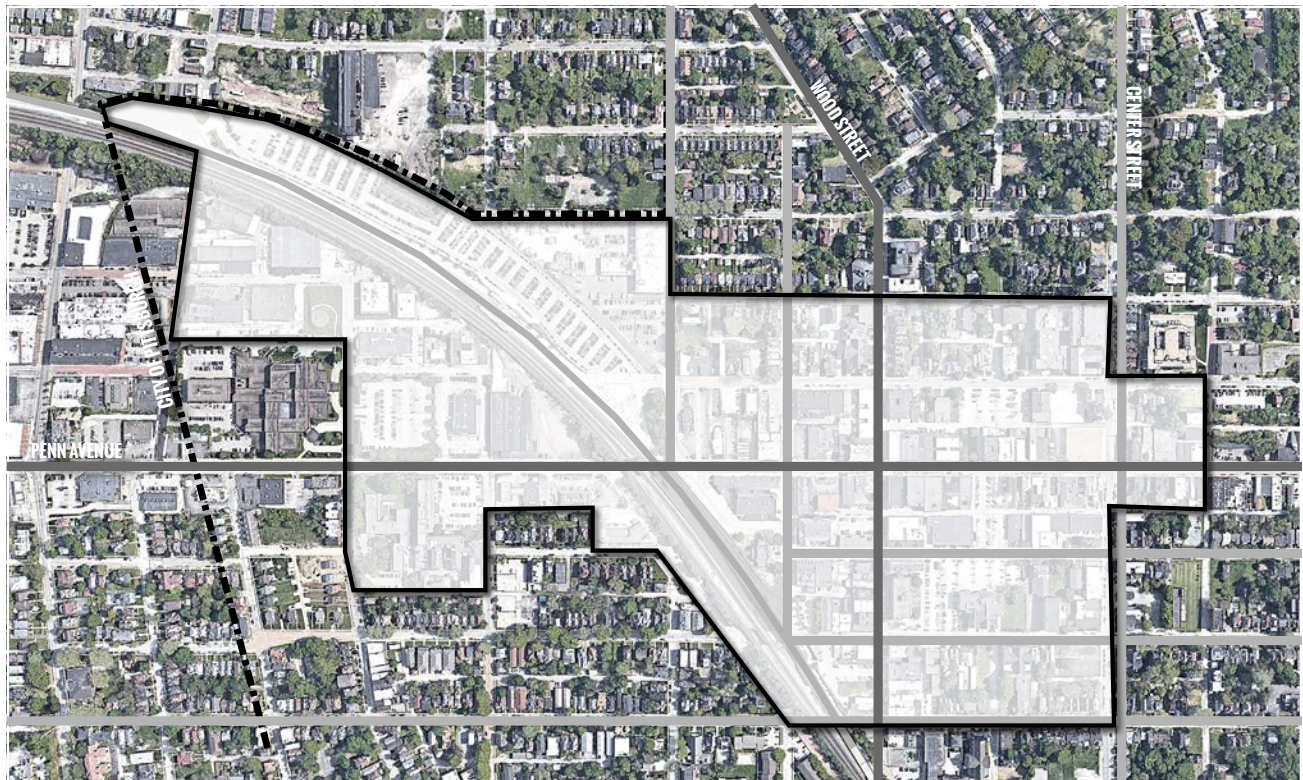
Infrastructure essentials and development opportunities were determined by conducting field views, considering input from the Advisory Team and borough officials, and reviewing the market analysis. One other typical approach for identifying private investment potential is to assess development projects already underway. These market-driven developments create the ability to capture increment quickly to begin funding the TRID. Unfortunately, during the study, no such projects were underway in the district.

Based on this approach, the recommended TRID boundary is described as follows:

DEFINE SHORT-TERM AND LONG-TERM PRIORITIES

Nearly \$48 million (2019 dollars) of public improvements is a heavy lift; therefore, it is imperative to distinguish priority projects that are critical for safety and essential for development. Based on previous studies/plans and input from the public, there are four main areas that need to be upgraded. Those four areas are: the railroad trestle on Penn Avenue; Wilkinsburg Station; Hay Street; and Penn Avenue/Wood Street business district. Based on the public's prioritization of these areas and potential projects within each area, the number one infrastructure priority, not only in the district but in Wilkinsburg Borough, is the railroad trestle. In 2019 dollars, a complete renovation of the railroad trestle is estimated at \$6.7 million.

Because development in the TRID is going to take some lead time to generate real estate tax increment and subsequent borrowing to accomplish \$48 million worth of public improvements, a priority (or



phased) approach is recommended. Further examination of the public infrastructure projects should be undertaken with an evaluation of needs and how best to fund and accomplish those needs. For example, there are projects that might be able to be implemented quickly because they are low cost, like on-street bus shelters. Others, like the projects at Wilkinsburg Station, might be able to be completed by coordinating with the Station owner, Port Authority.

DEVELOP A FUNDING PLAN

At first, development activity might not advance in a manner that creates sufficient real estate tax increment to implement the TRID. Regardless of the TRID outcome, it is recommended that the priority infrastructure projects advance by utilizing other funding approaches. All the priority projects are multimodal and, therefore, eligible for a variety of local, state and federal funding sources, most of which are competitive. Projects should be matched with applicable grant programs identified in the Potential Funding Sources Table along with appropriate matching funds and applications should be developed and submitted accordingly.

Most of the infrastructure elements and develop-able properties identified in the TRID are owned by a public agency, which also creates opportunities for other funds and/or local match contributions. For example, Port Authority is one of the main property owners in the TRID and has access to capital budgets and programs that might be able to contribute to or offset financial needs. Likewise, Allegheny County owns a development site on Penn Avenue from which they stand to benefit and, therefore, might be able to assist with funding options.

COORDINATE AGENCIES AND BUILD SUPPORT

It is essential to build a coalition of partner agencies and officials that support improving infrastructure conditions in Wilkinsburg, primarily the priority projects that are critical to achieving the TRID's goals. Obtaining grant funds is dependent on these relationships and their advocacy for Wilkinsburg's projects. It is recommended that a first-tier group of partners is identified and then convened on an ongoing basis. First-tier partners, at minimum, should include: Wilkinsburg Borough, Wilkinsburg Community

Development Corporation, Allegheny County Economic Development, Port Authority, Allegheny County Executive, and Wilkinsburg's state senator and representative. Their ongoing support and concurrence with your priority projects at all levels of government will be imperative to achieve funding awards.

Other important partners should be included depending on which priority infrastructure projects are targeted for implementation. For example, when the railroad trestle project kicks-off, Norfolk Southern should be added to the project team.

All the funding sources described previously are competitive. So, it will be imperative that your partners, most notably your local and state government officials, can unequivocally say that Wilkinsburg and its' grant application(s) are the most important in their jurisdiction. It will be incumbent upon the TRID administrator to formulate a sound government relations strategy to build momentum for project application submissions.

Because Port Authority's and Peoples Gas' parcels are so vital to the TRID's feasibility, a strong alliance should be formed with these agencies. It is recommended that the TRID administrator meet continually with Port Authority and Peoples Gas to encourage them to solicit developers for subsequent TOD proposals for their sites. Without TOD on one or both sites, the TRID is not feasible to implement.

ADOPT EQUITY PRINCIPLES

Nearly one-third of the Advisory Team meetings plus ancillary meetings and all the public meetings included conversations and concerns about equity and the possible loss of well-being for the Wilkinsburg community. Stakeholders wanted their fears allayed on two primary concerns:

1. How Wilkinsburg residents and entrepreneurs can be assured that they will be able to participate in development and other opportunities emerging from the TRID; and
2. How Wilkinsburg can be purposeful in avoiding gentrification because of TRID development.

One Advisory Team member took the lead on these issues and provided sample narrative for equity principles to adopt as part of the TRID. It is recommended that

the principles presented below become a mandate for all activity within the TRID boundaries.

- Invest in diversity of property ownership intent, i.e. focus on more than achieving maximum financial returns from real estate.
- Enable diverse sources of capital that can support in a sustainable manner real estate innovation to meet the housing needs of hourly wage earners.
- Develop diverse opportunities for sustainable growth that create local jobs and support local entrepreneurship.
- Involve the community from the beginning and throughout the process.
- People who live in the community should get to stay there.
- Development should create a strong and durable community that attracts and welcomes new residents.
- Publicly-held land should benefit the public first.
- Local business owners should have the opportunity to grow their businesses and new businesses in the community should be supported.
- Transit should get people to jobs, education, goods, and other opportunities.
- Policies that support these principles should be permanent and not tied to a specific project or administration.

KEEP YOUR EYE ON THE ULTIMATE VISION

The ultimate vision is the implementation of badly needed public infrastructure and facilitation of private development. As such, it is important to persistently exhibit progress with implementing priority infrastructure projects and continually monitor development activity within the TRID. One begets the other.

During this study, a private investor

purchased several large parcels along West Street, south of the Busway. Although redevelopment of those properties isn't imminent, it's a good sign that there is interest in holding the properties until such time momentum shifts. It is recommended that the TRID administrator establish a relationship with this developer (and others that make investments) to monitor the timing for this development.

It's also a good sign that Port Authority has Transit Oriented Development Guidelines and a Station Improvement Program, initiatives that coincide with the Borough's TRID priorities. Success of Wilkinsburg's TRID likely hinges on a relationship with Port Authority and the collective desire to develop the park-and-ride parcel. It is recommended that the TRID administrator and Port Authority work together to advance TOD on this site. This linchpin investment is likely the catalyst for development along Wallace Avenue and the rest of the area.

During the study, informal conversations were held with an official of Peoples Gas who expressed interest in redeveloping their Wilkinsburg site. It is recommended that the TRID administrator, along with Port Authority, meet with Peoples Gas officials to express the TRID vision, introduce a master planning approach to the properties North of the Busway and present the economic potential of TOD around Wilkinsburg Station.

And finally, the funding plan to accomplish short- and long-term public project priorities must be administered holistically. This means that every applicable public funding source must be applied for; every critical partner must be engaged; every relationship that can obtain funds or advance the effort must be leveraged; and every available local dollar must be dedicated to Wilkinsburg's TRID to demonstrate commitment to accomplishing the vision.



GOOD ALL OVER

WILKINSBURG

Established 1887

START YOUR BUSINESS HERE.

412.727.7855

Management Entity

MANAGEMENT ENTITY

In order to ensure these policies are carried out in accordance with the vision of the community, the proper management entity is necessary to both maintain the trust of residents and ensure that development actually occurs.

- A public authority has a high level of capacity to get development done, but can lack adequate mechanisms for community input. (East Liberty, Pittsburgh, PA)
- A B-corporation, while not typically applied in the public sector context, could provide a diversified revenue stream for a community management entity, while also have a mission of social good and a board of local residents. While this may work in similar contexts, such as Burlington, VT, a private B-corporation could not be a TRID management entity in its own right. Rather it could perform certain functions of the TRID management entity as a private contractor if procured to do so.
- An existing coalition of community-based organizations can provide a strong foundation for equitable development, but also comes with preconceived ideas about the existing organization. (Community Development Advocates of Detroit, Detroit, MI)
- Creating a new coalition of community-based organizations specifically to manage equitable development has shown an ideal combination of resident-driven policy and capacity to execute desired development. However, there is the additional effort necessary to build the initial trust to create such a coalition. (Seattle, WA)
- A community non-profit—directed by a steering committee of local residents and supported by technical staff—can provide an excellent balance of resident-driven development and capacity to get the job done. The dual-roles of a resident steering committee with outside technical assistance appears to build trust, empower residents, and result in development that can move forward. (Baltimore, MD)

Support a community-centric management entity for equitable and comprehensive development.

For neighborhood initiated equitable redevelopment to occur, it is important to have an action plan that coordinates the efforts of multiple organizations. Wilkinsburg has several mission-based revitalization organizations within it, that have collaborated to varying degrees with each other and the Borough. However, a more formalized relationship is necessary to implement ETOD. The Wilkinsburg TRID would benefit from its management entity participating in the creation of this action plan and obtaining the necessary sources of funding from various levels of public, private for-profit, or philanthropic investment. The goal is to provide this management entity with what is essentially an equitable development fund, coupled with future TRID revenues that can respond to the community's needs by creating green infrastructure, affordable housing, or other infrastructure improvements. Per TRID law, this entity could also attract development in line with the community's principles.



Continuing the Process

Most successful TRID studies have come at the end of an already in-process revitalization of an area. Wilkesburg has the opportunity to use the tools of TRID to begin the process from a place of equity and inclusion, leading to solid ETOD outcomes that lift up the Borough and its people. It cannot come, however, without thoughtful goal-minded engagement and collaboration beyond the TRID study itself. Here, TRID’s management entity tool can be a great first step in agenda-setting and activation.

In Wilkesburg’s case, the study team recommends that this entity be driven by the community. The benefits of this include:

- Continuous neighborhood empowerment, with residents having a true voice in decision making;
- A comprehensive approach to development with social services,

infrastructure, bricks and mortar and other facets of holistic community building;

Permanent policies, highly beneficial to residents that are not tied to a specific project or administration, reducing risks of change or elimination

In order to ensure the vision and policies of development around Wilkesburg are carried out in accordance with the vision of the community, multiple investors and stakeholders are equally necessary to maintain the trust of the public and ensuring that ETOD actually occurs post creation of the study. These include but are not limited to:

- Residents, local community leaders serving as an Advisory committee;
- A neutral non-profit providing staffing, technical assistance an impartial voice,

TABLE X Management Entity Matrix

ITEM	PRIMARY ACTOR(S)	SECONDARY/SUPPORTING ACTOR(S)	CONSULTANT PARTY
Continued education on the benefits of Transit Oriented Development within Wilkesburg and Southwestern PA; intensive education is done to ensure the process functions well (Central Corridor, MN);	Borough, Port Authority, SPC, PennDOT	Advisory Committee, Wilkesburg CDC, Borough Wilkesburg CDC, Borough	Delta Development, EvolveEA, HRG, PCRG
Provide on-the-ground capacity building resources for the borough; with the goal of assisting existing management entities with the implementation of development and policy recommendations propose in the study	Community Development Non-Profit Organization	Borough	PCRG, EvolveEA
Leverage state and federal dollars, national funders, or private capital to achieve the development + infrastructure goals defined by the community	Borough, Port Authority, County, PennDOT, SPC, PA DCEDHouse	Advisory Committee, Wilkesburg CDC	Consultant team
Extensive one-on-one outreach via door knocking to keep all residents informed and engaged	Wilkesburg CDC	Borough, County	Consultant team, PCRG
Go to where the people are. Take community outreach to barber shops, bars, etc. (multiple cities) via door knocking to keep all residents informed and engaged	Wilkesburg CDC	Borough, County	
Give the residents substantial decision-making power. For instance, participatory budgeting allows residents to directly allocate a portion of revenue to projects the community decides upon (49th Ward, Chicago, IL)	Advisory Committee, Wilkesburg CDC	Borough	
Review comprehensive and business district plans, realign with accepted TRID priorities and recommendations. Revise zoning and other ordinances accordingly to encourage equitable TOD and infrastructure improvements.	Borough	Port Authority, Allegheny County, SPC, Borough engineer and/or	
Create an agreed-upon set of priorities and steps to activate ETOD within the Borough, and ensure that all can benefit and participate.			

source: ESRI Business Analyst, 2017; InfoGroup

- and facilitation capacity;
- Representatives from invested government entities in transportation and economic development, starting at the Borough and eventually including state and federal partners.

The Wilkesburg Station area is in the heart of one of western Pennsylvania's starkest socioeconomic and racial divides. From Hamnett to East Liberty, racial, quality-of-place, and opportunity differences are particularly stark from one side of the Busway to another. The stations' physical conditions and their accessibility challenges spill over into the adjacent northern and eastern communities in the form of blight, abandonment, dislocation and disconnectedness. However, while there is near universal desire to make this stretch a place of opportunity, communities are increasingly distrustful of development and its promises. Dislocation and displacement fears are strong and rising, fueled by recent events in places such as East Liberty. This means that both development and infrastructure improvements are met with wary eyes and resistance. These communities remain interested in the opportunities that TOD could bring. Yet, while eager to improve their qualities of life, they are also concerned about preserving affordability, avoiding displacement and mitigating gentrification. Most importantly, they want a voice in the decision-making and are willing to fight for it. This is a much more sophisticated, nuanced redevelopment worldview that is relatively new to the Pittsburgh area and this new view requires an enhanced approach to engagement and inclusion. Agreeably, the community is at a decision point pertaining to comprehensive neighborhood planning and subsequent implementation of proposed projects and in regards to TRID implementation, PCRG suggests the borough and its stakeholders consider the following points:

How do the Advisory team and Borough take the first step towards implementation?

The creation of the management entity will not only serve as the driving force for TRID implementation but its existence will also emphasize the importance of cross functional planning (i.e. aligning community priorities across plans) and consensus building amongst stakeholders, especially

community members. It is suggested that the Borough and its constituents assess the following community priorities/needs, that serve as a foundation for project implementation and assist to move the TRID forward:

- Remain actively engaged in proposed planning and development
 - *Ensure proposed development adheres to the Borough's guiding principles as established by the community*
- Improve street operations and mobility
- Affordable housing strategy
- Invest in Equitable transit oriented development

What is the long term/short term list?

Review comprehensive and business district plans, realign with accepted TRID priorities and recommendations. Revise zoning and other ordinances accordingly to encourage equitable TOD and infrastructure improvements (as noted in point 7 of the Management Entity Matrix)

How do the Advisory team and Borough organize in preparation for implementation?

Refer to management entity above and appendices which outline additional recommendations for TRID engagement based on success in varying U.S. cities

Which partners and potential collaborators can support the Borough throughout TRID implementation?

Talent: Partners outlined in the Management Entity Matrix, philanthropic community, private investors

Treasure: refer to public funding matrix (created by Delta/Lynn)

APPENDIX

The following best practices and continued engagement recommendations demonstrate how residents and community stakeholders can not only participate in planning, but drive the process themselves

The community should be involved from the beginning and throughout the process

- Provide the opportunity for all residents and groups to participate so as to prevent the marginalization of segments of the population

- Educate people about what makes a successful neighborhood and community
- Collaboration is key: take into account existing community plans and other neighborhood organizations that are doing good work
- Create relationships and partnerships within the community

People who live in the community should get to stay there

- Strengthen the value of existing homes without pricing people out of them
- Proactive measures in place that support and enhance the quality affordable housing that already exists and make affordability permanent in an effort to prevent/mitigate gentrification and/or displacement
- Support the creation of new, permanently affordable housing
- Renovate or build new first without displacement
- Facilitate a mechanism that allows renters to transition to homeownership
- Support and strengthen existing workforce training programs so that residents may take advantage of employment opportunities that development brings
- Invest in human development and capacity through social services to support those who need it and the strong base that already exists

Invest in the people through housing, job preservation and wraparound social services

- Transit should get people to jobs, education, goods, and other opportunities
- Make streets, stops, and stations friendlier and safer to improve pedestrian access to transit
- Make sure that these improvements benefit the residents and businesses near the Busway first
- Strengthen connections to jobs and goods along and within proximity to the Busway
- Preserve existing businesses in the neighborhood
- Make sure transit is reliable and efficient

Policies that support these principles should be permanent and not tied to a specific project or administration

- Build local capacity among residents and community organizations to fight for change (e.g. education)
- Support a table of residents and community organizations to implement these policies and benefits for the neighborhood

It was also important to define certain terms with the community so that a common language could be developed to inform PCRГ’s work, as well as establish understanding between residents, leaders, and institutions like the URA. These are below:

Displacement: the removal of individuals, either by force or due to changes in the real estate market away from important support networks and systems

Relocation: the movement of individuals, either by force or due to changes in the real estate market while retaining continued access to support networks and systems

Gentrification: the process by which property taxes and rents increase, causing existing residents and business owners to no longer afford their locations and are forced to move elsewhere – either inside or out of the neighborhood

Residents: People who live in a community

Stakeholders: Residents are the primary stakeholder in any community. People, institutions, and organizations that have an interest (e.g., political, financial, cultural, or social) in a community, but are not necessarily part of the fabric of the community

PCRГ is working to back up these principles with policy development and implementation strategies and to inform PCRГ’s efforts in advancing home affordability preservation and blight reduction policies and mechanisms within the City, and beyond.





APPENDICES

- Market Study
- Public Meeting Materials
- Previous Plan Summaries
- Transportation Infrastructure
- Programmatic Best Practice Research
- Policy Best Practice Research
- Bibliography



Market Study

EXECUTIVE SUMMARY

This report presents a market analysis that will provide the groundwork for developing a highest and best use plan for Transit Oriented Development (TOD) around Wilkinsburg East Busway Station including Wilkinsburg's Central Business District (CBD). The market analysis builds on planning work previously completed through the Wilkinsburg Business District Market Analysis and Wilkinsburg Business District Revitalization Plan.

According to the Wilkinsburg Business District Revitalization Plan, the CBD is the Borough's primary hub for retail and restaurants; it is the most concentrated commercial artery within Wilkinsburg Borough. It serves as the connector to many of the surrounding communities. This market assessment will assist in understanding the viability of TOD in Wilkinsburg Borough.

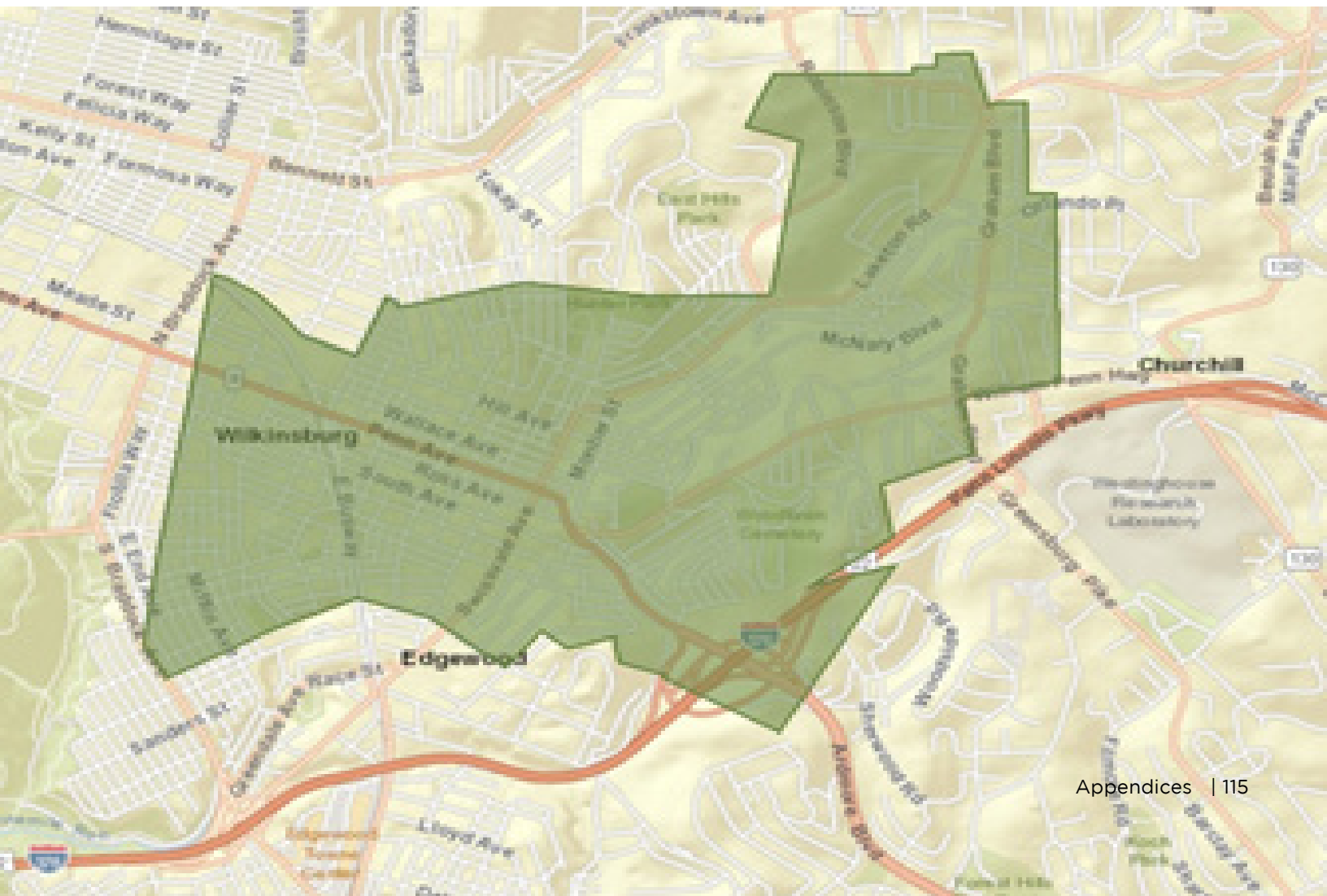
WILKINSBURG BOROUGH'S STRATEGIC LOCATION

FIGURE 01

Wilkinsburg is located approximately 9 miles from the downtown area of the City of Pittsburgh (City), with convenient access to superior health care facilities and nationally recognized institutions of higher education. The Borough is served by the Allegheny County Port Authority, which provides access to the Pittsburgh International Airport, downtown Pittsburgh, Oakland, and other major employment and shopping centers. The proximity of Pittsburgh and access to public transportation are two key assets that should be used to market Wilkinsburg Borough to potential investors, developers, businesses, and residents.

◀ **DESCRIPTION OF THE IMAGE**
Source: Photo by [name/organization]

▼ **DESCRIPTION OF THE IMAGE**
Source: Photo by [name/organization]



KEY FINDINGS AND RECOMMENDATIONS

Wilkinsburg is home to industry sectors that historically have a greater propensity to locate near transit.

Following regional trends, employment in Wilkinsburg Borough is heavily concentrated in the Health Care and Social Assistance sector. More than 25% of all jobs in Wilkinsburg Borough are in this sector. The analysis shows that Wilkinsburg Borough should focus efforts on targeting the following industry sectors for recruitment and retention:

- **Health Care and Social Assistance:** It is recommended that an emphasis be placed on research and development opportunities associated with Life Care Hospitals and UPMC.
- **Professional, Scientific, and Technical:** The Borough should leverage its close proximity to Pittsburgh to attract this sector and young professionals. This sector provides an opportunity to build out the private-sector office space in Wilkinsburg. By focusing on these target sectors, Wilkinsburg's economic development strategies can maximize local competitive advantages while also aligning with regional economic development priorities.

Higher relative incomes in Wilkinsburg's secondary trade area will be advantageous to future development; however, development will need to overcome the hurdle created by the currently low-values and low-incomes in the study area.

Development around Wilkinsburg Busway Station will need to offer significant value and quality to attract future residents. Median household income and disposable income in Wilkinsburg's secondary trade area are higher than that of Wilkinsburg's primary trade area, but remain significantly lower than Allegheny County and Pennsylvania.

There is potential demand for housing in the area due to the number of workers who commute to the area.

In 2015, approximately 4,000 people were commuting into Wilkinsburg for employment, representing 93.5% of all workers. Wilkinsburg can expect, at a conservative estimate, that approximately five percent of

workers would be willing to shorten their commute if there were more appealing housing choices closer to their workplace. In addition, Wilkinsburg might be able to capture approximately five percent of the 3,302 workers who commute daily into the City from areas like Plum, Oakmont, Verona, and Churchill boroughs. A 5 percent capture rate could potentially create a demand for 165 new housing units in Wilkinsburg Borough. The Borough should prioritize safety improvements such as lighting to attract new residents, and change the perception and/or reality regarding downtown Wilkinsburg.

The lack of social infrastructure and adequate public amenities, if left unaddressed, could greatly hinder Wilkinsburg's TOD strategy.

Most of the rental properties in Wilkinsburg's CBD are income restricted; there remains a lack of diversified housing options for area workers. Many of the buildings are older and safety is a major concern for residents. Public outreach during the Wilkinsburg Business District Revitalization Plan also found a lack of adequate open space as a growing issue for residents. The Borough should consider open space, street trees, benches, public art, and additional streetscape amenities that enhance the quality of life and create a sense of community character.

Blighted, vacant parcels are impacting Wilkinsburg's ability to attract new business development; however, there remains a considerable retail gap in Wilkinsburg's secondary trade area.

Based on the retail gap analysis, Wilkinsburg's secondary trade area contains 35 food and drink establishments, which is greatly underserved with respect to these types of establishments. Consumers within this area represent a market potential of \$13,788,630, which means that the market is forced to travel outside of Wilkinsburg's secondary trade area to eat and drink.

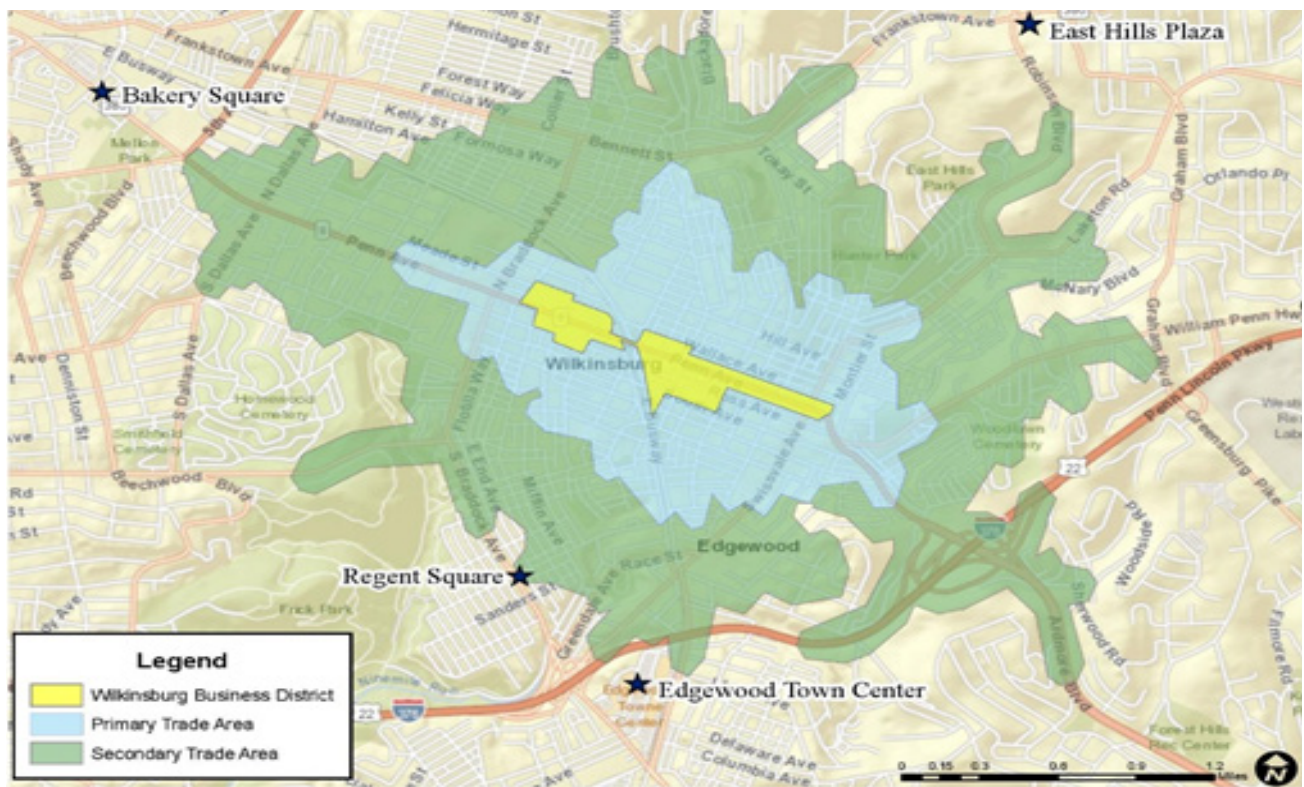


FIGURE 01- WILKINSBURG TRADE AREA

RETAIL TRADE AREA ANALYSIS

A trade area analysis provides valuable insight on a community’s customer base and their spending potential as well as opportunity to calculate demand for stores, products, and services. It serves to provide the foundation for understanding the characteristics of store patronage, assessing competitive analysis, and target marketing for redevelopment opportunities. The following analysis was completed on the primary and secondary areas in Wilkinsburg Borough. For the purposes of this study, a primary retail trade area is defined as the geographic region that produces 55 to 75 percent of community’s retail sales. The secondary retail trade area produces an additional 15-20 percent of the community’s retail sales.

The geographic boundaries for this analysis were pulled from the Wilkinsburg Business District Revitalization Plan (the “Plan”) and the Wilkinsburg Business District Market Analysis (the “Market Analysis”), completed in January 2016. Wilkinsburg’s primary trade area is a 3-minute drive from the center of the

CBD, where it draws the majority of its patrons. This market assumption was the result of a gravity model completed as part of the Plan. The secondary trade area encompasses a 5-minute drive time from the center of the CBD and extends from 5th Avenue in Pittsburgh on the west to US Highway 22/Interstate 376 to the east. The Market Analysis identifies four surrounding commercial competitors that impact the geographic region of Wilkinsburg’s secondary trade area: Bakery Square, Regent Square, Edgewood Town Center, and East Hills Plaza.

RETAIL TRADE AREA - POPULATION CHARACTERISTICS AND TRENDS

One of the key indicators of a municipality’s economic well-being is the demographic characteristics of its resident population. The demographic profile of the primary and secondary trade areas focuses on five key indicators that can impact future economic growth and sustainability:

1. Total Population
2. Age
3. Income and Spending Potential
4. Racial and Ethnic Diversity
5. Education

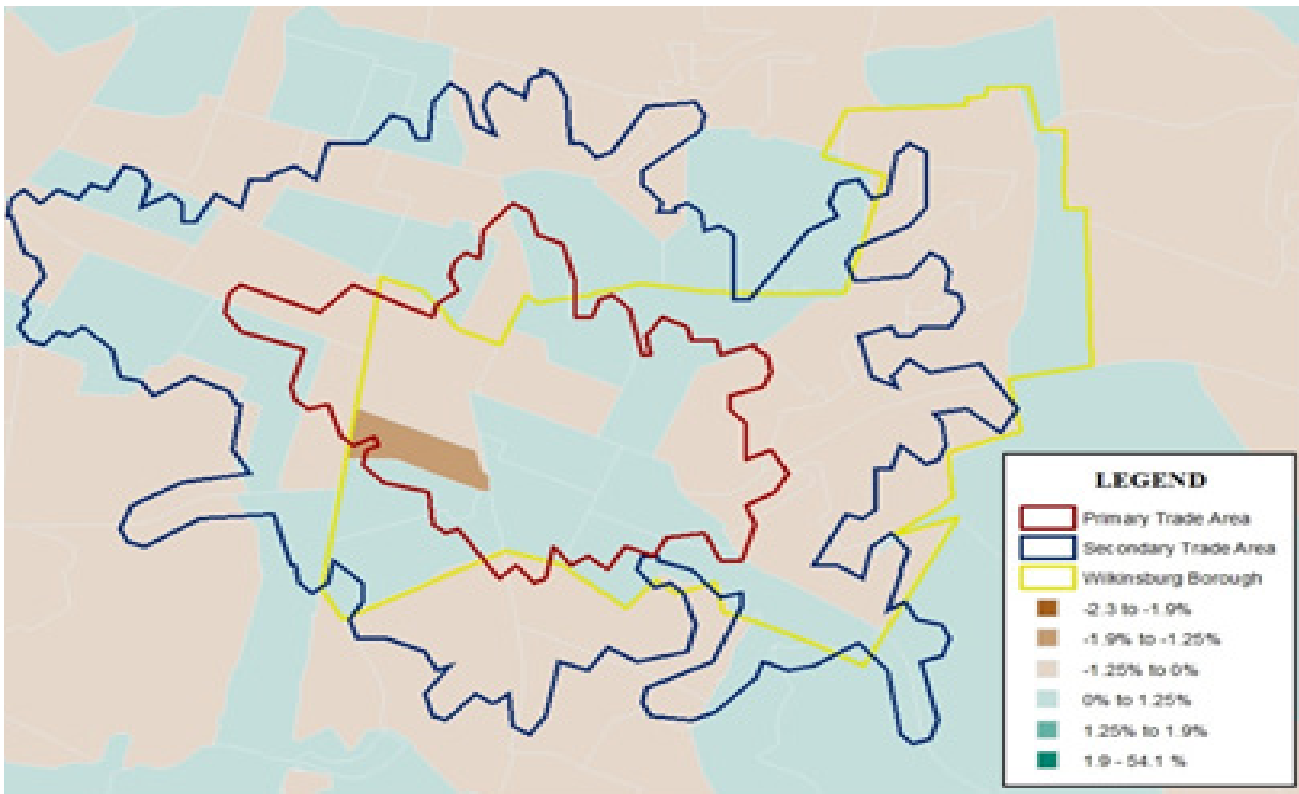


FIGURE 02- POPULATION GROWTH TRENDS 2017-2022
 Source: ESRI Business Analyst, 2017

TABLE 1 Population Trends

POPULATION SUMMARY	PRIMARY TRADE AREA	SECONDARY TRADE AREA
2000 TOTAL POPULATION	9,828	27,793
2010 TOTAL POPULATION	7,597	22,965
2017 TOTAL POPULATION	7,797	23,312
2022 TOTAL POPULATION	7,900	23,507
2017-2022 ANNUAL RATE	0.26%	0.17%
2017 DAYTIME POPULATION	-	-
TOTAL WORKERS	3,510	6,703
TOTAL RESIDENTS	4,398	12,592

source: ESRI Business Analyst; U.S. Census Bureau Summary File 1

TOTAL POPULATION

Wilkinsburg’s population growth trend is a key indicator of its attractiveness to new residents and businesses.

Wilkinsburg’s primary and secondary trade areas have historically faced fiscal difficulties and stagnant growth. Populations steadily declined between 2000 and 2010, but now the Borough is beginning to attract new residents. Over the next four years, the population for the primary trade area is projected to grow at an annual rate of 0.26%.

In comparison, the 2017-2022 annual growth rate for Allegheny County is 0.16%. Although the population is growing in both trade areas, within its boundaries the population change varies. Population appears to be declining west of the East Busway, with the most significant decline between Waverly Street/Franklin Avenue and Kelly Avenue. This could be due to attractiveness issues such as the lack of new housing options and vacant, blighted properties. Thriving urban centers are highly dependent upon dense residential areas to support economic development. If the Borough’s urban population continues to decline, its urban commercial activity will be in danger of declining as well.

AGE

The age of residents in a community is a key indicator that measures the community's ability to provide a workforce that attracts new businesses, and also drives the goods and services that are required to meet consumer demand. As shown in Figure 3, the largest age segments in 2017 were 25-34 and 55-64. By 2022, both age groups are projected to decline and residents ages 65-74 will experience the greatest population growth. In comparison, Wilkinsburg's secondary trade area can expect an increase in residents ages 25-34 and 65-74. Given that the greatest population trend is expected to grow in Wilkinsburg's secondary trade area, business development should concentrate on serving the ever-growing consumer ages of 25-34 and 65-74. Historically, both age groups are consumers willing to spend dollars on family and tourist related activities.

INCOME AND SPENDING POTENTIAL

Household income is also a measure of the economic well-being of a community and is an indicator of the spending power of residents, as well as an indicator of the quality of jobs that are available to residents. As shown in Table 2 below, the median household income and per capita income for the primary and secondary trade areas are significantly lower than that of Allegheny County and Pennsylvania. This trend is expected to continue through 2022.

ESRI estimates that the spending power of Wilkinsburg's primary trade area will be 52% lower than that of Allegheny County and 54% lower than Pennsylvania. The spending power of Wilkinsburg's secondary trade area is projected to be lower than Allegheny County and Pennsylvania at 37% and 39%, respectively.

RACIAL AND ETHNIC DIVERSITY

The primary trade area's racial mix is more diverse than that of the secondary trade area and Allegheny County. The most notable difference in the primary trade area's racial mix compared to Allegheny County is a higher concentration of African-American population, which has only slightly

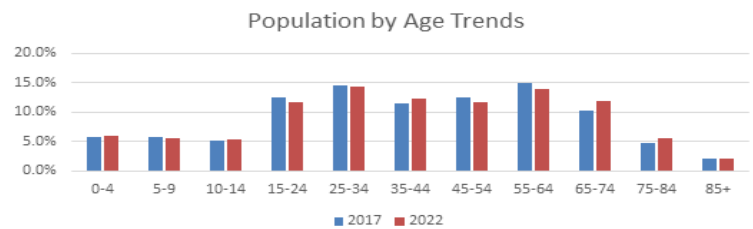


FIG. 3- POPULATION BY AGE TRENDS IN PRIMARY TRADE AREA
Source: ESRI Business Analyst

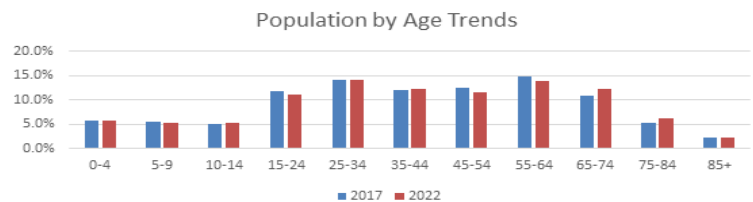


FIG. 04- POPULATION BY AGE TRENDS IN SECONDARY TRADE AREA
Source: ESRI Business Analyst, 2017

TABLE 2 Household Income Trends

MEDIAN HOUSEHOLD INCOME	PRIMARY TRADE AREA	SECONDARY TRADE AREA	ALLEGHENY COUNTY	PENNSYLVANIA
2017	\$28,550	\$36,185	\$54,645	\$56,184
2022	\$29,036	\$38,316	\$60,938	\$63,216
PER CAPITA INCOME				
2017	\$20,730	\$29,537	\$34,930	\$31,521
2022	\$22,939	\$33,647	\$39,744	\$35,870
2017 HOUSEHOLD BY INCOME				
<\$15,000	25.9%	21.9%	12.2%	11.1%
\$15,000-\$24,999	17.9%	14.7%	10.8%	10.1%
\$25,000-\$34,999	14.4%	12.0%	9.8%	9.7%
\$35,000-\$49,999	15.3%	13.2%	12.6%	13.1%
\$50,000-\$74,999	12.6%	14.2%	17.7%	18.4%
\$75,000-\$99,999	6.2%	8.3%	12.5%	14.1%
\$100,000-\$149,999	4.8%	8.2%	13.1%	13.8%
\$150,000-\$199,999	1.8%	3.8%	5.4%	5.4%
\$200,000	1.1%	3.7%	5.8%	5.3%

source: U.S. Census Bureau, Summary File 1; ESRI Business Analyst Estimates and Projections

TABLE 3 Race Diversity

2010 POPULATION BY RACE/ETHNICITY	PRIMARY TRADE AREA	SECONDARY TRADE AREA	ALLEGHENY COUNTY
WHITE ALONE	24.6%	38.1%	81.5%
BLACK ALONE	70.0%	56.5%	13.2%
AMERICAN INDIAN ALONE	0.5%	0.4%	0.1%
ASIAN ALONE	0.9%	1.5%	2.8%
PACIFIC ISLANDER ALONE	0.0%	0.0%	0.0%
SOME OTHER RACE ALONE	0.5%	0.5%	0.5%
TWO OR MORE RACES	3.5%	3.0%	1.8%
HISPANIC ORIGIN	2.1%	2.0%	1.6%
DIVERSITY INDEX	47.2	55.3	33.8
2017 POPULATION BY RACE/ETHNICITY			
WHITE ALONE	23.6%	36.9%	79.7%
BLACK ALONE	69.7%	56.1%	13.3%
AMERICAN INDIAN ALONE	0.6%	0.4%	0.2%
ASIAN ALONE	1.2%	2.2%	3.9%
PACIFIC ISLANDER ALONE	0.0%	0.0%	0.0%
SOME OTHER RACE ALONE	0.6%	0.6%	0.6%
TWO OR MORE RACES	4.4%	3.8%	2.4%
HISPANIC ORIGIN	2.7%	2.6%	2.2%
DIVERSITY INDEX	48.7	57.1	37.5

source: ESRI Business Analyst, 2017 and 2022 Estimates



FIG. 05- 2017 POPULATION 25+ BY EDUCATIONAL ATTAINMENT
Source: U.S. Census and ESRI Projections

decreased since 2010. The Hispanic population has slightly increased from 2010 to 2017 in all three areas - primary, secondary and Allegheny County. Wilkinsburg’s primary trade area has the closest diversity index to that of the national level.

While diversity can be an asset, it also brings challenges if there are language barriers. If so, Wilkinsburg Borough could consider taking proactive steps to assist in creating an inclusionary environment to understand opportunities and challenges related to its diversity, and through seeking active community leadership and participation from under-represented ethnic/social groups.

EDUCATIONAL ATTAINMENT

For Wilkinsburg Borough to remain competitive in today’s economy, the workforce will need to meet the industries’ requirements. The education level of Wilkinsburg’s primary and secondary trade areas will have an impact on its ability to retain and attract new industry. As shown in Figure 5 below, the residents of Wilkinsburg’s secondary trade area have a generally higher level of education than that of the primary trade area. In 2017, it is estimated that 20% of residents in Wilkinsburg’s secondary trade area were High School Graduates, and approximately 40% attained a Bachelor’s Degree or higher.

When comparing County residents to residents living in Wilkinsburg’s primary and secondary trade areas, a higher percentage of County residents have attained a Bachelor’s Degree. This level of educational attainment may be attributable to the number of higher education facilities in Pittsburgh including University of Pittsburgh, Carnegie Mellon University, and Duquesne University.

RETAIL GAP ANALYSIS

A retail gap analysis estimates retail spending potential based upon population, income, and consumer spending patterns. Using industries categorized by North American Industry Classification System (NAICS), this analysis identifies patterns for all retail sales in a defined geographic region, including taxable and non-taxable sales, to further determine which retail sectors are exhibiting “leakage” and which sectors are exhibiting “surplus”.

Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges from

+100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services and Drinking Establishments sub-sector.

A retail gap analysis is not designed as a detailed plan of action nor is it an exact science. Rather, it provides the necessary input for a retail development strategy – the recruitment of retailers for those retail sectors that are currently not meeting the needs of the community. Additional details on the retail gap analysis are in Appendix A.

SUMMARY OF FINDINGS

There are significant differences in retail gap within Wilkinsburg's primary and secondary trade areas. Within the primary trade area, the supply for retail trade and food/drink establishments exceeds the area's demand. This surplus of -17.1 out of 100 indicates that retailers are attracting shoppers that reside outside the trade area. In comparison, Wilkinsburg's secondary trade area is experiencing a leakage of approximately 17.2 out of 100, suggesting that the market has some retail potential that is lost to other areas. A major factor in this leakage can be contributed to the four trade areas directly surrounding Wilkinsburg Borough. This identified leakage could provide an opportunity for new retailers to enter the trade area or for existing retailers to extend their marketing outreach to accommodate the excess demand.

FIGURE 06
Leakage/Surplus by Industry Group
Source: ESRI Business Analyst, 2017; InfoGroup

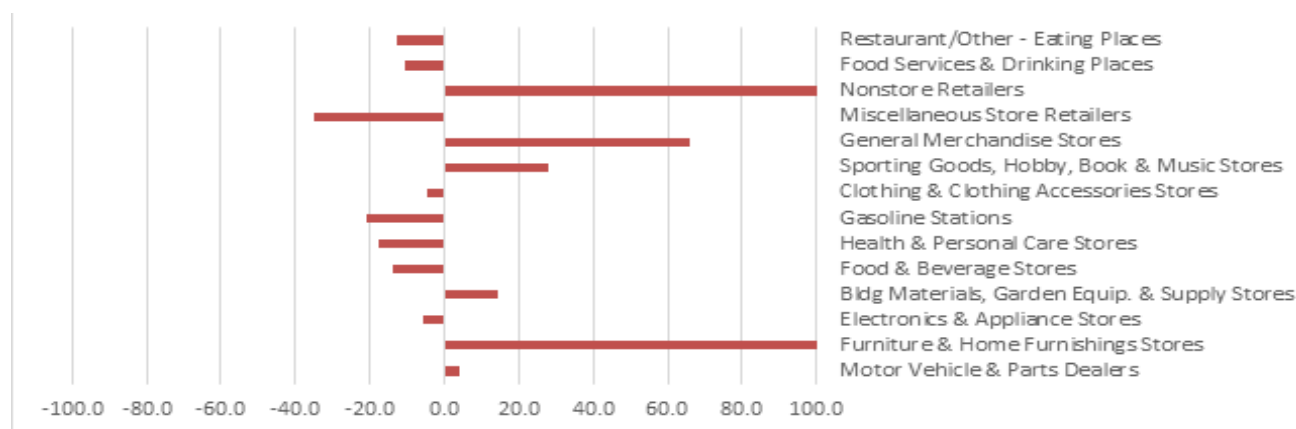


TABLE 4 Industry Summary (Primary Trade Area)

INDUSTRY SUMMARY	NAICS	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP	LEAKAGE/SURPLUS FACTOR	NUMBER OF BUSINESSES
TOTAL RETAIL TRADE AND FOOD AND	44-45, 722	\$77,879,227	\$110,018,908	-\$32,139,681	-17.1	63
TOTAL RETAIL TRADE	44-45	\$70,477,235	\$100,842,907	-\$30,365,672	-17.7	48
TOTAL FOOD AND DRINK	722	\$7,401,992	\$9,176,001	-\$1,774,009	-10.7	15

source: ESRI Business Analyst, 2017; InfoGroup.

TABLE 5 Industry Summary (Secondary Trade Area)

INDUSTRY SUMMARY	NAICS	DEMAND (RETAIL POTENTIAL)	SUPPLY (RETAIL SALES)	RETAIL GAP	LEAKAGE/SURPLUS FACTOR	NUMBER OF BUSINESSES
TOTAL RETAIL TRADE AND FOOD AND DRINK	44-45, 722	\$317,913,630	\$224,796,436	\$93,117,194	17.2	114
TOTAL RETAIL TRADE	44-45	\$287,174,789	\$207,846,225	\$79,328,564	16.0	79
TOTAL FOOD AND DRINK	722	\$30,738,841	\$16,950,211	\$13,788,630	28.9	35

source: ESRI Business Analyst, 2017; InfoGroup

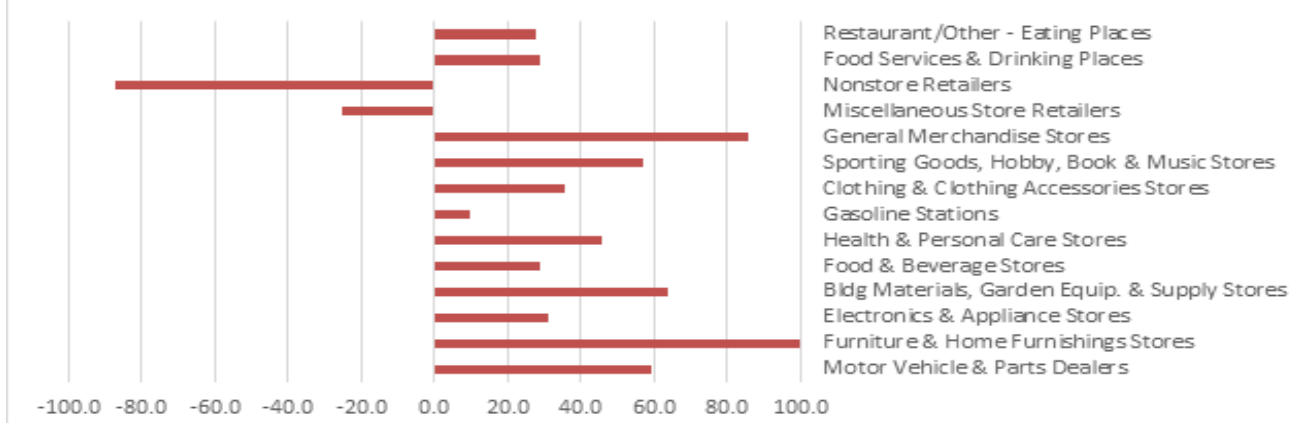


FIGURE 07
Leakage/Surplus by Industry Group
Source: ESRI Business Analyst, 2017; InfoGroup

According to the retail gap analysis, the best opportunities for retail expansion are as follows:

Primary trade area

Non-store Retailers, Furniture and Home Furnishing Stores, General Merchandise Stores, and Sporting Goods, Hobby, Book and Music Stores.

Secondary trade area

Food and Beverage, Health and Personal Care, Gasoline Stations, Furniture and Home Furnishing Stores, Electronics and Appliance Stores, General Merchandise Stores, Building Materials, Garden Equipment, and Supply Stores, Motor Vehicles and Parts Dealers, and Sporting Goods, and Hobby, Book, and Music Stores.

An evaluation of demand threshold identified a significant surplus of Non-store Retailers in the secondary trade area. The total retail sales for this industry is nearly fifteen times the retail potential. This industry includes the broadcasting of infomercials, the broadcasting and publishing of direct-response advertising, mail-order houses, vending machine operators, home delivery sales, and establishments engaged in direct sale, such as home heating dealers and newspaper delivery

service providers. Within the primary trade area, there is a far greater supply of Miscellaneous Store Retailers than local demand. The following tables and charts reveal the current retail market place profile of Wilkinsburg’s primary and secondary trade areas. A detailed table listing all industry groups and sub-sectors is available in Appendix A.

MARKET POTENTIAL

UNDERSTANDING THE POTENTIAL

The primary and secondary trade areas represent the greatest market potential for Wilkinsburg’s CBD. Approximately 8,000 people with disposable incomes of \$33,866 reside within Wilkinsburg’s primary trade area. According to the retail gap analysis report, this market area is home to 63 retail trade/food and drink establishments; 48 of these establishments are retail trade. As the market area expands into the secondary trade area, the population increases to 23,312 persons with a disposable income of approximately \$45,000. This market area is served by 79 retail trade establishments and 35 restaurants. Because the primary trade area will provide the greatest capture rate for Wilkinsburg’s CBD, this market was studied in greater depth.

MARKET POTENTIAL - CASE STUDIES

FURNITURE AND HOME FURNISHINGS STORES

Wilkinsburg's market is greatly under-served with respect to Furniture and Furnishings Stores. The table below highlights the demand and supply for the primary trade area. Based on consumer spending potential, the demand for Furniture and Home Furnishings Stores is over \$2.4 million; the current retail supply is \$0, leaving a significant retail gap. Wilkinsburg's primary trade area could support 9,081 square feet of Furniture and Home Furnishings retail space. Note: To capture this market, the furniture or home furnishings store must be unique to the marketplace.

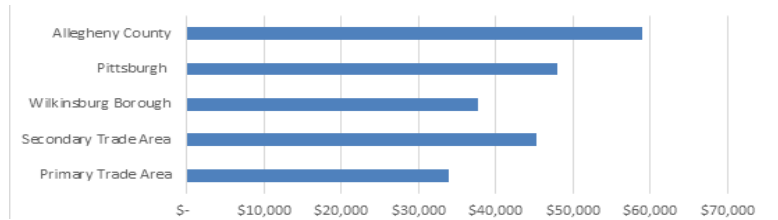


FIGURE 08 Average Disposable Income
Source: ESRI Business Analyst

CLOTHING STORES - FAMILY SHOE STORES

The Clothing and Clothing Accessories Stores have over-saturated Wilkinsburg's market and created a leakage; however, there remains a demand for retail shoe stores. Based off the current retail gap, Wilkinsburg's market could support 4,252 square feet of new shoe retail stores.

TABLE 6 Market Potential for Furniture and Home Furnishing Stores

NAICS INDUSTRY	DEMAND	SUPPLY	LEAKAGE FACTOR
FURNITURE AND HOME FURNISHING STORES	\$2,486,316	\$0	\$2,486,316
FURNITURE STORES	\$1,454,867	\$0	\$1,454,867
HOME FURNISHINGS STORES	\$1,031,449	\$0	\$1,031,449

Source: ESRI Business Analyst, 2017; InfoGroup

SPORTING GOODS, HOBBY, BOOK and MUSIC STORES

As the table below demonstrates, there is approximately \$900,000 in retail demand for Sporting Goods, Hobby, Book and Music Stores in the Wilkinsburg market area. According to Urban Land Institute's Dollars and Cents for U.S. Shopping, this market could support 2,751 square feet of retail space for sporting goods.

TABLE 7 Market Potential for Clothing and Clothing Accessories Stores

NAICS INDUSTRY	DEMAND	SUPPLY	LEAKAGE FACTOR
CLOTHING AND CLOTHING ACCESSORIES STORES	\$4,007,859	\$4,404,993	-\$397,134
CLOTHING STORES	\$2,744,837	\$2,882,288	-\$137,451
SHOE STORES	\$602,008	\$0	\$602,008
JEWELRY, LUGGAGE, AND LEATHER GOODS STORES	\$661,015	\$1,522,705	-\$861,690

source: ESRI Business Analyst, 2017; InfoGroup

TABLE 8 Market Potential for Sporting Goods, Hobby, Book and Music Stores

NAICS INDUSTRY	DEMAND	SUPPLY	LEAKAGE FACTOR
SPORTING GOODS, HOBBY, BOOK AND MUSIC STORES	\$2,055,247	\$1,150,838	\$904,409
SPORTING GOODS/HOBBY/MUSICAL INSTRUMENT STORES	\$1,767,511	\$707,757	\$1,059,754
BOOK, PERIODICAL AND MUSIC STORES	\$287,736	0	\$287,736

source: ESRI Business Analyst, 2017; InfoGroup

TABLE 9 Market Potential for Food Services and Drinking Places

NAICS INDUSTRY	DEMAND	SUPPLY	RETAIL GAP	NUMBER OF ESTABLISHMENTS
FOOD SERVICES AND DRINKING PLACES	\$30,738,841	\$16,950,211	\$13,788,630	35
SPECIAL FOOD SERVICES	\$707,057	\$204,891	\$502,166	1
DRINKING PLACES - ALCOHOLIC BEVERAGES (BAR/TAVERN)	\$1,678,322	\$788,374	\$899,948	4
RESTAURANTS/OTHER EATING PLACES	\$28,353,461	\$15,966,946	\$12,386,515	30

source: ESRI Business Analyst; InfoGroup

WILKINSBURG’S SECONDARY TRADE AREA- FOOD/DRINK POTENTIAL

Unlike Wilkinsburg’s primary trade area, the secondary trade area is greatly under-served with respect to food/drink establishments. There are currently 35 restaurants/eating establishments located within the secondary trade area, which means the market is forced to travel outside of the area to eat and drink. Based on the consumer spending potential, the demand for restaurants/eating establishments is over \$28 million; the current supply is \$15.9 million, leaving a gap of \$12.3 million. This leakage represents an opportunity for new restaurants to enter this market and bring revenue into the secondary trade area rather than outside trade areas. Note: The Borough’s recent liquor referendum to allow liquor sales within the community will have a direct impact on business development in this sector. Wilkinsburg may have up to five licensed establishments because of this legislative action.

DAILY WORKERS - MARKET POTENTIAL

Wilkinsburg’s daytime population represents an additional market potential for any new restaurants/eating establishments in the CBD. An evaluation of workforce located within a 10-minute drive time of Wilkinsburg’s CBD who may travel for lunch was conducted. There are 3,539 businesses within a 10-minute drive of Wilkinsburg CBD, employing 37,506. For the purpose of this analysis, it was assumed conservatively that one-third of these employees will eat out for lunch at least one day a month, with the average meal costing \$14.00. The market potential for these employees equals \$2.1 million.

MARKET POTENTIAL -RESTAURANT BUILD OUT

The secondary trade area represents the target market for new restaurants/eating establishments in Wilkinsburg’s CBD. According to Urban Land Institute (ULI), a profitable restaurant that does not serve liquor will generate approximately \$199 per square foot, and a restaurant with liquor will generate \$428 per square foot. With these assumptions, the development size that could be supported by Wilkinsburg’s secondary trade area was conducted.

TABLE 10 Market Potential for Restaurant without Liquor

	MARKET POTENTIAL	CAPTURE RATE	DEVELOPMENT SIZE (\$199.47 SQ. FT.)
SECONDARY TRADE AREA	\$12,386,515	\$4,954,606	24,838 sq. ft.

source: ESRI Business Analyst, Urban Land Institute, and Consultant Assumption

TABLE 11 Market Potential for Restaurant with Liquor

	MARKET POTENTIAL	CAPTURE RATE	DEVELOPMENT SIZE (\$199.47 SQ. FT.)
SECONDARY TRADE AREA	\$12,386,515	\$4,954,606	16,086 sq. ft.

source: ESRI Business Analyst, Wilkinsburg Business District Market Analysis, and Consultant Projections

TABLE 12 Mix of Industries in Wilkinsburg Borough

JOB BY INDUSTRY (NAICS)	EMPLOYMENT	% OF TOTAL
AGRICULTURE, FORESTRY, FISHING AND HUNTING	3	0.1%
MINING	0	0.0%
UTILITIES	0	0.0%
CONSTRUCTION	320	7.5%
MANUFACTURING	167	3.9%
WHOLESALE TRADE	146	3.4%
RETAIL TRADE	396	9.3%
TRANSPORTATION AND WAREHOUSING	107	2.5%
INFORMATION	212	5.0%
FINANCE AND INSURANCE	132	3.1%
REAL ESTATE, RENTAL AND LEASING	214	5.0%
PROFESSIONAL, SCIENTIFIC AND TECH SERVICES	176	4.1%
MANAGEMENT OF COMPANIES AND ENTERPRISES	0	0.0%
ADMINISTRATIVE AND SUPPORT AND WASTE MANAGEMENT AND REMEDIATION	40	0.9%
EDUCATIONAL SERVICES	428	10.0%
HEALTH CARE AND SOCIAL ASSISTANCE	1,092	25.6%
ARTS, ENTERTAINMENT AND RECREATION	7	0.2%
ACCOMMODATION AND FOOD SERVICES	242	5.7%
OTHER SERVICES (EXCEPT PUBLIC ADMINISTRATION)	503	11.8%
PUBLIC ADMINISTRATION	71	1.7%
UNCLASSIFIED ESTABLISHMENTS	17	0.4%
TOTAL	4,273	100.0%

source: U.S. Census Bureau's Local Employment Dynamics

INDUSTRY TRENDS

A critical key to uncovering the assets in Wilkinsburg’s CBD that can drive future economic development is an analysis of the current economic environment in the Borough, as well as the economic environment of surrounding communities and Wilkinsburg’s role in the regional economy. This section of the report is designed to uncover economic characteristics and industry trends that are indicators of the Borough’s economic well-being and economic assets that can be leveraged to catalyze future economic development.

Wilkinsburg Borough has a diversified industry mix with Health Care and Social Assistance accounting for the largest sector at 25.6%. Apart from Health Care and Social Assistance, Other Services (except Public Administration) Educational Services, Retail Trade, and Construction are the Borough’s largest sectors.

While these sectors may be the largest in the Borough based on the number of employees, the concentration of employees in a particular sector relative to the County concentration is another key indicator of economic strength. This indicator is measured as location quotient. An industry’s location quotient is a calculation that compares the industry’s share of employment at the local level to the industry’s share of employment at the County level. According to economic base theory, industries with an employment share that exceeds the state employment share have excess production – production that serves export markets. Because export activity injects new money into the local economy, these basic industries are considered “key drivers” of economic growth.

TABLE 13 Location Quotient

JOBS BY INDUSTRY (2-DIGIT NAICS)	WILKINSBURG BOROUGH		ALLEGHENY COUNTY		LQ
	EMPLOYMENT	% OF TOTAL	EMPLOYMENT	% OF TOTAL	
AGRICULTURE, FORESTRY, FISHING AND HUNTING	3	0.10%	525	0.10%	1.0
MINING	0	0.00%	1,171	0.10%	0.0
UTILITIES	0	0.00%	2,171	0.30%	0.0
CONSTRUCTION	320	7.50%	31,983	4.00%	1.9
MANUFACTURING	167	3.90%	55,899	7.00%	0.6
WHOLESALE TRADE	146	3.40%	27,338	3.40%	1.0
RETAIL TRADE	396	9.30%	96,327	12.10%	0.8
TRANSPORTATION AND WAREHOUSING	107	2.50%	20,317	2.60%	1.0
INFORMATION	212	5.00%	20,508	2.60%	1.9
FINANCE AND INSURANCE	132	3.10%	41,014	5.20%	0.6
REAL ESTATE AND RENTAL AND LEASING	214	5.00%	18,387	2.30%	2.2
PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	176	4.10%	12,247	1.50%	2.7
MANAGEMENT OF COMPANIES AND ENTERPRISES	0	0.00%	6,740	0.80%	0.0
ADMINISTRATION AND SUPPORT, WASTE MANAGEMENT AND REMEDIATION	40	0.90%	19,425	2.40%	0.4
EDUCATIONAL SERVICES	428	10.00%	81,763	10.30%	1.0
HEALTH CARE AND SOCIAL ASSISTANCE	1,092	25.60%	148,130	18.70%	1.4
ARTS, ENTERTAINMENT, AND RECREATION	7	0.20%	13,826	1.70%	0.1
ACCOMMODATION AND FOOD SERVICES	242	5.70%	63,703	8.00%	0.7
OTHER SERVICES (EXCLUDING PUBLIC ADMINISTRATION)	503	11.80%	48,934	6.20%	1.9
PUBLIC ADMINISTRATION	71	1.70%	34,830	4.40%	0.4

source: ESRI Business Analyst and Local Employment Dynamics

TABLE 14 Regional Location Quotient

INDUSTRY	WILKINSBURG BOROUGH	EAST LIBERTY	HOMEWOOD	PITTBURGH
AGRICULTURE, FORESTRY, FISHING AND HUNTING	1.0	0.0	1.0	0.0
MINING	0.0	0.0	0.0	0.0
UTILITIES	0.0	0.0	0.0	1.0
CONSTRUCTION	1.9	0.5	0.5	0.5
MANUFACTURING	0.6	0.4	2.1	0.6
WHOLESALE TRADE	1.0	0.3	0.4	0.5
RETAIL TRADE	0.8	1.2	0.8	0.5
TRANSPORTATION AND WAREHOUSING	1.0	0.5	0.7	0.6
INFORMATION	1.9	1.2	0.6	1.0
FINANCE AND INSURANCE	0.6	0.2	0.2	1.4
REAL ESTATE AND RENTAL AND LEASING	2.2	1.8	0.6	0.8
PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	2.7	6.6	1.1	5.5
MANAGEMENT OF COMPANIES AND ENTERPRISES	0.0	0.0	0.0	2.5
ADMINISTRATION AND SUPPORT, WASTE MANAGEMENT AND REMEDIATION	0.4	2.8	0.5	0.8
EDUCATIONAL SERVICES	1.0	0.8	1.9	1.5
HEALTH CARE AND SOCIAL ASSISTANCE	1.4	1.1	0.4	1.4
ARTS, ENTERTAINMENT, AND RECREATION	0.1	1.4	0.9	0.9
ACCOMMODATION AND FOOD SERVICES	0.7	1.0	0.4	0.8
OTHER SERVICES (EXCLUDING PUBLIC ADMINISTRATION)	1.9	1.1	2.0	0.8
PUBLIC ADMINISTRATION	0.4	1.0	4.3	1.2

source: ESRI Business Analyst and Local Employment Dynamics

Based on location quotient indicators (see Table 13 - Location Quotient), the following industry sectors in Wilkinsburg Borough are likely exporting goods and services and are key drivers of the local economy.

- Construction (LQ 1.9)
- Information (LQ 1.9)
- Real Estate, and Rental and Leasing (LQ 2.2)
- Professional, Scientific, and Technical Services (LQ 2.2)
- Health Care and Social Assistance (LQ 1.4)
- Other Services (excluding Public Administration) (LQ 1.9)

A positive local share can be an indicator of the attractiveness of the local area for a particular type of business. Table 14 presents the result of a location-quotient analysis for Wilkinsburg Borough compared to the surrounding communities. Wilkinsburg's concentration of industry sectors appears to be most similar to that of East Liberty. Wilkinsburg Borough is the only community in the regional location analysis with a location quotient greater than 1.0 for the construction sector.

MARKET POTENTIAL - OFFICE SPACE

When a business is exploring location, relocation, or expansion options, its selection criteria often includes elements such as speed to market and proximity to infrastructure and amenities. As a result, TOD sites are often an attractive option since they are strategically located near additional amenities. A significant component of the market analysis is to understand the opportunity to bring office space to Wilkinsburg's CBD.

The Bureau of Labor Statistics releases regular employment projections by industry sector. As the table below demonstrates, the largest growing employment sectors in Wilkinsburg in 2022 will be Health Care and Social Assistance. The Wilkinsburg Business District Market Analysis identifies medical practitioners as one of the largest sectors to occupy private office space in Wilkinsburg. In addition to the Health Care and Social Assistance sector, Wilkinsburg Borough should consider a strategy to attract and retain additional industries for private-sector office space.

TABLE 15 Employment Projection by Industry

INDUSTRY SECTOR	2017 EMPLOYEES	ANNUAL RATE OF CHANGE	HOMEWOOD
2012-2022	2022 Projected Employment	0.0	1.0
AGRICULTURE, FORESTRY, FISHING AND HUNTING	3	-1.1%	2.8
MINING	0	1.4%	0
UTILITIES	0	-1.1%	0
CONSTRUCTION	320	2.6%	363.8
MANUFACTURING	167	-5.5%	162.8
WHOLESALE TRADE	146	0.8%	151.9
RETAIL TRADE	396	0.7%	410.0
TRANSPORTATION AND WAREHOUSING	107	0.7%	110.7
INFORMATION	212	-2.2%	209.8
FINANCE AND INSURANCE	132	0.9%	138.0
REAL ESTATE AND RENTAL AND LEASING	214	0.9%	223.8
PROFESSIONAL, SCIENTIFIC, AND TECHNICAL SERVICES	176	1.8%	192.4
MANAGEMENT OF COMPANIES AND ENTERPRISES	0	1.0%	0
ADMINISTRATION AND SUPPORT, WASTE MANAGEMENT AND REMEDIATION	40	0.6%	41.2
EDUCATIONAL SERVICES	428	1.9%	470.2
HEALTH CARE AND SOCIAL ASSISTANCE	1,092	2.6%	1241.5
ARTS, ENTERTAINMENT, AND RECREATION	7	0.9%	7.3
ACCOMMODATION AND FOOD SERVICES	242	0.9%	253.0
OTHER SERVICES (EXCLUDING PUBLIC ADMINISTRATION)	503	1.0%	528.6
PUBLIC ADMINISTRATION	71	0.5%	72.7

source: Bureau of Labor Statistics and consultant assumptions

Table 15 highlights several industries in Wilkinsburg Borough that could occupy additional office space in the next few years. The highlighted industries account for a total of 4,580 employees that are projected to be working in Wilkinsburg in 2022. These employees represent 1,374,000 square feet of office space demand in Wilkinsburg Borough in 2022. This projection is based on the assumption that businesses will typically require approximately 300 square feet per employee. The required square footage may vary based on industry needs such as health care facilities, which may require up to 1,000 square feet per employee.

FIGURE 09
Wilkinsburg Borough
Commuting Flows,
2005-2015

Source: U.S. Census Bureau, OnTheMap

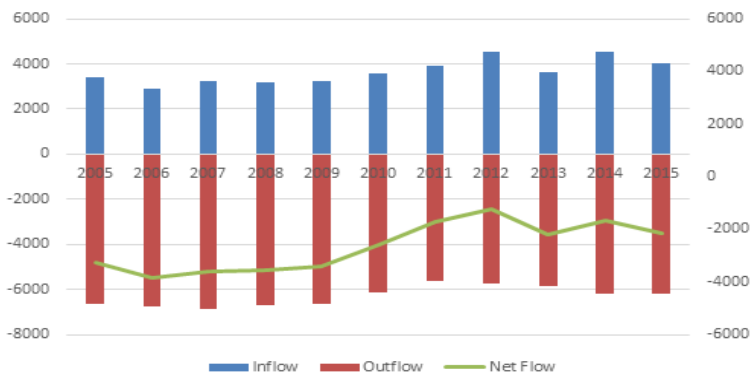


TABLE 16 Inflow/Outflow of Wilkinsburg’s CBD Workers and Employed Residents

WORKER CATEGORY	2015
LIVING IN WILKINSBURG BOROUGH	6,459
WORKING IN WILKINSBURG BOROUGH	4,310
NET JOB INFLOW/OUTFLOW (-)	2,149
LIVING AND WORKING IN WILKINSBURG BOROUGH	282
% OF TOTAL WILKINSBURG BOROUGH RESIDENTS	4.4%
% OF TOTAL WILKINSBURG BOROUGH WORKERS	6.5%
OUTFLOW	
LIVING IN WILKINSBURG BOROUGH - WORKING ELSEWHERE	6,177
% OF TOTAL WILKINSBURG BOROUGH RESIDENTS	95.6%
INFLOW	
WORKING IN WILKINSBURG BOROUGH - LIVING ELSEWHERE	4,028
% OF TOTAL WILKINSBURG BOROUGH WORKERS	93.5%

source: U.S. Census Bureau Longitudinal Employer-Household Dynamics

INFLOW/OUTFLOW COMMUTER PATTERNS

METHODOLOGY

The U.S. Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) Origin-Destination Employment Statistics (LODES) data, collected through “On the Map” data tool, is the source for the analysis completed in this subsection. For the purposes of this analysis, commuting patterns for Wilkinsburg Borough are analyzed for 2005 and 2015 (the most current data available). The “On the Map” tool measures worker inflow – the number of workers living outside of Wilkinsburg Borough but commuting in for work – and worker outflow – those workers living inside Wilkinsburg but commuting outside of it for work.

RECENT AND HISTORICAL TRENDS

Wilkinsburg Borough has historically experienced a net outflow of workers, meaning that more people were commuting outside of the Borough for work than were commuting in for work. In 2015, approximately 4,000 people were commuting into Wilkinsburg for employment, representing 93.5% of all Wilkinsburg Borough workers. In comparison, approximately 95.6% of residents were commuting outside the Borough for work.

WORKFORCE COMPOSITION

Finding highly skilled labor is a key driver for nearly almost all industry site-selection decisions. The workforce in Wilkinsburg Borough is highly skilled and educated, but has a mix of both blue-collar and white-collar employees. As the table below demonstrates, Wilkinsburg’s workforce is employed primarily in the service industry. This industry currently accounts for more than 75% of the total employment opportunities within the Borough.

The composition of Wilkinsburg’s workforce (employees in Wilkinsburg Borough) is gradually aging as the population ages. The percentage of the workforce over the age of 55 increased

from 18% to 26% from 2005 to 2015. With an aging workforce, it will be critical to ensure a younger workforce is available to replace upcoming retirees.

LABOR SHED ANALYSIS

Location selection for new businesses and expansion plans for existing businesses can be heavily influenced by labor force issues, particularly the availability of skilled labor, training of the workforce, and relocation of key employees. These factors are becoming increasingly more important in terms of maintaining economic development competitiveness. A labor shed analysis is a valuable and unique tool for determining economic development opportunities within a specific geographic region. It provides economic developers and existing or prospective employers a resource to understand where employees work and where workers live relative to Wilkinsburg Borough. The following analysis identifies potential available labor supply and delineates the actual geographic boundaries from which Wilkinsburg is able to attract workers. The labor shed patterns of two surrounding communities, East Liberty and Homewood, are analyzed to evaluate Wilkinsburg's competitiveness in the regional market.

Overall, Wilkinsburg's labor force commutes an average of 10 miles or less one way for employment opportunities within the Borough. Wilkinsburg's close proximity to downtown Pittsburgh has direct impacts on the labor shed trends of its workforce. Pittsburgh has historically provided almost half of the total workforce in Wilkinsburg. In comparison, Wilkinsburg Borough brings in fewer Pittsburgh workers than East Liberty and Homewood by approximately 10 percent. All three communities share similar home destinations including Monroeville as well as Fox Chapel and West Mifflin Boroughs.

A detailed breakdown of where workers live by community is included on the following page.

HOUSING POTENTIAL

EXISTING SUPPLY

The availability of a variety of housing options is one of the key attractiveness factors for knowledgeable workers considering relocation. Based on information obtained from the U.S. Census Bureau and ESRI's Business Analyst, it appears that Wilkinsburg's housing stock is older than the housing stock in Allegheny County. The tenure of households in Wilkinsburg mirrors that of Allegheny County, with the majority of householders moving into their homes between 2000 and 2009. Housing within Wilkinsburg Borough is largely made up of single-family units.

TABLE 17 Wilkinsburg Industry Segmentation

INDUSTRY	2005	2010	2015
GOODS PRODUCING	6.1%	5.8%	5.1%
TRADE, TRANSPORTATION, AND UTILITIES	18.8%	11.5%	17.9%
ALL OTHER SERVICES	73.6%	82.5%	76.9%

source: U.S. Census Bureau, OnTheMap

TABLE 18 Wilkinsburg Borough Workforce – Age Composition

AGE SEGMENT	2005		2010		2015	
AGE 29 AND YOUNGER	711	19.2%	776	20.4%	797	18.4%
AGE 30-54	2,291	62.1%	2,198	57.8%	2,362	54.8%
AGE 55 AND OLDER	685	18.5%	827	21.7%	1,151	25.7%

source: U.S. Census Bureau, OnTheMap

TABLE 19 Labor Shed Trends in Wilkinsburg Borough

INFLOW WORKERS WHO COMMUTED FROM...	% OF TOTAL WORKERS		
	2005	2010	2015
PITTSBURGH CITY	51.7%	52.4%	46.3%
WILKINSBURG BOROUGH	4.2%	3.9%	4.4%
MONROEVILLE MUNICIPALITY	2.8%	2.0%	3.6%
GREEN TREE BOROUGH	1.1%	1.4%	1.7%
FOX CHAPEL BOROUGH	0.1%	0.1%	1.2%
WEST MIFFLIN BOROUGH	1.4%	1.0%	1.1%
SWISSVALE BOROUGH	0.9%	0.8%	0.9%
BETHEL PARK MUNICIPALITY	0.4%	0.7%	0.9%
MURRYSVILLE MUNICIPALITY	0.6%	0.8%	0.7%
FOREST HILLS BOROUGH	0.6%	0.3%	0.6%

source: U.S. Census Bureau, OnTheMap

FIGURE 10
 Wilkinsburg Borough Commuting Patterns
Source: U.S. Census Bureau, OnTheMap

- Pittsburgh City
- Wilkinsburg Borough
- Monroeville Municipality
- Green Tree Borough
- Fox Chapel Borough
- West Mifflin Borough
- Swissvale Borough
- Bethel Park Municipality
- Murrysville Municipality
- Forest Hills Borough
- All Other Locations

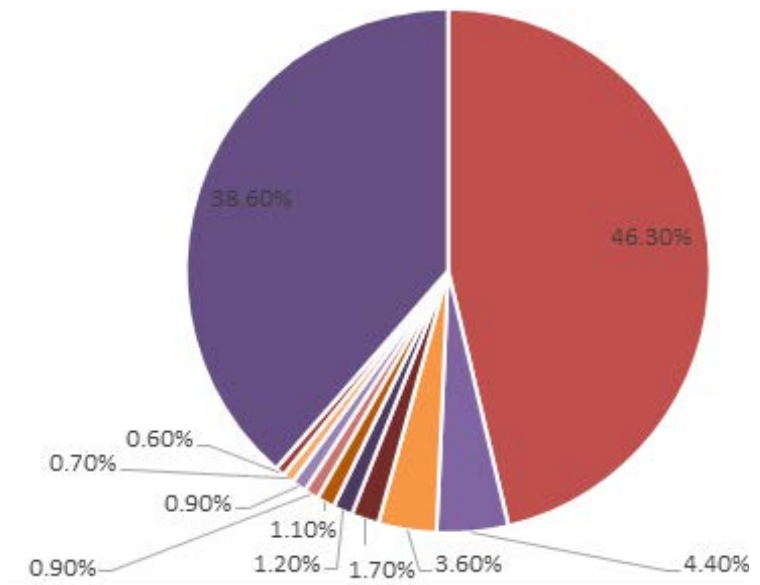


FIGURE 11
 East Liberty Commuting Patterns, 2015
Source: U.S. Census Bureau, OnTheMap

- Pittsburgh City
- Monroeville Municipality
- Green Tree Borough
- Fox Chapel Borough
- West Mifflin Borough
- Wilkinsburg Borough
- Homestead Borough
- McKeesport City
- Sharpsburg Borough
- Plum Borough
- All Other Locations

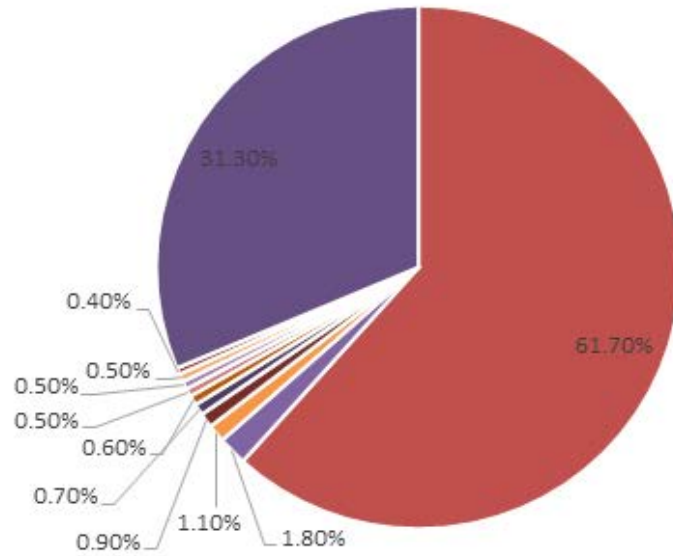
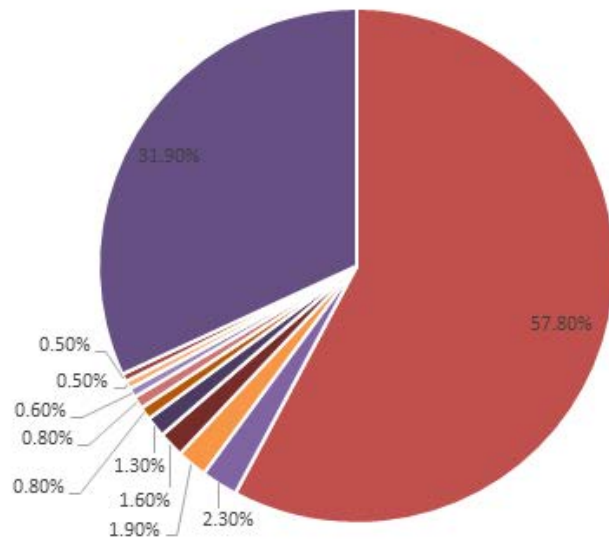


FIGURE 12
 East Liberty Commuting Patterns, 2015
Source: U.S. Census Bureau, OnTheMap

- Pittsburgh City
- Monroeville Municipality
- Wilkinsburg Borough
- Green Tree Borough
- Fox Chapel Borough
- West Mifflin Borough
- Plum Borough
- Swissvale Borough
- McKeesport
- Forest Hills Borough
- All Other Locations



In 2010, there were 10,046 housing units in Wilkinsburg Borough; of these, 30.6% were owner-occupied, 50.5% were renter-occupied, and 18.9% were vacant. According to ESRI projections, in 2017 there were 255 additional housing units and 136 fewer owner-occupied units. The number of renter-occupied units was projected to increase by 277, and the number of vacant units is projected to increase by 114. It is anticipated that home ownership will continue to decline in Wilkinsburg Borough while the number of vacancies increases. Median home values are slightly lower in Wilkinsburg Borough than home values in Allegheny County, with concentrations of lower home values north of Penn Avenue and directly west of the East Busway.

There are currently 6,486 parcels in Wilkinsburg Borough that are classified as residential. The majority of residential options in Wilkinsburg are single-family units, however, there is a significant number of two-family homes. There are 756 parcels in Wilkinsburg Borough that are designated as residential, but are currently vacant.

HOUSING COMPETITION

Online research found information on two apartment complexes located in East Liberty and Edgewood. The following provides additional information on rental rates and amenities included within each of these developments.

TABLE 20 Housing Units by Occupancy Status and Tenure in Wilkinsburg Borough

	CENSUS 2010		2017		2022	
	Units	%	Units	%	Units	%
TOTAL HOUSING UNITS	10,046	100.0%	10,301	100.0%	10,439	100.0%
OCCUPIED	8,152	81.1%	8,293	80.5%	8,379	80.3%
Owner	3,074	30.6%	2,938	28.5%	2,939	28.2%
Renter	5,078	50.5%	5,355	52.0%	5,440	52.1%
VACANT	1,894	18.9%	2,008	19.5%	2,060	19.7%

source: U.S. Census Bureau and ESRI Projections

TABLE 21 Housing Units by Occupancy Status and Tenure in Allegheny County

	CENSUS 2010		2017		2022	
	Units	%	Units	%	Units	%
TOTAL HOUSING UNITS	589,201	100.0%	601,820	100.0%	608,944	100.0%
OCCUPIED	533,960	90.6%	542,330	90.1%	547,764	90.0%
Owner	345,393	58.6%	339,639	56.4%	342,285	56.2%
Renter	188,567	32.0%	202,691	33.7%	205,479	33.7%
VACANT	55,241	9.4%	59,490	9.9%	61,180	10.0%

source: U.S. Census Bureau and ESRI Projections

TABLE 22 Residential Parcels in Wilkinsburg Borough

CURRENT USE	QUANTITY
CONDEMNED/BOARDED-UP	70
CONDOMINIUM	380
CONDOMINIUM COMMON PROPERTY	1
FOUR FAMILY	72
RESIDENT AUXILIARY BUILDING (NO HOUSE)	56
ROW HOUSE	336
SINGLE FAMILY	3,837
THREE FAMILY	281
TOWNHOUSE	46
TWO FAMILY	649
VACANT LAND	756

source: Wilkinsburg Borough GIS

TABLE 23 Owner Occupied Housing Units by Value in Wilkinsburg Borough

HOUSING VALUES	2017		2022	
	WILKINSBURG BOROUGH	ALLEGHENY COUNTY	WILKINSBURG BOROUGH	ALLEGHENY COUNTY
< \$50,000	28.7%	9.5%	24.2%	7.7%
\$50,000-\$99,999	35.0%	24.6%	33.0%	21.9%
\$100,000-\$149,999	14.2%	22.7%	15.0%	22.7%
\$150,000-\$199,999	11.0%	15.5%	12.9%	16.4%
\$200,000-\$249,999	4.1%	8.7%	4.8%	9.1%
\$250,000-\$299,999	2.0%	5.5%	2.4%	5.7%
\$300,000-\$399,999	1.3%	6.2%	1.8%	7.1%
\$400,000-\$499,999	2.3%	2.9%	3.5%	3.7%
\$500,000+	1.5%	4.4%	2.5%	5.7%
MEDIAN VALUE	\$80,526	\$135,017	\$89,138	\$144,940
AVERAGE VALUE	\$110,985	\$179,371	\$128,828	\$196,858

source: U.S. Census Bureau and ESRI Projections



FIGURE 13 Coda on Centre-East Liberty
Source: ?

CODA ON CENTRE- EAST LIBERTY

Coda on Centre, located at 5739 Centre Avenue, is a new apartment community that opened in 2018 between East Liberty and Shadyside. The new development is located five minutes from East Liberty Transit Center and 11 minutes from downtown Pittsburgh. Coda on Centre offers studio, 1-bedroom and 2-bedroom units. This new community is geared towards attracting young professionals who are interested in modern design and close proximity to public transit, shopping, dining, education, and recreation options.

The studio apartments are 494 sq. ft. with a monthly rental rate of \$1,300. One-bedroom units are 607-706 sq. ft. with monthly rental rates between \$1,485 and \$1,700. Two-bedroom units are 1,077 sq. ft. with a monthly rental rate between \$2,325 and \$2,390.



FIGURE 14 Edgewood Court Apartments- Edgewood
Source: ?

EDGEWOOD COURT APARTMENTS- EDGEWOOD

Edgewood Court Apartments, located at 235 Edgewood Avenue, offer both one-and two-bedroom units. The one-bedroom/one-bathroom units are 712 sq. ft. with a monthly rental rate of \$750. A two-bedroom/two-bathroom unit is 739 sq. ft. with a monthly rental rate of \$900. The complex is conveniently located near public transportation and minutes from I-376. Apartment amenities include a fully equipped eat-in kitchen, high speed internet, walk-in closets, and an intercom entrance.

FUTURE HOUSING DEMAND

The future of the housing market in Wilkinsburg Borough will be shaped by a combination of demand from existing residents, affordability, demographic composition of existing and potential workforce, business development, and proximity to infrastructure and amenities. With the number of housing units built before 1939 and an overwhelming presence of single-family homes, Wilkinsburg Borough should utilize vacant residential land and redevelopment initiatives within the CBD as an opportunity to attract young professionals and diversify its housing

stock. The Pittsburgh workforce that is under the age of 29 should be the primary target for any new residential development in Wilkesburg Borough. This age group has a high mobility rate and will be interested in housing that is within walking distance of mass transit, shopping, and dining. For the purpose of this analysis, it was conservatively assumed that Wilkesburg Borough could capture 5 percent of the Pittsburgh workforce under the age of 29 that is currently living north of Interstate 376 and south of Route 28. Monroeville and Edgewood Borough were included in this analysis due to their convenient location to I-376. As shown on Table 24, there are approximately 3,302 workers who commute daily into the City from areas like Plum, Oakmont, Verona, and Churchill Borough. A 5 percent capture rate could potentially create a demand for 165 new housing units in Wilkesburg Borough.

TRANSIT ORIENTED DEVELOPMENT - HOUSING DEMAND

The Center for Transit Oriented Development (the “Center for TOD”) estimates that by 2030 nearly a quarter of residents and workers seeking housing, will want to live near fixed-guideway transit. A key element to successful TOD is access to quality housing. Wilkesburg’s housing stock primarily consists of single-family units; however, population projections suggest there is potential future demand for transit-oriented housing. In 2010, there were approximately 8,000 households living in Wilkesburg Borough. At a conservative estimate, potential demand for housing could grow to 8,520 by 2030.

SWOT ANALYSIS

A Strengths, Opportunities, Weaknesses, and Threats (SWOT) analysis of the economic assets and opportunities in Wilkesburg Borough was conducted. This analysis relies heavily on qualitative input and quantitative data analysis, including public outreach completed for the Wilkesburg Business District Revitalization Plan. For the purposes of this analysis, the following categories were evaluated relative to economic development opportunities.

1. Quality of Life
2. Business Climate
3. Business Clusters
4. Infrastructure
5. Economic Development

TABLE 24 Commuter Patterns to Pittsburgh

COMMUNITY	NUMBER OF EMPLOYED - CITY OF PITTSBURGH
PLUM BOROUGH	351
OAKMONT BOROUGH	189
VERONA BOROUGH	110
PENN HILLS TOWNSHIP	726
EDGEWOOD BOROUGH	35
CHURCHILL BOROUGH	167
MONROEVILLE	1,724
TOTAL	3,302

source: U.S. Census Bureau, OnTheMap (2015)

TABLE 25 Household Trends

COMMUNITY	2010 (CENSUS)	2015 (ESTIMATED)	2017 (ESTIMATED)	2022 (PROJECTED)	2025 (PROJECTED)	2030 (PROJECTED)
WILKESBURG CENTRAL BUSINESS DISTRICT	201	204	209	213	215	219
WILKESBURG BOROUGH	8,152	8,144	8,293	8,379	8,431	8,520

source: U.S. Census Bureau, ESRI Business Analyst, and Consultant Assumptions

TABLE 25 Household Trends

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
In 2017, 25.9% of the Borough's population fell between the ages of 25 and 44; 29.7% of the population fell between the ages of 45-64. These age groups represent the population that makes up the workforce.	Wilkinsburg Borough has the highest property taxes in Allegheny County.	The racial mix in Wilkinsburg Borough is more diverse than that of Allegheny County. Communities that appeal to diverse populations will be increasingly attractive to future residents and workforce.	Wilkinsburg's gun violence and rise of illegal firearms.
Wilkinsburg Borough benefits from the public transportation network, which is served by Port Authority of Allegheny County. The average daily ridership of the Wilkinsburg Station is 3,500.	Over 18% of Wilkinsburg's building stock is vacant. Vacant and blighted properties are preventing new tax revenue, eroding housing values, and posing health and safety risks.	Penn Avenue is home to several historic structures that could serve as a gateway to the community and boost local tourism.	Inability to retain higher education grads. There are very few housing options for young professionals.
The mass transit system available in Wilkinsburg provides connections to the City, Pittsburgh International Airport, employment centers, educational institutions, healthcare facilities, and recreation entertainment venues.	Wal-Mart and Lowe's impact the possibility of general merchandise retail space in the Borough.	Utilizing "Green Wilkinsburg" to retain and attract residents, particularly those who classify under the tapestry segmentation Emerald City. The City of Pittsburgh and Wilkinsburg Borough have attracted a noteworthy number of Emerald City residents.	A lack of code-compliant space threatens the Borough's housing, health, sanitation, and safety regulations.
Wilkinsburg's population is projected to grow at a faster annual rate by 2022 than that of Allegheny County.	Lack of amenities such as wayfinding signage, open space, street trees, benches, public art, and additional streetscape amenities that enhance the quality of life and create a sense of community character.	Strengthening business retention, expansion and attraction with assistance from Wilkinsburg Community Development Corporation.	Communities across the Pittsburgh Metropolitan Area are more proactive in recruitment and retention of business and industry to their communities.
Ongoing partnerships and coordination with Wilkinsburg Community Development Corporation and DCED to promote revitalization and long-term sustainability.	Tax delinquency and its spillover effects on neighboring properties.	Leveraging Wood Street to complement and support the revitalization of Penn Avenue.	The air quality from traffic, transportation projects, and removal of trees due to development has a significant impact on the environment.
Penn Avenue is a walkable corridor that encourages residents and visitors to patronize various small businesses by foot instead of car.	The East Busway disconnects residents and businesses to the west.	Utilizing old-style, walkable main street commercial corridor for niche market development.	Wilkinsburg's frequent business turnover impacts job opportunities and tax revenue.
There are numerous grant opportunities (streetscape, multimodal, historic preservation, blight removal) available through several state agencies including the PA Department of Community and Economic Development.	Safety issues and negative media publicity have impacted the Borough's ability to attract young professionals to live in the CBD.	Development adjacent to Wilkinsburg's train station.	The surrounding communities are integral to Wilkinsburg's revitalization; however, these communities do not identify Penn Avenue as their Main Street or primary commercial artery.

source: U.S. Census Bureau, ESRI Business Analyst, and Consultant Assumptions

QUESTION 1A: POSSIBILITY OF SENIOR HOUSING AND NUMBERS FOR HOUSING REDEVELOPMENT?

Wilkinsburg's senior citizen population (55+), as represented in the charts below, has steadily grown over the last seven years. Today, this age segment accounts for nearly 40% of the total population in Wilkinsburg and is expected to grow by 0.74% through 2022. This annual rate of change is greater than the projected annual rate of growth for senior citizens in East Liberty (0.54%) and Allegheny County (0.69%), as well as more than double the annual rate in Homewood (0.30%). Over the next five years, residents, ages 55 and over, will account for more than half of the total

householders in Wilkinsburg. Although the number of householders, ages 55 and over, who live in Wilkinsburg Borough is anticipated to grow 2.2% over the next five years, the median household income for this age segment will continue to remain approximately \$5,000 less than the median household income of all other householders in the Borough. As such, the supply of accessible and affordable senior housing will be critical to the long-term vitality of Wilkinsburg Borough.

The growing number of baby boomers will have a profound impact on suburban communities such as Wilkinsburg Borough. As the median age continues to increase decade to decade, one of Wilkinsburg's fastest growing age

FIG. 1 Wilkinsburg Borough- Demographic Profile

DEMOGRAPHIC SUMMARY	CENSUS 2010	2017 PROJECTION	2022 PROJECTION	2017-2022 CHANGE	2017-2022 ANNUAL CHANGE
TOTAL POPULATION	15,930	16,160	16,290	130	0.16%
POPULATION 50+	6,222	6,855	7,114	259	0.74%
MEDIAN AGE	41.4	43.4	44.2	0.9	0.41%
HOUSEHOLDS	8,152	8,293	8,379	86	0.21%
%OF HOUSEHOLDERS 55+	44.1%	49.4%	51.6%	2.2%	0.88%
TOTAL OWNER-OCCUPIED HOUSING UNITS	3,074	2,938	2,939	1	0.01%
TOTAL RENTER-OCCUPIED HOUSING UNITS	5,078	5,355	5,440	85	0.32%
OWNER/RENTER RATIO (PER 100 RENTERS)	0.6	0.5	0.5	0.0	0.00%
MEDIAN HOME VALUE	-	\$80,256	\$89,138	\$8,612	2.05%
AVERAGE HOME VALUE	-	\$110,985	\$128,828	\$17,843	3.03%
MEDIAN HOUSEHOLD INCOME	-	\$32,265	\$33,636	\$1,371	0.84%
MEDIAN HOUSEHOLD INCOME FOR HOUSEHOLDER 55+	-	\$27,468	\$28,098	\$630	0.45%

source: ESRI Business Analyst

FIG. 2 Demographic Profile - Community Comparison

	2010		2017		2022	
	TOTAL POPULATION	% OF POPULATION AGES 55+	TOTAL POPULATION	% OF POPULATION AGES 55+	TOTAL POPULATION	%OF TOTAL POPULATION
WILKINSBURG BOROUGH	15,930	31%	16,160	35.6%	16,290	37.4%
EDGEWOOD	3,118	28.1%	3,076	32.7%	3,060	33.5%
HOMEWOOD	10,417	29.7%	10,388	33.3%	10,404	34.5%
EAST LIBERTY	28,191	28.0%	28,323	31.5%	28,434	32.9%

source: ESRI Business Analyst

FIG. 3 Detailed Age Profile (50+) in Wilkinsburg Borough

TOTAL POPULATION	CENSUS 2010		CENSUS 2017		CENSUS 2022	
	NUMBER	% OF TOTAL POPULATION	NUMBER	% OF TOTAL POPULATION	NUMBER	% OF TOTAL POPULATION
TOTAL(50+)	6,222	39.1%	6,855	42.4%	7,114	43.7%
50-54	1,288	8.1%	1,110	6.9%	1,002	6.2%
55-59	1,323	8.3%	1,321	8.2%	1,181	7.2%
60-64	1,059	6.6%	1,251	7.7%	1,279	7.9%
65-69	715	4.5%	1,066	6.6%	1,171	7.2%
70-74	596	3.7%	786	4.9%	986	6.1%
75-79	487	3.1%	518	3.2%	650	4.0%
80-84	439	2.8%	430	2.7%	464	2.8%
85+	315	2.0%	373	2.3%	381	2.3%
65+	2,552	16.0%	3,173	19.6%	3,652	22.4%
75+	1,241	7.8%	1,321	8.2%	1,495	9.2%

source: ESRI Business Analyst

segments will be residents 55 and older. As the majority of the population ages, the demand for age-specific services, community amenities, and housing options will evolve. Wilkinsburg Borough may need to shift its priorities and budget considerations to meet the growing demands of its aging residents. Currently, one of the largest, under-served areas for senior citizens in Wilkinsburg Borough is affordable and accessible housing. The lack of adequate housing for senior citizens presents an opportunity for Wilkinsburg Borough to plan and promote the community's future population growth.

Housing Analysis - Overview

For the purpose of this analysis, senior housing is defined as an apartment or town home style living for persons 55 years of age or older. This housing stock should feature a community atmosphere and age-appropriate amenities that attract seniors who can live independently without the assistance of physical, mental or other health providers. The primary market for senior housing will be Wilkinsburg Borough residents, however, there is an opportunity for Wilkinsburg to attract senior citizens in surrounding communities due to the location of other affordable housing communities in Allegheny County.

Wilkinsburg Borough is home to two affordable senior housing communities; Wood Towers and Dumplin Hall. Dumplin Hall is a 7-story, 48-unit affordable housing community that offers a Senior Living Enhancement Program (SLEP) with a variety of social, educational, and recreational services that are designed to encourage an active, independent lifestyle for senior citizens. Located east of the Martin Luther King, Jr. East Busway is Wood Towers, a 96-unit low-income senior housing community. Wood Towers offers 600 sq. ft. one-bedroom apartments at a contract rate of \$800; however, as a Section 8 tenant, the rent for senior citizens is equivalent to 30% of their total combined gross income for rent. Residents at these housing communities must have a combined income of less than 50% of the area's median income. In 2017, the median income in Allegheny County was \$72,600. Both of these senior communities have an occupancy rate of at least 90%.

Delta utilized ESRI forecasts to understand the percentage of eligible senior renters who could benefit from affordable housing in the next five years. For this analysis, Delta evaluated opportunity among senior householders with an income of less than \$35,000.

In 2022, the percentage of households living in Wilkinsburg Borough with head of household 55 to 64 years of age and having an income of \$35,000 or less, is projected to reach 50.2%. In addition, the percentage of households within this income bracket is anticipated to grow to 57.6% after the head of household reaches 65 to 74 years of age. This trend continues to steadily increase as the head of household continues past the age of 75. In comparison, the percentage of households with head of household 55 to 64 years of age and having income of \$35,000 or less in Allegheny County is only 26.1% versus the 50.2% in Wilkinsburg Borough.

FIG. 4 Department of Housing and Urban Development Income Limits for Allegheny County

HOUSEHOLD SIZE	XTREMELY LOW-INCOME	VERY LOW-INCOME	LOW-INCOME (50% OF AEAS MEDIAN INCOME)
1 PERSON	\$15,300	\$25,450	\$40,700
2 PERSONS	\$17,450	\$29,050	\$46,500

source: HUD Income Limits Documentation System – FY 2017

FIG. 5 Wilkinsburg Borough Income Distribution by Head of Household

	2022 HOUSEHOLDS BY INCOME AND AGE OF HOUSEHOLD 55+							
	55-64	PERCENT	65-74	PERCENT	75+	PERCENT	TOTAL	PERCENT
TOTAL	1,703	100%	1,530	100%	1,094	100%	4,327	100%
<\$15,000	423	24.8%	336	22.0%	336	30.7%	1,095	25.3%
\$15,000-\$24,999	229	13.4%	315	20.6%	314	28.7%	858	19.8%
\$25,000-\$34,999	204	12.0%	229	15.0%	124	11.3%	557	12.9%
\$35,000-\$49,999	216	12.7%	225	14.7%	121	11.1%	562	13.0%
\$50,000-\$74,999	239	14.0%	187	12.2%	111	10.1%	537	12.4%
\$75,000-\$99,999	149	8.7%	94	6.1%	56	5.1%	299	6.9%
\$100,000-\$149,999	143	8.4%	84	5.5%	20	1.8%	247	5.7%
\$150,000-\$199,999	79	4.6%	44	2.9%	12	1.1%	135	3.1%
\$200,000+	21	1.2%	16	1.0%	0	0.0%	37	0.9%
% OF HOUSEHOLDS WITH INCOMES LESS THAN \$35,000	-	50.2%	-	57.6%	-	70.7%	-	-
MEDIAN HH INCOME	\$34,712	-	\$29,187	-	\$20,484	-	\$28,098	-
AVERAGE HH INCOME	\$54,675	-	\$46,929	-	\$33,089	-	\$46,478	-

source: ESRI Business Analyst

FIG. 6 Allegheny County Income Distribution by Head of Household

	2022 HOUSEHOLDS BY INCOME AND AGE OF HOUSEHOLD 55+							
	55-64	PERCENT	65-74	PERCENT	75+	PERCENT	TOTAL	PERCENT
TOTAL	104,106	100%	96,369	100%	84,059	100%	284,534	100%
<\$15,000	12,077	11.6%	10,670	11.1%	14,302	17.0%	37,049	13.0%
\$15,000-\$24,999	7,847	7.5%	10,510	10.9%	17,335	20.6%	35,692	12.5%
\$25,000-\$34,999	7,244	7.0%	9,681	10.0%	11,474	13.6%	28,399	10.0%
\$35,000-\$49,999	9,661	9.3%	12,487	13.0%	11,332	13.5%	33,480	11.8%
\$50,000-\$74,999	15,899	15.3%	16,614	17.2%	12,177	14.5%	44,690	15.7%
\$75,000-\$99,999	15,123	14.5%	13,195	13.7%	7,512	8.9%	35,830	12.6%
\$100,000-\$149,999	19,033	18.3%	12,830	13.3%	5,970	7.1%	37,833	13.3%
\$150,000-\$199,999	7,830	7.5%	4,819	5.0%	1,770	2.1%	14,419	5.1%
\$200,000+	9,392	9.0%	5,563	5.8%	2,187	2.6%	17,142	6.0%
% OF HOUSEHOLDS WITH INCOMES LESS THAN \$35,000	-	26.1%	-	32.0%	-	51.2%	-	35.5%
MEDIAN HH INCOME	\$73,542	-	\$55,434	-	\$33,779	-	\$53,090	-

source: ESRI Business Analyst

FIG. 7 Affordable Senior Housing Opportunities

SENIOR HOUSEHOLD INCOME <\$35,000		2022 HOUSEHOLDS
WILKINSBURG BOROUGH		
AGE BRACKET		
55-64		856
65-74		880
75+		774
ASSISTANCE WITH DAILY LIVING NOT REQUIRED*		
55-64	93%	796
65-74	69%	607
75+	40%	309
TOTAL ELIGIBLE HOUSEHOLDS		1,712
% OF RENTER HOUSEHOLDS		64.9%
POTENTIAL MARKET BASE		1,111
EXISTING LOW-INCOME SENIOR HOUSING UNITS		144
DUMPLIN HALL (48)		-
WOOD TOWER (96)		-
MARKET POTENTIAL FOR NEW AFFORDABLE SENIOR HOUSING		967

source: Port Authority

Based on projected demand, Wilkesburg Borough’s current senior housing stock will only be able to accommodate approximately 13% of total eligible households by 2022. As a result, the majority of senior citizens seeking affordable and accessible housing options will need to travel outside the Borough boundaries. The senior citizen population in Wilkesburg Borough is one of the fastest growing age segments, and the movement of this population into other communities would significantly impact the character of the Borough, as well as the stability of the local economy. Wilkesburg Borough should prioritize investments in affordable senior housing and age-specific commercial businesses that complement this age segment.

Opportunity for Redeveloping Vacant Residential Properties

QUESTION 1B: WHEN YOU SAY NUMBERS ASSOCIATED WITH REDEVELOPING VACANT RESIDENTIAL PROPERTIES, DO YOU MEAN HOW MANY RESIDENTIAL PROPERTIES THE MARKET COULD SUPPORT FOR REDEVELOPMENT? YES.

There are currently 6,486 parcels in Wilkinsburg Borough that are classified as residential. The majority of residential options in Wilkinsburg are single-family units, however, there is a significant number of two-family homes. There are 756 parcels in Wilkinsburg Borough that are designated as residential, but are currently vacant.

As Wilkinsburg evaluates commercial redevelopment opportunities to accommodate new growth, the Borough needs to ensure there is sufficient development capacity to support residential needs. Today, the population of Wilkinsburg Borough is 16,160 with an average household size of 1.91. Over the next five years, the population within the Borough is projected to grow to 16,290; representing an increase of 130 persons. The housing portfolio of Wilkinsburg Borough is anticipated to remain similar in 2022 with over 52% of occupied housing units being rented, and 28% of housing units being owner-occupied. Apart from new development opportunities, the market could support 68 new dwelling units.

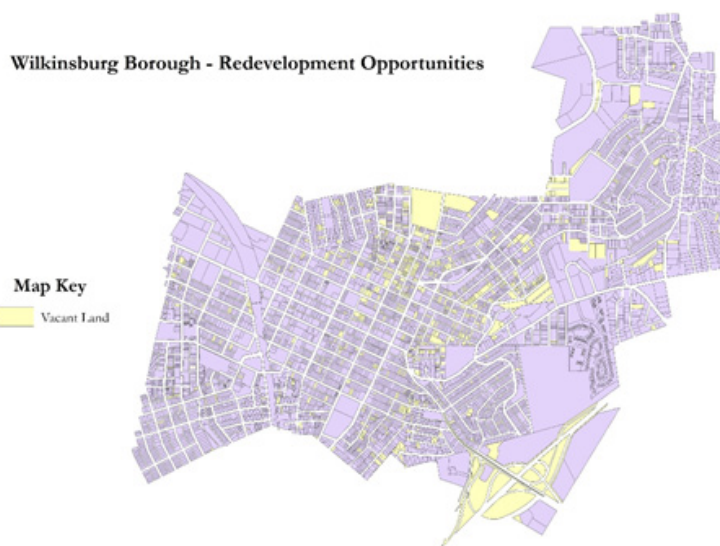
FIG. 8 Potential Residential Development- Population Change Alone

CHANGE IN POPULATION (2017-2022)	130
AVERAGE HOUSEHOLD SIZE	1.91
POTENTIAL NEW HOUSING UNITS	68

source:

As previously noted, the fastest growing age group in Wilkinsburg Borough is 55 years and older. Due to the significant presence of vacant properties in the community, Wilkinsburg Borough now has an opportunity to combine multiple vacant parcels to create new sites for future senior housing. As demonstrated

in the graphic below, a majority of the vacant residential properties are located north of the Borough's Transit Oriented Development, with a significant cluster of vacant properties between Wood and Montier Streets. Wilkinsburg's residential redevelopment plans should prioritize senior housing, followed by new housing opportunities for young professionals who work in Pittsburgh and infill development to fight the rise of blighted and tax delinquent properties.



A collaboration between Wilkinsburg Borough, Pittsburgh Industrial Redevelopment Authority, and Wilkinsburg Economic Development Corporation could allow the Borough to fight the rise of blight and tax delinquency, which destabilizes the community, and deters population growth and private commercial investment. Concurrent with the Borough's TOD efforts, Wilkinsburg's housing stock could benefit from a land bank. A partnership with Allegheny County Tri-COG Land Bank can provide an opportunity for blighted properties to be purchased by the land bank and relieve the Borough of the blight burden. The Borough should develop a logical and strategic approach with the local land bank to acquire certain problem properties that are creating tax delinquency issues and blight. In turn, the local land bank can transfer these

WILKINSBURG BOROUGH- REDEVELOPMENT OPPORTUNITIES
 Source: Photo by [name/organization]

properties to responsible owners that will achieve the Borough's land use and development plans. A local land bank is a great tool to address clusters of blighted properties in a cost and time-effective manner that will also support the community's long-range plans. The removal of blighted properties can also assist in facilitating infill development throughout Wilkinsburg Borough.

QUESTION 2: OFFICE SPACE - JUST WEST OF THE WILKINSBURG TRID/WILKINSBURG STATION IS AN AREA AND PROJECT CALLED SUSQUEHANNA 7800, WHICH IS "MAKERS" SPACE - MANUFACTURING FLEX SPACE. IS THERE AN OPPORTUNITY TO BUILD OFF THIS PROJECT/USE WITH SIMILAR LAND USES IN WILKINSBURG?

7800 Susquehanna Street is an innovative opportunity for Homewood to leverage economic development by repurposing the former Westinghouse site into a business incubator. This 100,000-square foot building will become home to numerous manufacturing and technology businesses, as well as studio space for a variety of art mediums.

This site is unique to Homewood as the businesses located within the incubator highlight the key drivers of the community. According to economic base theory, industries with an employment share that exceeds the state employment share have excess production - production that serves export markets. Because export activity injects new money into the local economy, these basic industries are considered "key drivers" of economic growth.

A location quotient analysis was completed on Homewood to understand what the community's key drivers are. This analysis is useful in market studies because it shows what makes a community's business demographics unique in comparison to its surrounding neighborhoods, and/or state. The data show that the following industries are driving Homewood's economic base:

Manufacturing, Education Services, Public Administration, and Professional, Scientific, and Technical Services. These industry sectors are also consistent with the occupants that 7800 Susquehanna Street has attracted to date, including Urban Tree; New Precision Technology; artist Peter Johnson; designer Merissa Lombardo; the Trade Institute of Pittsburgh; and Rebuilding Together Pittsburgh.

7800 Susquehanna Potential in Wilkinsburg

Wilkinsburg Borough's forecasted industry trends do not create a sufficient demand for a light manufacturing, research, and art space such as 7800 Susquehanna Street. One of the largest industries in the former Westinghouse site is manufacturing, which is projected to decrease by 0.5% in Wilkinsburg Borough over the next five years. In 2022, this industry is anticipated to account for less than 4% of the total employment in Wilkinsburg. Furthermore, the Arts, Entertainment, and Recreation industry will encompass less than 1% of the total employment opportunities in Wilkinsburg in 2022.

A location quotient analysis of Wilkinsburg Borough identified strong similarities between Wilkinsburg and Homewood, as well as striking differences which may impact the Borough's capacity to duplicate the success of 7800 Susquehanna Street. Wilkinsburg Borough and Homewood's Professional, Scientific, and Technical Services industries serve as a key driver to both local economies; however, this industry is twice as strong in Wilkinsburg than in Homewood. Conversely, the success of the Manufacturing industry, which is the second strongest industry in Homewood with a location quotient of 2.1, does not cross over into Wilkinsburg. The Borough's location quotient for the Manufacturing industry is 0.6; indicating that Wilkinsburg is importing more of these goods and services than exporting. Another difference in the business makeup of Wilkinsburg is the presence of Health Care and Social Assistance. Wilkinsburg Borough exports a noteworthy level of services related to

Health Care; whereas, this is one of the least influential industries in Homewood's economy.

One of Wilkinsburg's fastest growing industries is Professional, Scientific, and Technical Services, which is expected to grow 1.8% annually over the next five years. The main components of this sector are legal services; accounting; architectural, engineering and related services; specialized design services; computer systems design and related services; management, scientific and technical consulting services; scientific research and development services; and advertising, public relations, and related services. The distinguishing feature of this sector is that in most of these industries, equipment and materials are not of major importance. The highlight of many of these establishments in this sector is their ability to sell expertise. The Professional, Scientific, and Technical Services industry is second to the Health Care and Social Assistance sector, which is projected to be Wilkinsburg's fastest growing industry. As a result of these employment differences, the character and volume of operations in Wilkinsburg Borough would not look the same as that of 7800 Susquehanna Street.

There are two critical elements to the success of a future business incubator space in Wilkinsburg Borough.

1. An available site with sufficient acreage and adequate square footage to encourage an open space work environment.
2. The correct mix of industries that reflect the strengths of Wilkinsburg's local economy.

It is recommended that the Borough coordinate with Allegheny County Industrial Redevelopment Authority and Wilkinsburg Economic Development Corporation to complete an inventory of blighted, tax delinquent properties on contiguous parcels within the Transit Oriented Development (TOD) zone that could be purchased and later demolished or renovated for a future developer. This option would give the Borough greater flexibility in choosing a flex space site relative to its TOD planning.

Based on the location quotient analysis and availability of space, Wilkinsburg Borough could focus on developing a space that will support the Health Care and Social Assistance and Professional, Scientific, and Technical Services industries. Another industry for consideration within this type of flex space is Educational Services. Currently, Educational Services account for approximately 10% of the total employment in Wilkinsburg; however, there may be an opportunity to expand the presence of the Educational Services industry through a partnership with a tenant in the field of Professional, Scientific, and Technical Services or Health Care. An educational research space or technical training space has the potential to attract young professionals; a demographic that should be targeted during TOD planning.



CONNECTING
TO THE FUTURE

How do we build a better
community?

...the future of our city...

MIXED-USE DEVELOPMENT

Types of Development

RETAIL STORES

RESTAURANT
BAR/CAFE

COMMUNITY
SPACE/PARK

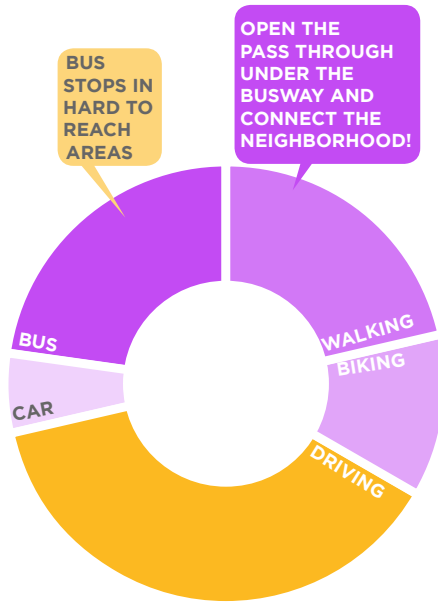
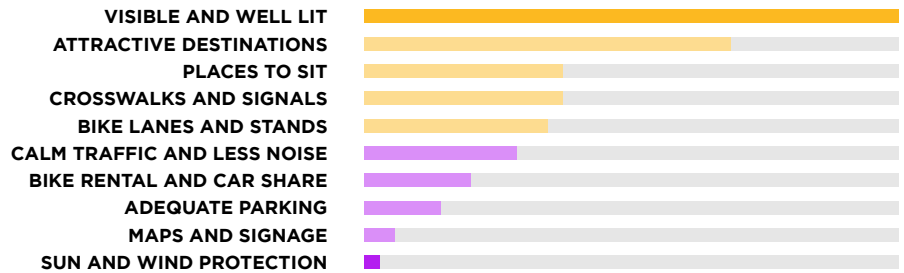


2

CONNECTIVITY + MOBILITY

HOW DO WE CONNECT TO THE REGION?

Vibrant communities offer many ways to connect to places and people outside of our neighborhood. We want people of all ages to be able to travel safely and affordably to places in and beyond our community.



- Green spaces, parklets and nature habitats
- Clean up garbage and busway station stairs
- More ConnectCard machines and outlets
- Trashcans and stairs off of Penn Avenue
- Trashcan and pick-up along bus routes and at stops
- Lighting under the busway
- Green spaces near bus stops
- Places for people to congregate
- Pop-up parklets

TRANSIT RIDERSHIP

Relative ridership for East Busway mainline routes P1, P2, and P5 to downtown and Oakland. Larger circles indicate more riders getting on or off. Darker circles indicate that several routes have activity at a stop.



TRANSIT RIDERSHIP

Relative ridership for on-street routes corridors. The 71C, 71D, and 86 all terminate at Station while the 61A, 67, 69 pass through business district. Larger circles indicate on or off activity at a stop.



CENTRAL BUSINESS DISTRICT

Strengths include...

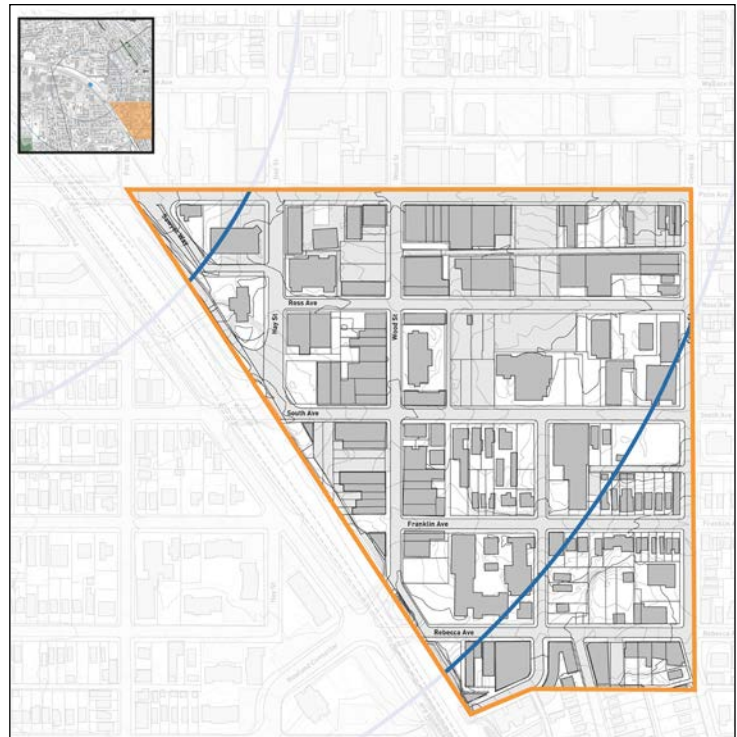
Intact urban fabric with architecturally significant buildings, high pedestrian activity, and abundant public transportation.

Opportunities include...

- More prominent on-street bus stations
- Multi-modal transit amenities
- Stronger connection to the busway
- Existing building stock can house anchoring businesses/amenities along main roads (Penn Ave or Wood Street)
- Shared district parking strategy
- Increased density on vacant properties
- Potential for diverse, incremental infill development

Challenges include...

- Two-way conversion will take time, may cause unintended traffic flow changes
- Unwelcoming underpasses are in a poor state of repair
- Small parcel sizes could make larger-



PENN AVENUE MAIN STREET

Strengths include...

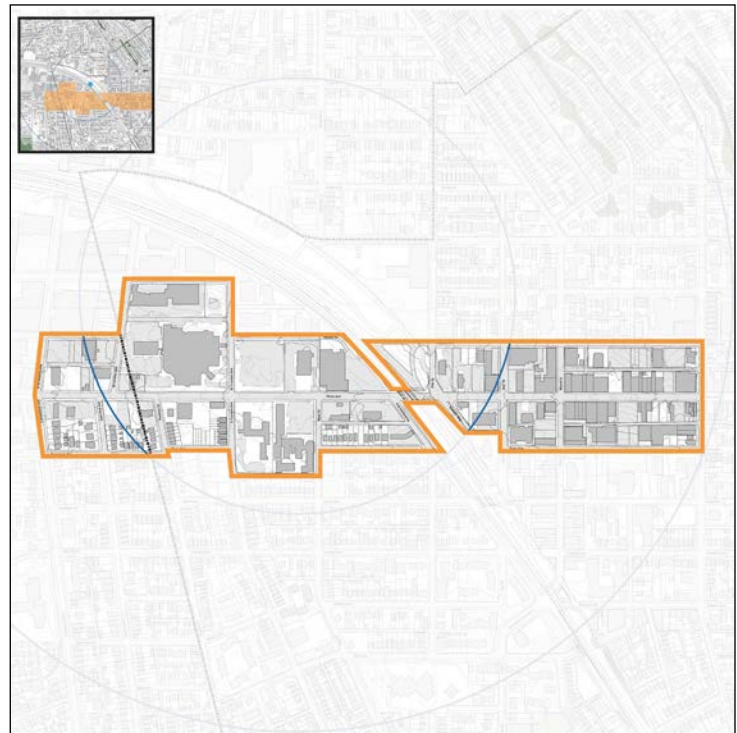
Intact urban fabric with architecturally significant buildings, high pedestrian activity, and abundant public transportation.

Opportunities include...

- Improved crosswalks, signals, road diets
- Implementation of the street tree plan
- Facade Improvements
- Refresh of the underpass
- Potential for diverse incremental infill development to the east
- Potential for large scale master planned development to the west
- Improved bicycle connectivity

Challenges include...

- High traffic on Penn Avenue
- The busway acts as a barrier between the two commercial zones



BUSWAY DEVELOPMENT ZONE

Strengths include...

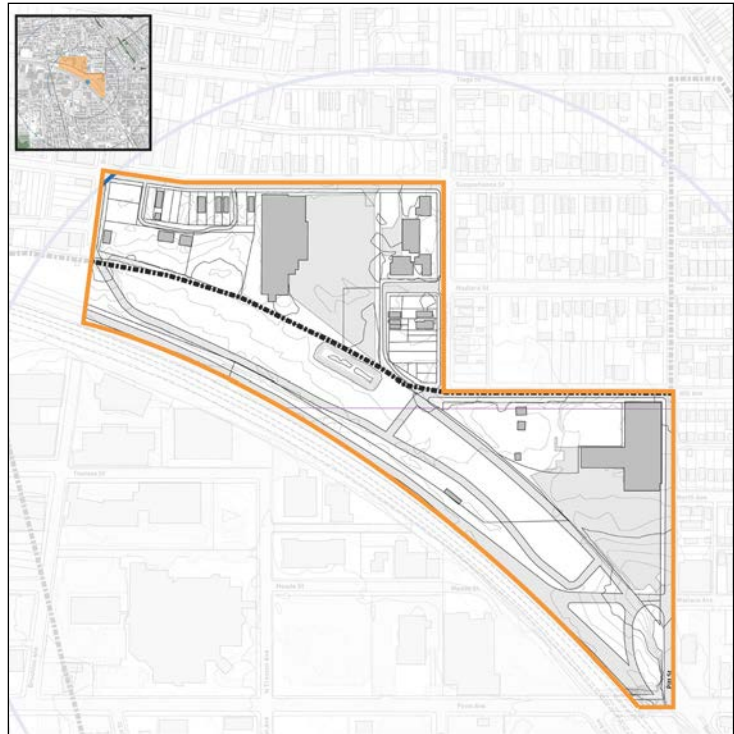
Large contiguous develop-able area with just a few discrete parcels. Port Authority owned land is currently untaxed and offers a high potential tax increment.

Opportunities include...

- Potential to improve connections to the busway for residents
- Potential for clearer, more inviting gateways
- Opportunity for high-quality, high-density, affordable, and accessible housing near transit
- Opportunity for commercial development that could provide diverse jobs
- Opportunities for green infrastructure, and public open space as needed

Challenges include...

- Poor connectivity to Penn Avenue
- Poor connectivity to the Wilkesburg Central Business District



RESIDENTIAL COMMUNITIES

Strengths include...

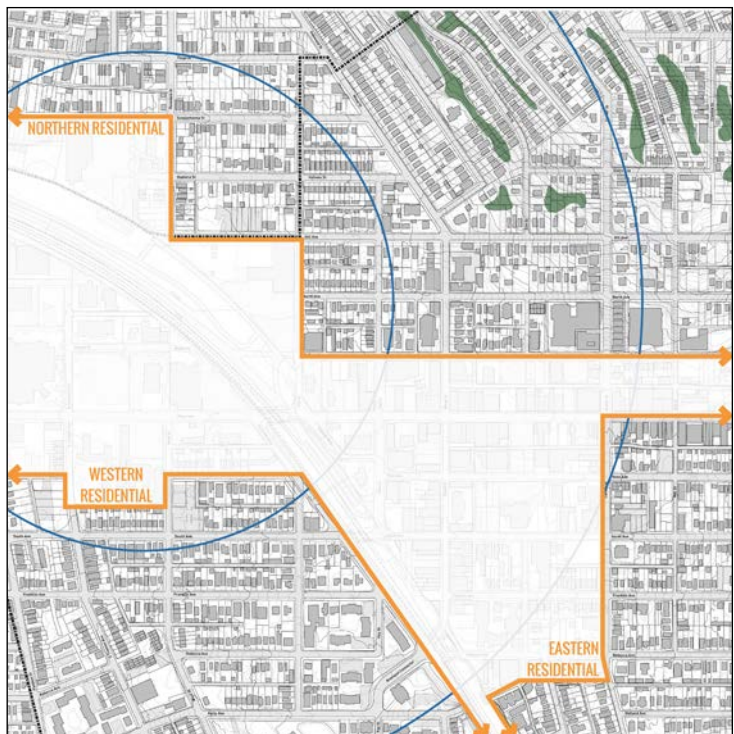
Intact urban fabric with architecturally significant buildings, high pedestrian activity, abundant public transportation, and strong adjacencies to the main corridor.

Opportunities include...

- Potential for improved pedestrian connections to the busway
- Potential for improved pedestrian connections to the Central Business District
- New workplaces, services, and retail in the CBD could improve the quality of life in the adjacent neighborhoods

Challenges include...

- Two-way conversion will take time, may cause unintended traffic flow changes through residential corridors
- Large development in the residential areas is inhibited by small parcel sizes



INDUSTRIAL+COMMERCIAL DEVELOPMENT ZONE

Strengths include...

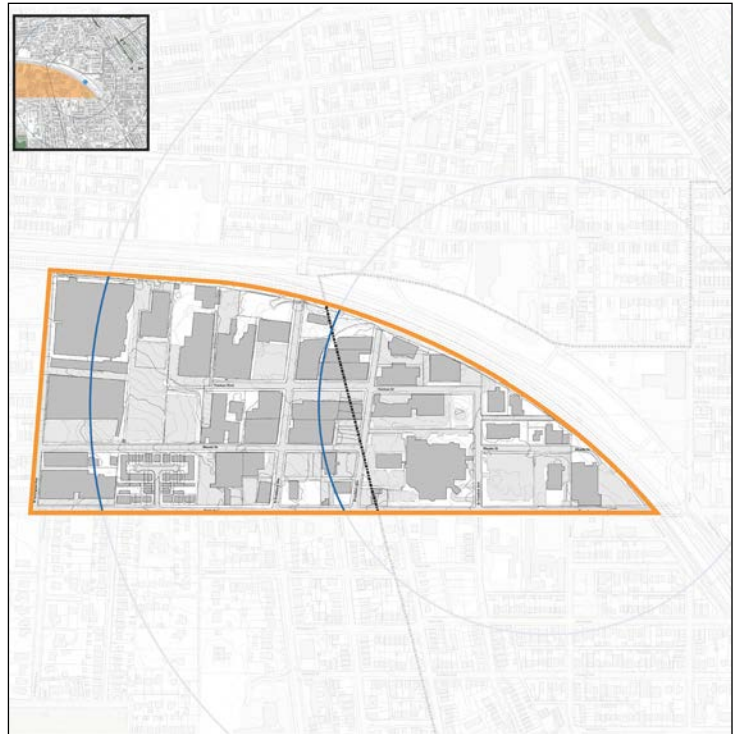
Its street grid pattern makes interesting connections to adjacent neighborhoods along a few key corridors.

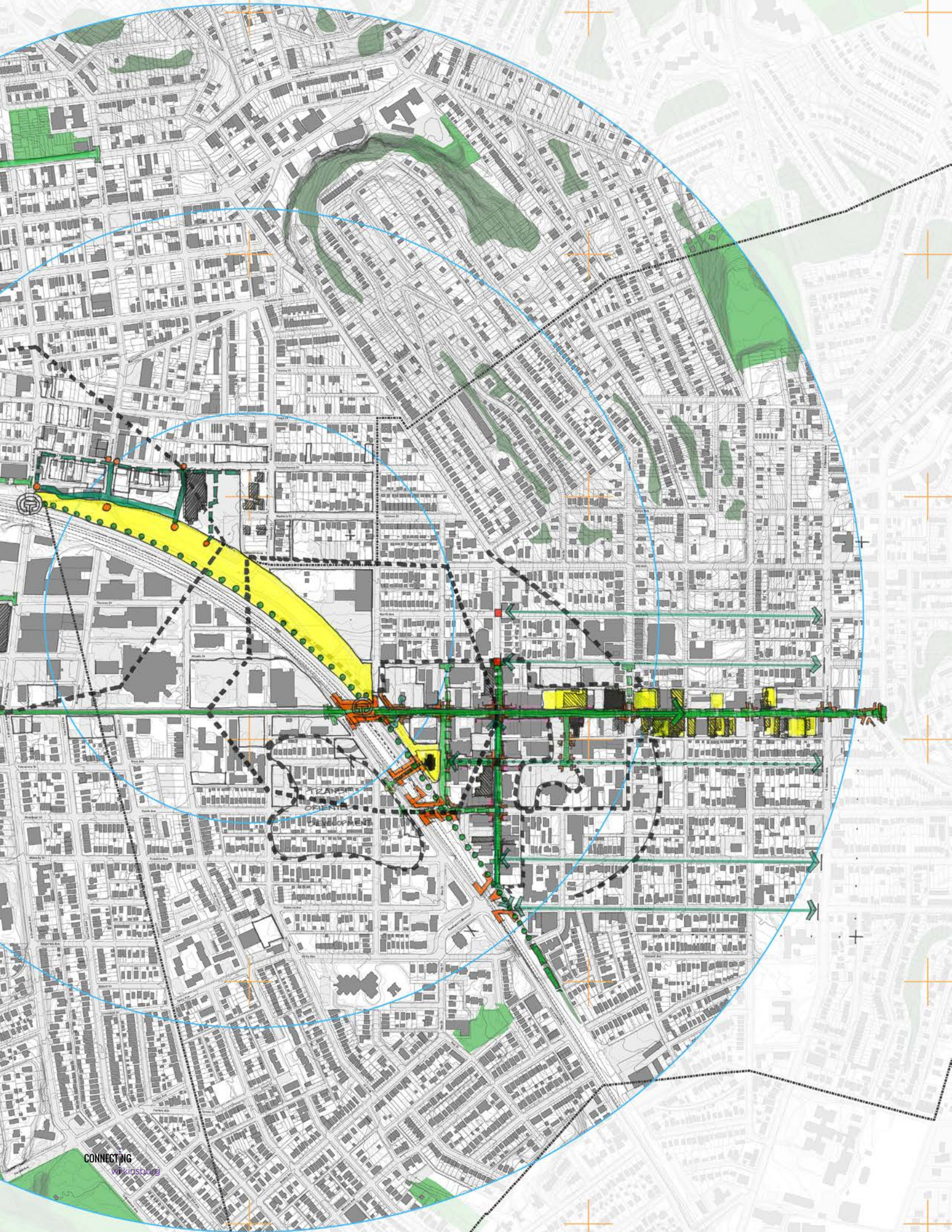
Opportunities include...

- Potential to improve connections to the busway for residents
- Potential for clearer, more inviting gateways
- Opportunity for development to take advantage of “industrial” building stock in addition to larger scale infill

Challenges include...

- Not connected to the busway
- Not connected to the CBD
- Busway and railroad disrupt the street grid and the blank wall is unattractive
- Development parcels require a large infrastructure investment (bridging or tunneling) to access the Busway station





Previous Plan Summaries

RECENT AND PLANNED DEVELOPMENT

The area around Wilkinsburg has undergone many planning efforts over the course of 20-years that have focused on a range of topics. They were as specific as a redesign of an underpass to an overhaul of the streetscape in the Central Business District. All have contributed another nugget of wisdom and the collective input and energy of the community, all centered around the future of Wilkinsburg.

The purpose of this previous plan scan was to (1) compile previous planning work performed in the primary and secondary study areas, and (2) establish a foundation of development, infrastructure projects and priorities that have already gone through a robust community process. The map shows proposed development, as well as public space improvements within our study area. We can see clearly the amount of planning energy that has been invested,

DEVELOPMENT

We found that there was a heavy focus around the central business district, with a heavy emphasis on Penn Avenue and Wood Street. For many the western threshold in and out of Wilkinsburg is at this point and the community has been consistent in its desire to build upon that node.

Categories of Development Projects

- Port Authority TOD
- Susquehanna Development
- Lexington Office Park
- CBD Mixed-Use Renovations and Infill

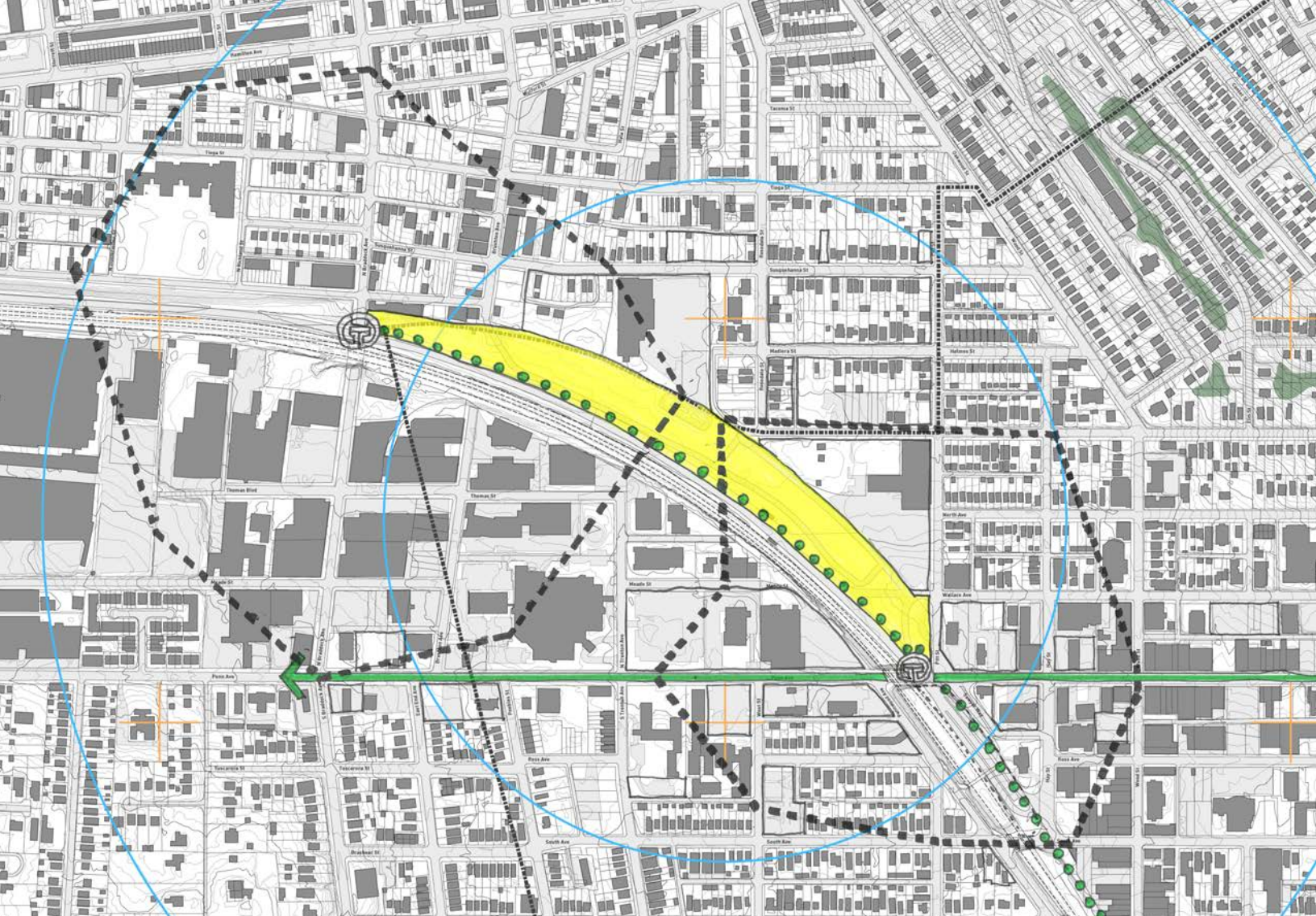
INFRASTRUCTURE

We found that there was a heavy focus around the central business district,

Categories of Infrastructure Projects

- Sidewalk Repair and Widening
- Linkages to Transit
- Bike Lanes/Routes
- Underpass Upgrades
- Traffic Flow Improvements
- One to Two-Way Conversions
- Accessible Parking
- Train Station Renovation
- Flood Mitigation
- Upgrading/Underground Utilities

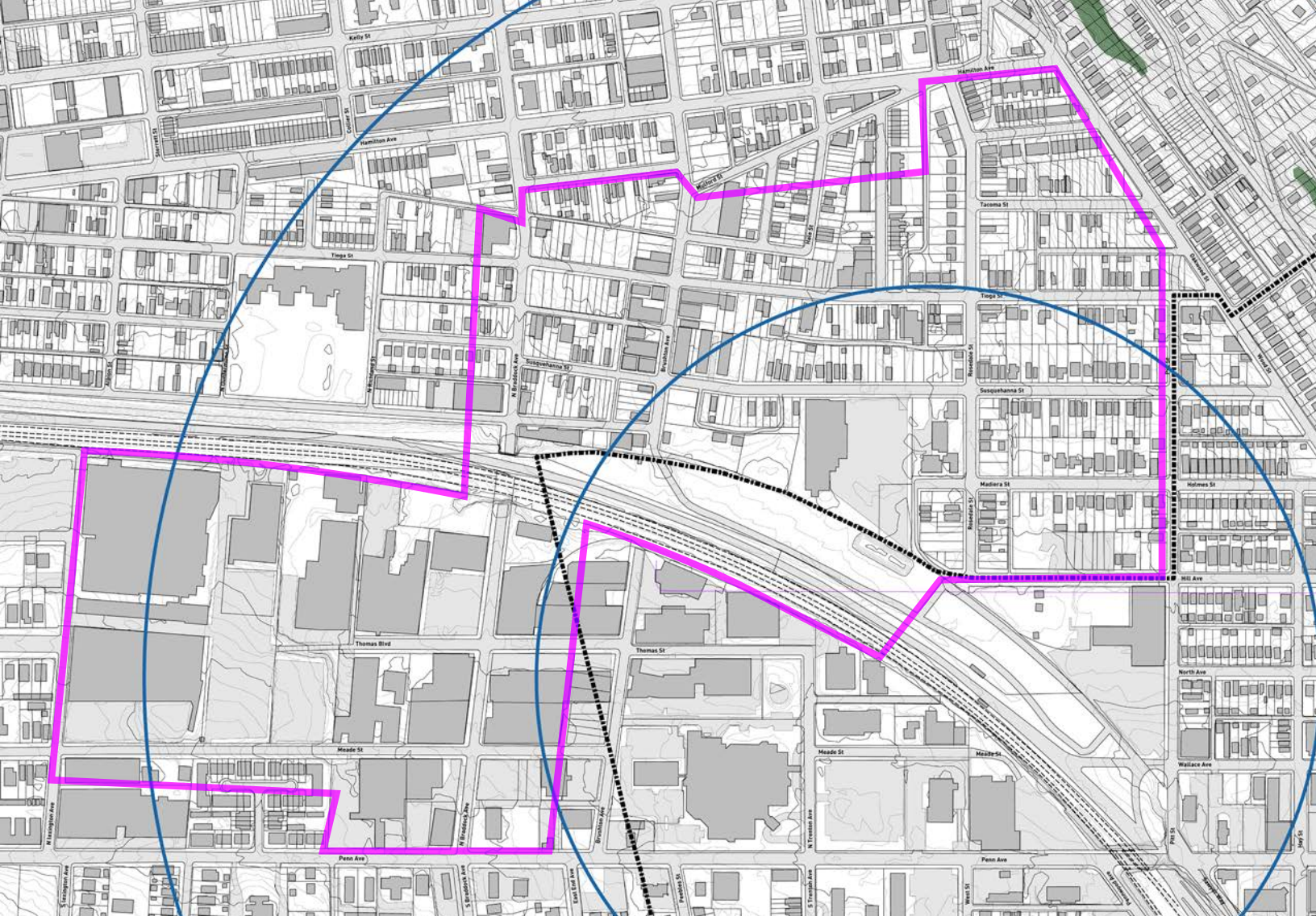
WILKINSBURG COMPREHENSIVE PLAN	2010
BUSINESS DISTRICT REVITALIZATION PLAN	2010
HOMEWOOD TRID STUDY	2014
WILKINSBURG TRAFFIC STUDY - PHASE I	2014
PCRG BETTER BUSWAY 2.0(PHASE 1?)	2017
WILKINSBURG TRESTLE DESIGN + ENGINEERING	2013-2014
SPC/PORT AUTHORITY EASTERN CORRIDOR TRANSIT STUDY AND TRANSITIONAL ANALYSIS	2003
SUSQUEHANNA DEVELOPMENT MASTERPLAN	Ongoing
URA - BRIDGING THE BUSWAY	2010
WILKINSBURG TRAFFIC STUDY - PHASE II	2015
ACTIVE ALLEGHENY	2010
WOOD STREET 2-WAY CONVERSION	2017
CLUSTER PLAN: CLUSTER 8	2014
CUSTER PLAN: CLUSTER 9	2014
WATERSHED STUDIES/PROJECTS	Ongoing
EAST LIBERTY TRID STUDY	2011
HAZARD MITIGATION PLAN	2015
HISTORIC PRESERVATION	2007
PCRG TOD TYPOLOGY STRATEGY	2014
PORT AUTHORITY TOD GUIDELINES	2016
KEYSTONE COMMUNITIES PARKING STUDY	2018



PCRG BETTER BUSWAY 2.0

The Better Busway way project advocated for transit-oriented development along the East Busway as a means of strengthening the connection between the busway and the places it serves.

At Wilkinsburg, this study identified that the current location of Wilkinsburg Station is highly isolated from the surrounding community. This study suggested moving Wilkinsburg Station as close to Penn Avenue as possible and potentially creating a second stop at Brushton Avenue. It was suggested that these stops would improve visibility and accessibility of the transit asset while enabling transit-oriented development on the park and ride site.



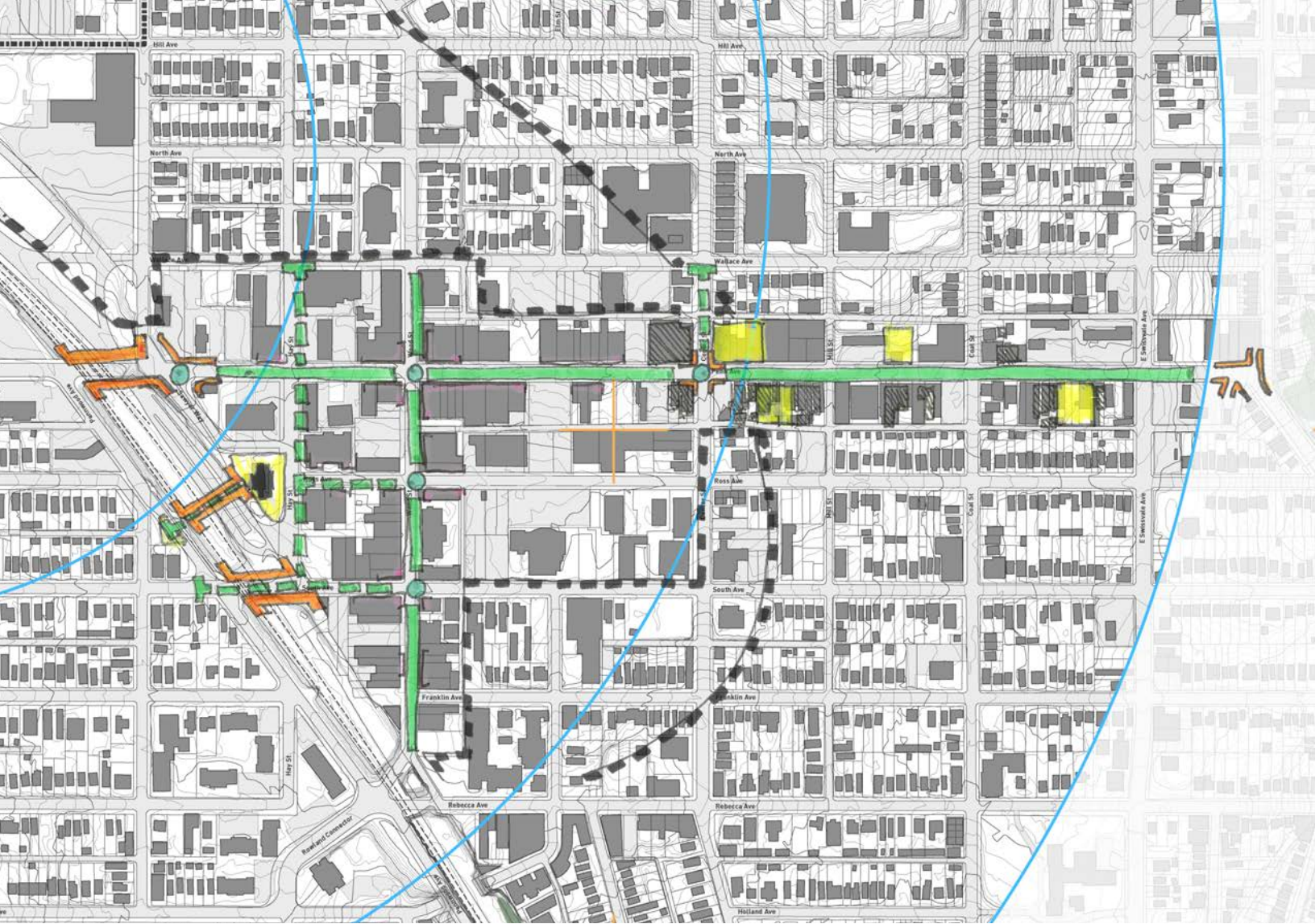
URA BRIDGING THE BUSWAY

Development and infrastructure strategy for Homewood, N. Pt. Breeze, together as one community.

Community meetings, one-on-one meetings, steering committee, charrettes,

Capital Projects: Pages 135-37, various other areas, Bridging the Busway Report

Relevance: Capital and development priorities for Homewood adjacent to Station, far east end of N. Pt. Breeze



WILKINSBURG COMPREHENSIVE PLAN

A 10-year blueprint to ensure that physical and organizational infrastructure is in place and addresses resources, capacity, and ability to maximize revenue base. Plan integrates Business District Revitalization and Early Intervention (analysis of financial condition and management) plans. Identifies issues and strategies for housing, neighborhoods, facilities, services, historic resources, transportation and future land use.

Steering committee, planning commission meetings, neighborhood meetings and stakeholder interviews.

Identifies general capital projects to improve the community including traffic signaling, infrastructure, i.e. sidewalk repairs, East Busway pedestrian underpass, street-grid, historic buildings, open spaces, parks, curbs, intersections, lighting, etc.

Recurring needs include safe, well lit, convenient pedestrian linkages to transit facilities; need for improved pedestrian access; dedicated bike routes; improved sidewalks; improved traffic flow on Penn Avenue; signal updates; elevated Busway to eliminate social divide; underpass in disrepair; links between transit stops and neighborhoods and business district; accessible public parking to serve business district; land use regulations that support and incentivize TOD; and safe and sustainable transit facilities.

1.1.X BUSINESS DISTRICT REVITALIZATION PLAN

A strategic plan for revitalizing the business district and providing amenities that will serve the needs of local residents, business owners, and commuters. Plan was updated in 2015. Update reviewed the 2010 plan goals and actions to determine progress and status of actions. Progress was made and majority of actions are still relevant. The Update identified six additional action items to accomplish goals. 39 actions were identified as highest or high priority. Status of action items showed that, overall, the Borough, WCDC and other stakeholders are implementing actions to revitalize the business district. Top priority is to include housing as key component of any TOD efforts.

2010 Plan consisted of committees, public outreach meetings, interviews, press releases, web site postings, e mail blasts, and direct mailings, and a week long design charrette.

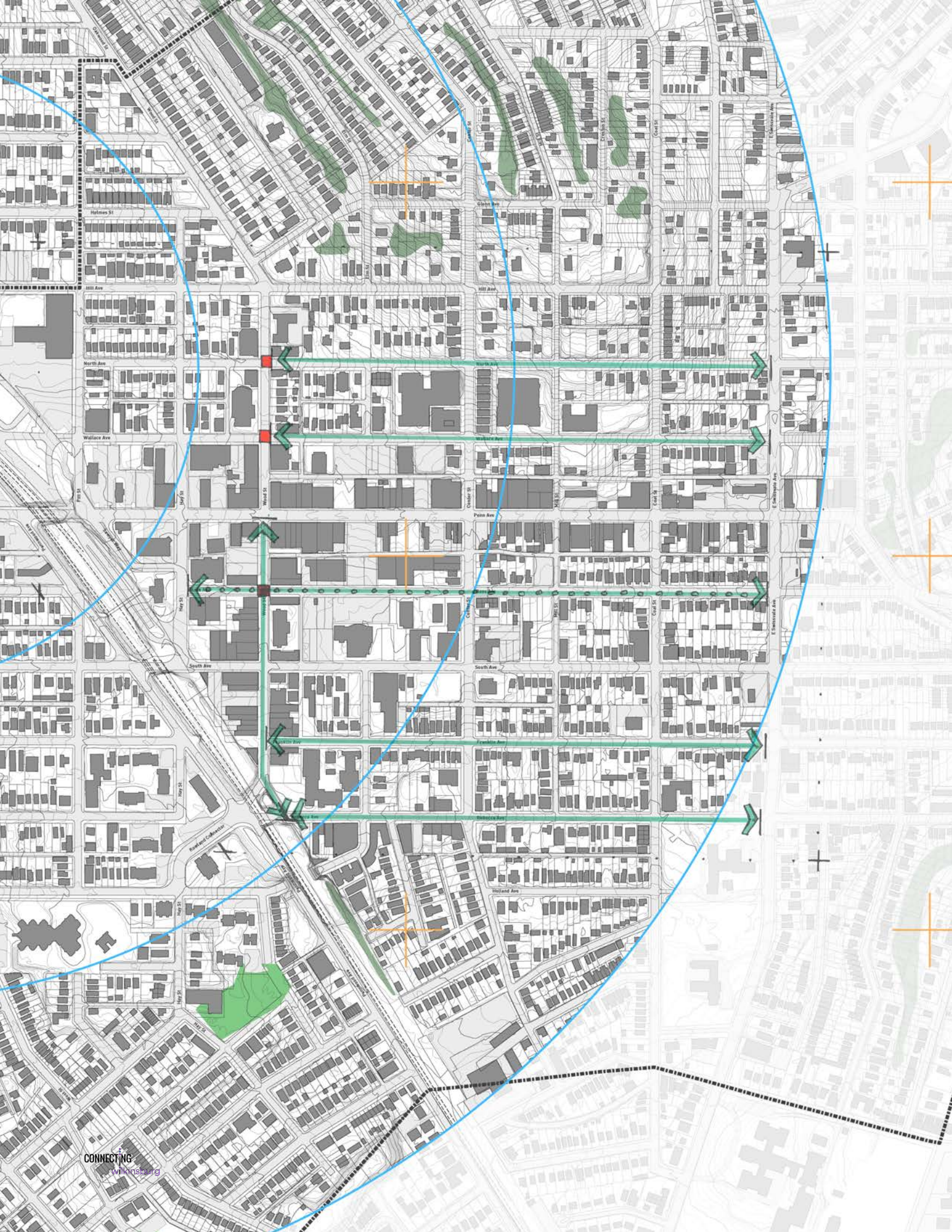
2015 Update consisted of interviews with stakeholders, business owners, community leaders, residents, community organizations and employees. Also included review of information from June 2014 WCDC Main Street survey.

Program costs for all alternatives: basic streetscape \$500,000; enhanced streetscape \$1,500,000; widen sidewalk and add rain gardens \$1,000,000; 20 buildings stabilization \$400,000; 20 vacant lots temporary reuse \$3,000,000; 20 façade improvement and first floor renovations \$4,000,000; community park \$500,000, major building renovation \$500,000, signature building renovation \$3,000,000; and new building \$5,000,000. 2015 Update did not add specific capital projects or costs.

Reports detail ways to enhance Wilkinsburg business district through aesthetics, economic vitality, marketing, sustainability, access, circulation and business district housing. Priorities consist of: Town Square, enhance the streetscape, renovate Train Station, improve Penn Avenue underpass, stabilize vacant buildings, new process



for liquor licenses, renovate the Penn Lincoln, develop architectural design standards, selectively demolish buildings and reuse vacant lots, create green renovation jobs, facilitate façade improvements and investigate TOD.



WILKINSBURG TRAFFIC STUDY- PHASE I

Prepared in December 2014 to determine feasibility of strategic elimination of one-way streets. Evaluates roadway network and establishes performance measures during weekday peak hours to determine if existing one-way roads in study area are needed to adequately serve traffic demand. Findings and recommendations were developed to provide the following: 1) strategic conversion of one-way roads to two-way; 2) network connectivity; 3) traffic calming; 4) bicycle facilities and connections to existing infrastructure; and 5) potential for consolidation of bus routes.

No outreach conducted.

Traffic analysis forecasts that conversion of all study roadways from one-way to two-way will result in acceptable conditions at all study intersections. Because no new trips are projected to be generated as a result of two-way conversions, changes to circulation patterns are projected to divert existing vehicles to other routes rather than increasing volume in the study network. Projects recommended include: conversion of North Ave from one-way to two-way between Swissvale Ave to Wood St; conversion of Wallace Ave from one-way to two-way, with parking restricted on north-side from Pitt St to Swissvale Ave; Ross Ave remains one-way with existing parking remaining on both sides; conversion of Franklin Ave from one-way to two-way between Wood St and Swissvale Ave; conversion of Rebecca Ave from one-way to two-way between the spur to Wood St and Swissvale Ave; conversion of Wood St from one-way to two-way between existing two-way sections at Franklin Ave and Penn Ave with accommodation of two travel lanes, elimination of parking on one of the sides; implementation of on-street bike lanes; and signal removals and signal retimings as certain designated intersections.

Report identifies improved connectivity and projects able to be incorporated into and potentially funded by TRID, i.e. one-way conversions to two-way; intersection and signal upgrades; and bicycle lanes.

WILKINSBURG TRAFFIC STUDY- PHASE II

Prepared in October 2015 to study additional intersections and expand the study area of the original traffic circulation study most notably Ardmore Blvd area.

Outreach: No outreach conducted.

Capital Projects: New lane configurations at locations where new directions of travel were modeled with single shared through/turn lanes. Connect to the Ross Ave bicycle lane proposed in Phase I with a north/south facility to expand the bicycle network.



WILKINSBURG TRESTLE DESIGN AND ENGINEERING

A variety of documents dated 2013-2014 that summarize the assessment of conditions under Norfolk Southern's railroad bridge above Penn Avenue and along Penn Avenue, and agreements between NS and Wilksburg for engineering, operations, and maintenance. Conditions determined as a result of the assessment consist of deteriorated sidewalks along Penn Avenue, crumbling concrete of the railroad bridge piers, and inadequate lighting.

None identified in the documents that were reviewed.

Upgraded sidewalks, reparation of piers, and installation of lighting. Capital cost estimated at minimum \$1.48 million. (2014 dollars)

Transportation infrastructure improvements located within the TRID boundaries are eligible to be funded with TRID proceeds.

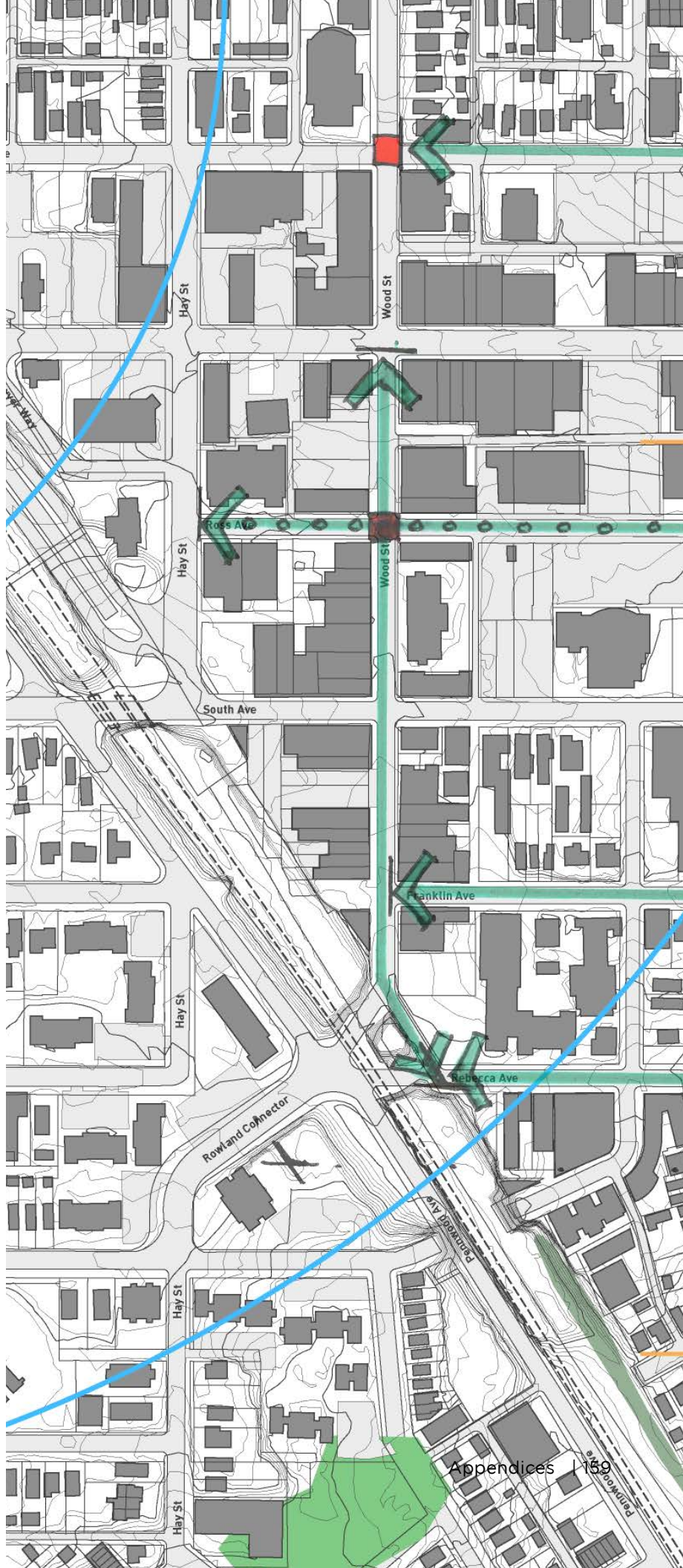
WOOD STREET 2-WAY CONVERSION

Plans and funding application to restore two-way traffic flow with bike connections on Wood Street.

No outreach identified in the documents reviewed.

Conversion of Wood Street to two-way along with bike connections. Local match contribution of \$128,236 and grant request of \$177,750. Total project cost about \$300,000.

Transportation infrastructure improvements located within the TRID boundaries are eligible to be funded with TRID proceeds.



SUSQUEHANNA DEVELOPMENT MASTERPLAN

In 2013, Bridgeway Capital acquired the 7800 Susquehanna Street (7800) building with the support of the Richard King Mellon Foundation. The goal of the project is to re-purpose an underutilized commercial asset into a platform for economic renewal in the Homewood community. As the tallest building in Homewood, Bridgeway is helping 7800 regain its position as an economic and cultural hub of a revitalized community.

Meetings: Discussed at Homewood Cluster 8 Planning meetings (see Pgs 16, 18, Cluster 8 plan book)

Capital Projects: Refer to Cluster 8 and Bridging the Busway reports

Relevance: Major expanding trip generator and community improvement anchor project

HOMEWOOD TRID STUDY

The Homewood Station TOD Study was commissioned in June 2014 by the Urban Redevelopment Authority. The study was funded, in part, by a grant from the Commonwealth of Pennsylvania Department of Community and Economic Development. Two other plans were being conducted simultaneously to the Homewood Station TRID:

- The Homewood Cluster Plan, a community driven vision plan for the entire neighborhood with an emphasis on the Business District
- Better Busway Phase 1 Study, a corridor study led by PCRG to arm communities with equitable TOD policies and tools for responsible development

This plan used the projects and principles from the above planning efforts and developed a financial strategy that would support existing and new development with improvements to the public realm.

- Advisory Meetings (monthly)
- Public Meetings (5)
- Representative and Councilman Meetings
- Flyers and Notices
- Email and Online Communication

While the Homewood Station TOD Study did not result in the creation of a sanctioned district, the city has since repaved Homewood Avenue and included a cyclist sharrow. Other projects include:

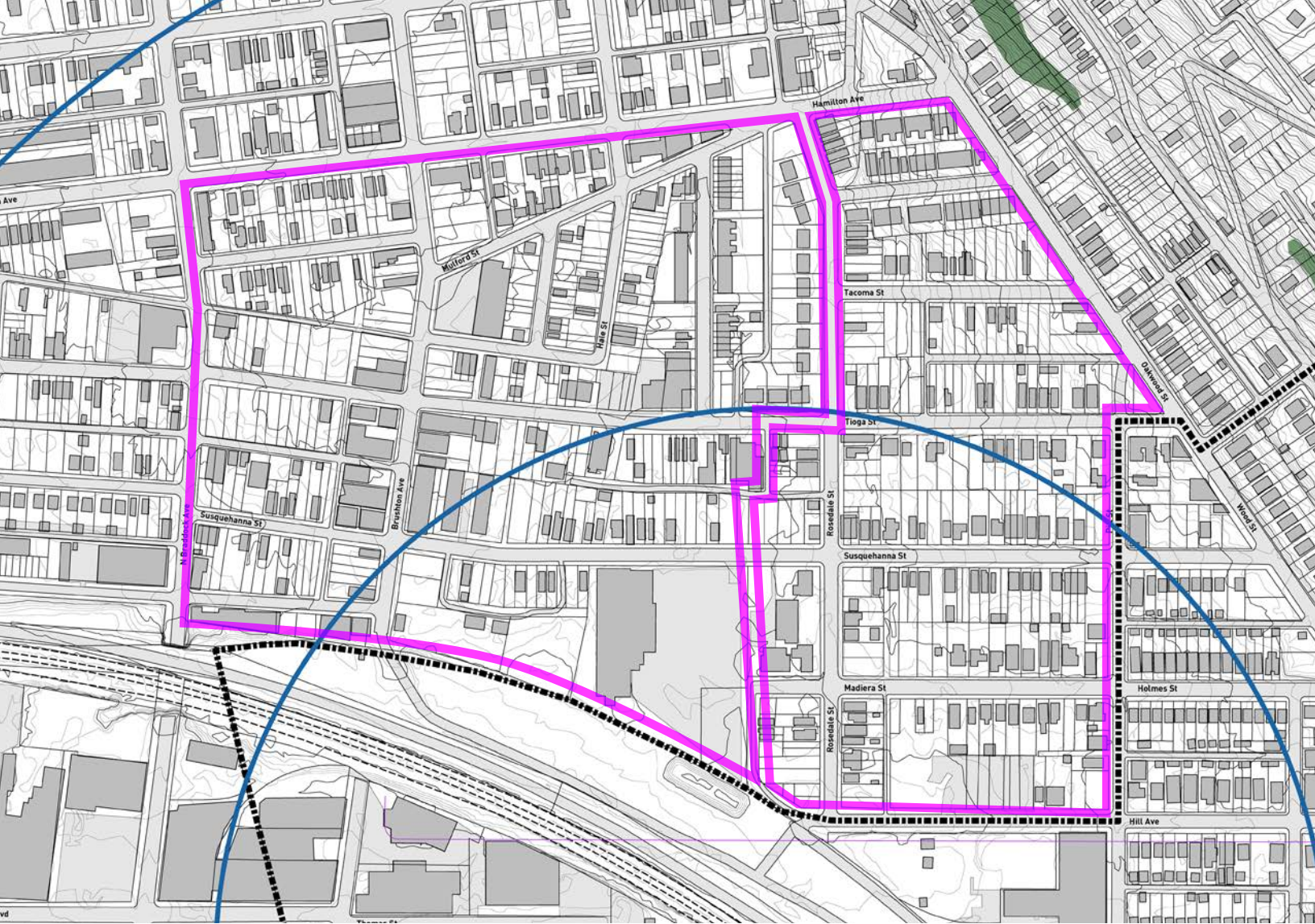
- Station Improvements
- N. Lang Pedestrian Connection+ Bridge
- N. Homewood Avenue Streetscape
- Finance Street Improvements
- Frankstown Avenue Streetscape
- Lexington Site Street Upgrades
- Lexington Site New Streets
- Lexington Structured Parking

The Wilkinsburg TRID Study has the opportunity to address both the geographic and organizational capacity issues that were confronted in the Homewood Station TOD Study.

Nearly half of the tax increment that plan hoped to receive depended on the development of Lexington Technology Park, which struggled to pencil out as an insular hub. It's success is more intimately tied to its industrial neighbors and has the potential to be part of a larger industrial district.

The Homewood TOD Study is not only an up-to-date catalogue of community desires, but its TRID format is easily integrated into Wilkinsburg's financial strategy. With enough overlap, there is potential to create a multi-municipal TRID that can bridge public realm projects and new developments across these two communities.





CLUSTER PLAN: CLUSTER 8

Hyperlocal land use visioning/planning in sections of Homewood.

Neighborhood canvassing, one-on-one resident interviews, community meetings, charrettes

Capital Projects: Pages 20-23, Cluster 8 report

Relevance: Redevelopment and Infrastructure priorities for Homewood just at P'nR exit, growing trip generator at 7800 Susquehanna

CLUSTER PLAN: CLUSTER 9

Hyperlocal land use visioning/planning in sections of Homewood.

Neighborhood canvassing, one-on-one resident interviews, community meetings, charrettes.

Capital Projects: Pages 24-27, Cluster 9 report

Green space, community-oriented retail desired at Busway entrance/exit. Flood mitigation desired

ACTIVE ALLEGHENY

Active Allegheny is an implementation activity to advance active transportation identified in Allegheny County's Comprehensive Land Use Plan (Allegheny Places). Active transportation is "human-powered transportation including bicycling, walking, kayaking, and in-line skating." A comprehensive commuter bicycle and pedestrian plan for Allegheny County." Purpose to integrate "healthy travel modes into existing transportation system." Plan discussed proposed bicycle routes, bicycle facilities, pedestrian improvements (including accessibility for the disabled population), other non-motorized transportation (kayak, skateboard), complete streets (streets designed for all users) and how to implement. Improvements included specifics on bicycle routes, pedestrian corridors and intersections as well as city bicycle network. Plan is a resource guide to assist in implementation, i.e. tool kit, model ordinances, etc.

Public involvement through website, on-line survey, Facebook page, Core Committee, Advisory Committee (stakeholders), public presentations and public meetings.

Discussed general bicycle and pedestrian projects. Bike Facilities Tool Box – guide for planning bicycle facilities. Pedestrian Facilities Tool Box – guide for pedestrian facilities including ADA accessibility i.e. curbs, sidewalks, intersections, etc.

Wilkesburg was identified only in the proposed East 3 Bike Route. Proposed bike route - Old William Penn Highway, Rodi Road, Nottingham Drive, Homer Road, Churchill Road, Beulah Road, William Penn Highway (Penn Avenue), Montier Street, North Avenue (eastbound)/Wallace Avenue (westbound), Wilkesburg Station, connection to East Busway.

SPC/PORT AUTHORITY EASTERN CORRIDOR TRANSIT STUDY AND TRANSITIONAL ANALYSIS

Eastern Corridor Transit Study (ECTS) was completed in December 2003 and Eastern Corridor Transit Study Transitional Analysis to Locally Preferred Alternatives (ECTS-TA) final report was issued in September 2006. ECTS identified public transportation needs and opportunities, and six alternatives. ECTS-TA updated the ECTS including evaluation of alternatives (with variations) and included public outreach. Each alternatives performed well in the evaluation. Locally preferred alternatives were selected primarily based on public support and cost to the public. Locally preferred alternatives were:

- Allegheny Valley and Norfolk Southern Commuter Rail
- East Busway Extension
- Downtown Pittsburgh-Oakland Transit Investment (includes Spine Line and/or Bus Rapid Transit)

Alternative deemed to be directly beneficial to Wilkesburg: Norfolk Southern Commuter Rail would extend from Pittsburgh to Wilkesburg to Trafford to Greensburg (alternative to Latrobe); East Busway extending the Busway from Swissvale to Monroeville providing Wilkesburg with new rapid transit destinations. Downtown Pittsburgh-Oakland Transit Investment would be a direct benefit to Wilkesburg if it included Spine Line to Wilkesburg. The initial was listed as "Spine Line Light Rail to Homestead or Wilkesburg" – and the ECTS-TA focused on the common corridor between Downtown Pittsburgh and Oakland.

Targeted outreach methods included steering committee, technical committee, geographically-based working groups, public official briefings, open houses, public meetings/workshops, agency coordination meetings, advertising in five local newspapers, website, and announcements on radio and television advertising.

ECTS had three rounds of direct public outreach and ECTS-TA had two. ECTS had five geographically-based working groups, public open houses and station design workshops.

ECTS-TA had three targeted briefings in the first round with all ECTS working group members invited to attend. At the end of the ECTS-TA, five public meetings were conducted to provide an opportunity for people to support an alternative.

Norfolk Southern Commuter Rail (enhanced to Latrobe)-

CAPITAL COST (2006 DOLLARS):

Standard Alternative - \$190M - \$230M;

Enhanced Alternative - \$250M - \$300M;

ANNUAL OPERATING AND MAINTENANCE COST (2006 DOLLARS):

Standard Alternative - \$15.8M;

Enhanced Alternative - \$20.0M •

East Busway Extension (6 mile extension Swissvale to Monroeville).

Proposed extension would provide additional bus rapid transit destinations to Wilkinsburg including Rankin, Braddock, East Pittsburgh (Keystone Commons) and Monroeville (Monroeville Mall). A low-cost alternative would be an extension just 3 miles from Swissvale to East Pittsburgh, where buses would enter the Tri-Boro Expressway or the proposed Mon-Fayette Expressway for express service to Monroeville.

CAPITAL COST (2006 DOLLARS) :

to Monroeville - \$390M - \$480M;

to East Pittsburgh - \$240M - \$300M.

ANNUAL OPERATING AND MAINTENANCE COST (2006 DOLLARS):

to Monroeville - \$14.1M;

to East Pittsburgh - not determined

Downtown Pittsburgh-Oakland Transit Investment (includes Spine Line and/or Bus Rapid Transit).

Spine Line Light Rail to Homestead or Wilkinsburg.

CAPITAL COST (2006 DOLLARS):

Wilkinsburg - \$2,700M - \$3,200M;

Homestead - \$2,000M - \$2,400M;

to Oakland Only Underground - \$1,500M - \$1,900M;

At-Grade - \$650M - \$800M.

ANNUAL OPERATING AND MAINTENANCE COST (2006 DOLLARS):

Wilkinsburg - \$14.5M;

Homestead - \$27.9 M;

to Oakland Only - not determined

The three locally preferred alternatives had the potential of having direct positive transportation impact if the Wilkinsburg versions were selected. The Norfolk Southern Commuter Rail is a 31-mile commuter rail alignment line from Amtrak Station in Downtown Pittsburgh through Wilkinsburg to Greensburg in Westmoreland County. East Busway Extension would provide additional rapid transit destination for Wilkinsburg to Monroeville. Wilkinsburg Spine Line version would provide rapid transit from Wilkinsburg to Oakland. Report listed Wilkinsburg as an excellent TOD as well as potential TOD at Wilkinsburg Station.

East Liberty TRID Study

The East Liberty Station TRID Study was commissioned and funded in February 2011 by the Pittsburgh Department of City Planning. This plan used the projects and principles harvested from East Liberty's extensive planning history to develop a financial strategy that would support existing new development with improvements to the public realm.

- Steering Committee Meetings (3)
- Public Meetings (3)
- Focus Meetings (as needed)

Following the creation of the East Liberty TRID after this study, all of the projects proposed have been completed with funding through the TRID or tied into a developments project cost.

- East Liberty Station Improvements
- Shady and Penn Intersection Reconfiguration
- ITS Infrastructure and Signalization Upgrades
- Coordinated Smart Parking District
- Penn Avenue 2-Way Conversion
- Broad Street 2-Way Conversion
- Broad Street Plaza
- Town Square Streetscape
- Larimer Avenue Park
- Obama Academy Infrastructure Improvements

The following public realm projects were funded through the TRID:

- Obama Academy- Pedestrian Improvements
- TOD Infrastructure
- 20-year Transit Center Maintenance Agreement
- Penn Circle Two-Way Conversion (design)
- Affordable Housing (new initiative)

Encouraged by its success, the neighborhood is gearing up to conduct another TRID study for the following uses:

- Wayfinding, Pedestrian, Public Space and, Streetgrid Improvements
- Affordable Housing
- Larimer Transit Station on MLK Busway (design+construction)
- Larimer Improvements

- Lincoln School Pedestrian Infrastructure
- Homewood-Larimer Bike Connection

The success of East Liberty's TRID built on the momentum of pioneering developers who saw the neighborhoods market potential and the foresight of an organizing community body that saw an opportunity to leverage that development to realize a long-held vision for their public realm.

The East Liberty TRID illustrates how this process benefits from and can incentivize an increase in building and land value that contributes to displacement even if it does not directly cause displacement. Among the major TOD sites listed were the Penn Circle North Sites and the Larimer Avenue Housing that have since been noted for scattering hundreds of residents, a majority of which were poor and minority renters.

"Incentivize, not subsidize" Their goal was not to use the TRID to attract development with subsidy but to encourage development that was already happening with additional incentives. This positions the community to have a negotiating position from which to collaborate rather than a petition.

HAZARD MITIGATION PLAN

Wilkinsburg adopted the ‘Allegheny County 2015 Hazard Mitigation Plan Update’ prepared by Michael Baker Inc. The Plan is the result of work by citizens and elected officials within the County to develop a pre-disaster, multi-hazard, mitigation plan that capable of guiding the County towards greater disaster resistance.

The Allegheny County Hazard Mitigation Plan Steering Committee (HMPSC) identified local municipalities and stakeholders to be included in the hazard mitigation update process (HMP). The HMPSC and planning team completed an ‘Evaluation of Identified Hazards and Risk Worksheet’ as part of the Planning Team Kick-Off meeting. This survey, listed hazards profiled in the 2011 HMP and prompted the team to identify the frequency of occurrence, magnitude of impact, and/or the geographic extent of each hazard as increased, decreased, or did not change since the 2011 HMP preparation. This survey also provided the opportunity to assess hazards not profiled in the HMP to determine if those hazards should be included as part of the HMP Update.

The mitigation strategy in the updated HMP includes a range of techniques and actions. Capital improvement projects identified by the plan include modifying existing infrastructure and ecological restoration to reduce hazard vulnerability. Examples include, but are not limited to: acquisition and elevation of structures in flood prone areas, utility undergrounding, structural retrofits, floodwalls, detention/retention structures, control, stream corridor restoration, forest management, conservation easements, and wetland restoration and preservation.

The updated Hazard Mitigation Plan’s primary goal is to reduce possible damage and loss to critical facilities and infrastructure however, there is no specific reference to the Bus Way or other infrastructure within the study area.

WATERSHED STUDIES/ PROJECTS

The Wilkinsburg Station area falls within two urban sewer sheds. To the north of the station area, most stormwater flows to A42 Negley Run. To the South, West, and East, most of the stormwater flows to M47 Nine Mile Run. Initiatives to construct green infrastructure are most active to the North along Rosedale Street in Homewood where bioswales were constructed. The Port Authority is also pursuing a small Green Infrastructure project along the busway in Homewood, between Homewood Ave and Braddock Ave.

Public involvement has varied by project. Since most projects in the area have been lead by community based organizations, their planning and construction included high capacity engagement efforts.

No specific projects have been identified for this area however Green Infrastructure has been identified by both PWSA and ALCOSAN as being an important part of the region’s solution to combined sewer overflows.

A main trunk line of the sewer network flows from north to south under the Wilkinsburg Park and Ride near 7800 Susquehanna. There is a retention basin in the middle of the Wilkinsburg Park and Ride that could be augmented as part of a larger green infrastructure project in the station area.

HISTORIC PRESERVATION

A variety of documents that consist of description of Wilkinsburg's historic district, ACCESS database that includes inventory of historic properties, and a survey of historic buildings and assessment of historic significance.

None identified in the documents that were reviewed. However, there were surveys conducted that may have included input from residents/owners of historic buildings.

A number of buildings and sites identified as historic but no specific project/cost for renovation.

Costs to renovate historic properties are eligible to be funded with TRID proceeds.

PCRG TOD TYPOLOGY STRATEGY

Ranked LRT, Busway, Oakland-Downtown BRT stations in terms of readiness for TOD, made system-level improvement recommendations.

One-on-one meetings with LGOV, PCRG members, monthly steering committee, public meeting.

Capita Projects: None

Identified E. Busway as top TOD opportunity corridor in Allegheny County

PORT AUTHORITY TOD GUIDELINES

The Port Authority of Allegheny County's Transit-Oriented Development Guidelines were released by the Department of Planning and Evaluation in April 2016. The Guidelines describe the Port Authority's goals for TOD and the principles that determine quality TOD projects. The Guidelines analyzed all 76 fixed-guideway stations and categorized them into six TOD types based on density and mix of jobs and homes within each station area. The six types are: Suburban Neighborhood, Transit Neighborhood, Urban Neighborhood, Suburban Employment, Urban Mixed Use, and Downtown. According to the Guidelines, Wilkesburg is an Urban Mixed Use station area with a density (> 10,000/sq. mile) of both jobs and residents.

No outreach conducted.

Some broader recommendations were made for Urban Mixed Use Station areas such as Wilkesburg but no specific capital projects were identified.

The Guidelines provide the following principles to be considered at Urban Mixed Use stations. (page 16) Description: Urban feel, High density, Highly mixed-use. Multimodal Highlights: Provide clear connections to on-street transit, Connect to or enhance bike network, Incorporate car share and bike share connections, Park and Ride only appropriate at the end of line, Provide appropriate low levels of parking. Walkability Highlights: Provide key pathways to increase connectivity, Create and maintain public space, Connect developments to pedestrian uses, Provide infrastructure to encourage visible, comfortable walking. Development Highlights: 3-9 stories, 70-100% lot coverage, Multi-family or townhouses, Building design should support and encourage street-level activity. Keys to Success: Reduce residential and commercial parking, Optimize street level relationships between development and public realm,

Consider/implement district parking strategy. Local Examples of Urban Mixed Use Stops: Negley Station, Carnegie Station..

Keys to Success: Reduce residential and commercial parking, Optimize street level relationships between development and the public realm, Consider/implement district parking strategy. Local examples of Urban Mixed Use Stations: Negley Station, Carnegie Station. Pages 5 and 6 of the Guidelines specifically identify affordable housing as being an important consideration for TOD in Allegheny County. Page 5 of the Guidelines notes that "site and building designs should seek to exceed minimum legal requirements and strive to achieve greater accessibility" for people with disabilities at the Station and in the Station Area.

KEYSTONE COMMUNITIES PARKING STUDY

The Wilkinsburg CDC has hired a consultant team to evaluate parking capacity utilization on-street, in public lots, and in private lots within the Central Business District. The study, initiated in 2017, will present key findings in February or March of 2018 and will deliver final recommendations in May or June of 2018.

Outreach: TBD

Capital Projects: TBD

The study area is overlapping with the TRID study area. There may be capital projects that are identified that could be funded through TRID and there may be parking policy recommendations that could impact development in the TRID study area. This analysis could also provide intel about parking demands and behavior at the station area.

WILKINSBURG PARK AND RIDE COST BENEFIT ANALYSIS

The Port Authority of Allegheny County's Department of Planning and Evaluation, in coordination with their on-call consultant, is performing a Cost-Benefit Analysis of the Wilkinsburg Station Park and Ride facility. A draft will be completed in February 2018.

No outreach to be conducted.

Capital Projects: TBD

Analysis from this CBA could influence the development pro-forma of potential projects on Port Authority owned land. This analysis could also provide intel about parking demands and behavior at the station area.



PORT AUTHORITY

Transportation Infrastructure

Public transportation infrastructure is a critical element of TRID. Wilksburg’s TRID Study is based on a central point in the study area, Wilksburg Station, which is the most heavily utilized station along Port Authority’s Martin Luther King, Jr. East Busway (East Busway). This hub has both mainline and community transit connections as well as the potential to encourage private development. Conditions of the public transportation infrastructure at and around Wilksburg Station - as well as transit service - were reviewed and summarized for this report.

FIG. X Port Authority East Busway Stop Activity FY 2017

STATIONS	AVG WEEKDAY ONS/OFFS	ANNUALIZED
Penn	1,970	506,290
Herron	342	87,894
Negley	2,410	619,370
East Liberty	3,839	986,623
Homewood	1,214	311,998
Wilksburg	4,074	1,047,018
Hamnett	1,118	287,326
Roslyn	1,338	343,866
Swissvale	1,723	442,811
Total	18,028	4,633,196

Source: Port Authority

TRANSIT SERVICE

Port Authority of Allegheny County (Port Authority) is the transit agency that serves the City of Pittsburgh, and Allegheny County. Port Authority operates 102 routes and had an annual ridership of 63,230,046 in 2017. As part of the overall system, Port Authority operates five fixed guideways (transit only corridors) consisting of: Martin Luther King, Jr. East Busway (East Busway) serving the Penn Avenue and Parkway East corridors; South Busway serving the Route 51 communities; West Busway serving the Parkway West corridor; Light Rail Transit (LRT) system serving the South Hills and Route 19; and the Monongahela Incline that connects Station Square with the neighborhood of Mt. Washington. Port Authority has about 700 buses and 83 rail cars that serve 730 square miles of Allegheny County.

The 9.1-mile East Busway extends between Swissvale and downtown Pittsburgh, and has nine stations consisting of Swissvale, Roslyn, Hamnett,

Wilksburg, Homewood, East Liberty, Negley, Herron and Penn. The intention of the East Busway is to connect eastern suburban- and city-based riders with downtown Pittsburgh and Oakland quickly, efficiently and conveniently.

The 22 bus routes serving Wilksburg provide 44,345 weekday rides or 12.8 million rides annually. Only the P1 East Busway-All Stops operates seven days a week (see Table X). The P1, P2 and P3 are routes exclusive to the East Busway with stops at Wilksburg Station and pick-up and drop-off passengers in both inbound and outbound directions. Flyers, which originate in outlying eastern neighborhoods and use the East Busway to access downtown Pittsburgh, operate express service with minimal stops on the East Busway to provide convenient, faster trips for remotely-located commuters. On-street or local routes serve Wilksburg’s neighborhood in addition to connecting with the East Busway.

FIG. X Summary of Port Authority East Busway Exclusive Routes

ROUTE	ROUTE NAME	DIRECTION	WILKINSBURG STATION STOP	SPAN AT WILKINSBURG STATION	TRAVEL TIME WILKINSBURG STATION TO DOWNTOWN LIBERTY AVENUE + 10TH	TRAVEL TIME WILKINSBURG STATION TO OAKLAND NEVILLE RAMP + CENTRE AVE	FREQUENCY
WEEKDAY							
P1	East Busway All Stops	Inbound	Stop C	4:53 am - 12:24 am	14 - 17 minutes	x	3 - 30 minutes
		Outbound	Stop A	5:26 am - 12:56 am	14 - 17 minutes	x	3 - 30 minutes
P2	East Busway Short	Inbound	Stop C	6:38 am - 9:33am	17 minutes	x	6 - 12 minutes
		Outbound	Stop A	6:56 am - 9:15 am	20 minutes	x	6 - 12 minutes
P3	East Busway Oakland	Inbound	Stop C	5:37 am - 8:51 pm	x	8 - 10 minutes	7 - 30 minutes
		Outbound	Stop A	6:20 am - 9:30 pm	x	5 - 10 minutes	8 - 30 minutes
SATURDAY							
P1	East Busway All Stops	Inbound	Stop C	5:50 am - 12:20 am	13 - 15 minutes	x	15 - 30 minutes
		Outbound	Stop A	6:21 am - 12:51 am	18 - 19 minutes	x	15 - 30 minutes
SUNDAY							
P1	East Busway All Stops	Inbound	Stop C	5:50 am - 11:20 pm	13 minutes	x	20 - 30 minutes
		Outbound	Stop A	6:21 am - 11:51 pm	18 - 19 minutes	x	20 - 20 minutes

Source: Port Authority

FIG. X Port Authority Wilkinsburg Route Ridership FY 2017

ROUTE	ROUTE NAME	AVERAGE WEEKDAY	AVERAGE SATURDAY	AVERAGE SUNDAY	TOTAL
61A	North Braddock	4,417	2,817	2,000	1,388,698
61B	Braddock - Swissvale	4,448	2,763	1,877	1,386,903
67	Monroeville	2,018	844	428	583,189
68	Braddock Hills	311	396	209	112,067
69	Trafford	1,621	364	252	446,971
71	Edgewood Town Center	103	x	x	26,391
71C	Point Breeze	5,571	2,797	1,815	1,671,421
71D	Hamilton	4,411	1,927	1,342	1,302,953
79	East Hills	985	701	390	310,160
86	Liberty	2,925	2,457	1,544	963,212
P1	East Busway - All Stops	10,792	5,111	3,343	3,211,644
P2	East Busway - Short	1,588	x	x	404,868
P3	East Busway - Oakland	2,603	x	x	663,697
P7	McKeesport Flyer	736	x	x	187,733
P12	Holiday Park Flyer	1,177	x	x	300,246
P16	Penn Hills Flyer	938	x	x	239,246
P67	Monroeville Flyer	450	x	x	114,632
P68	Braddock Hills Flyer	817	x	x	208,310
P69	Trafford Flyer	273	x	x	69,571
P71	Swissvale Flyer	625	x	x	159,356
P76	Lincoln Highway Flyer	1,053	x	x	268,547
P78	Oakmont Flyer	931	x	x	237,410

Source: Port Authority

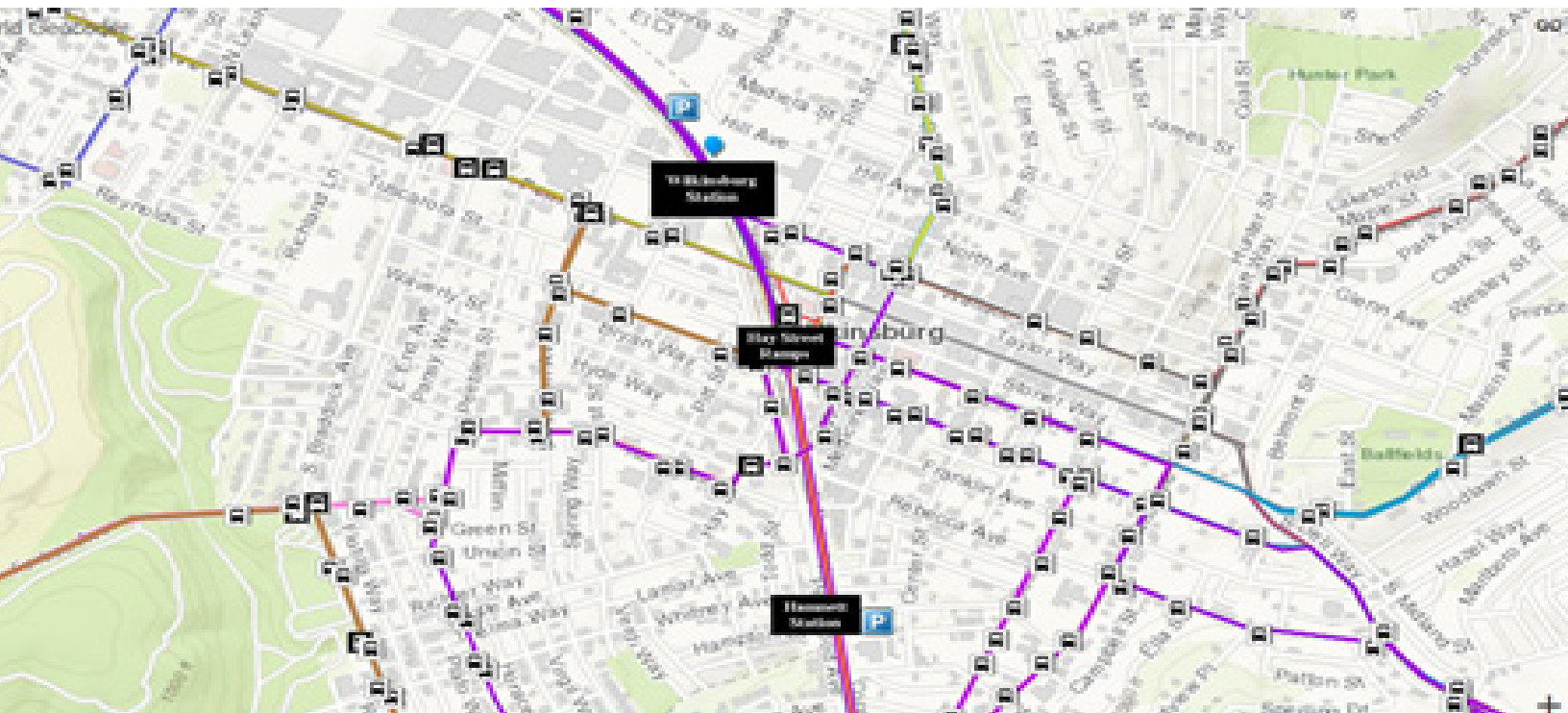


FIG. 01 PORT AUTHORITY ROUTES AND STOPS IN WILKINSBURG
 Source: Interactive Map
[https://Port Authority.maps.arcgis.com/apps/webappviewer/index.html?id=21b561fba9284378be9ffc620f2dd48e](https://PortAuthority.maps.arcgis.com/apps/webappviewer/index.html?id=21b561fba9284378be9ffc620f2dd48e)

There are other important features of Port Authority’s service in the TRID study area.

- According to Port Authority’s sample data from FY 2017 for routes P1, P2 and P3, Wilkinsburg Station ranks first in daily rider activity (station boardings and alightings) among the East Busway’s nine stations.
- To expedite trips for suburban commuters, Port Authority has pick-up and drop-off restrictions at stops throughout its system including Flyers that use the East Busway. At Wilkinsburg Station, inbound Stop B is a drop-off only stop and outbound Stop D is a pick-up only stop.
- Ten on-street bus routes serve the area and stops around Wilkinsburg Station. The primary streets that buses use traveling inbound toward the East Busway and downtown are: Wallace Avenue, Ross Avenue, South Avenue, Wood Street/Rowland Connector, Sawyer Way, Hay Street, Coal Street and Swissvale Avenue. The primary streets that buses use traveling outbound from the East Busway and downtown are: Penn Avenue, South Avenue, Kelly Avenue/ Hay Street/Rowland Connector,

Pennwood Avenue and Trenton Avenue.

- All bus routes in Wilkinsburg - except the 61A, 61B and 67 - have stops at Wilkinsburg Station.

TRANSIT INFRASTRUCTURE

WILKINSBURG BUSWAY STATION

The main transit facility in the study area is Wilkinsburg Busway Station. Besides the station itself, Wilkinsburg Station also incorporates operational infrastructure including: Hay Street Ramps and Wallace Avenue that connect the station to the borough’s street grid; Brushton and Wallace layovers where Port Authority’s operators recover between trips; and a 748-space park-and-ride lot. The station was built in 1983 as part of the East Busway construction project, and renovated in 2002, with replacement of the inbound and outbound station canopies and Busway resurfacing. The East Busway and Wilkinsburg Station are located above and adjacent to Penn Avenue along an elevated corridor shared with Norfolk Southern Railroad. This transportation infrastructure

separates the residential and commercial areas of Wilkinsburg creating a barrier, which negatively affects pedestrian movements around the community.

Wilkinsburg Station features amenities that accommodate bus-pullover and passenger boarding. The bus pullover areas (in both inbound and outbound directions) are marked and delineated from the Busway's traffic lanes. Both pullovers span 280 feet, a distance appropriate for entering and exiting the Station, and staging four 60-foot articulated vehicles, the kind typically used for service on the East Busway.

Passenger areas are protected by two canopies (or shelters) that are intended to accommodate waiting, and boarding and alighting activities. The inbound shelter is 60 feet long and the outbound shelter is 20 feet long. The overwhelming majority of riders use the inbound shelter at Wilkinsburg Station. There is a crosswalk marked on the Busway pavement between the inbound and outbound shelters for pedestrians to cross the Busway. Wilkinsburg Station's shelter area includes other typical transit amenities such as benches, a bike rack, trash cans, maps, newspaper vending machines, fare vending machines, lighting, cameras for safety, and emergency call buttons.

HAY STREET RAMPS

Hay Street ramps are used by transit buses to access the East Busway to and from Wilkinsburg's street network. There is one inbound and one outbound ramp, both more than 600 feet in length. Bus shelters are incorporated into the ramps and have the following features:

- 8' 7" deep by 13' 9" wide
- Lighting
- Benches
- Trash cans
- Emergency call box
- Bus stop signs with basic route information

At the end of the outbound ramp, there are additional benches, trash cans and a pay telephone.

There are two shelters on the outbound Hay Street ramp and one on the inbound

Hay Street ramp. The 2017 average weekday stop activity (number of people getting on and off the bus) at the inbound shelter was 176 and the outbound shelters was 376. The inbound stop accommodates passengers using 12 routes (68, 71C, 71D, 79, 86, P2, P7, P12, P67, P68, P69 and P76) and outbound stop accommodates 17 routes (68, 69, 71, 71C, 71D, 79, 86, P2, P7, P12, P16, p67, P68, P69, P71, P76 and P 78).

LAYOVERS

There are two layover areas referred to as Brushton and Wallace on the East Busway near the Wilkinsburg Station. A layover is primarily a transit operations facility that is used by bus operators to park buses temporarily and recover before starting their next trip.

Brushton Layover

The Brushton layover is located on the inbound side of the East Busway at the end of the Wilkinsburg park-and-ride near Brushton Avenue. The space within the curb lines at the Brushton layover is 22,155 square feet. Depending on bus type, this layover can accommodate 10 to 14 buses in the lined/marked area. Currently, there are 257 times throughout an average weekday that a bus recovers or lays-over at this location.

Wallace Layover

The Wallace layover is located at the opposite end of the park-and-ride lot near Wallace Avenue. The space within the curb lines of the Wallace layover is 12,511 square feet. Depending on bus type, this location can accommodate approximately eight to 10 buses within the lined/marked spaces. The layover location has one building with two restrooms for bus operators. Between 7:15 a.m. and 9:15 a.m. on weekdays, there are 11 layovers, buses that recover at Wallace Terminal on an average weekday.

WILKINSBURG PARK-AND-RIDE

Wilkinsburg Station features a 748-space (including handicapped accessible spaces) surface park-and-ride lot located next to the station and parallel to the

East Busway. The long, narrow, linear lot spans from Brushton Avenue to Wallace Avenue. This lot is lighted and has pay phones, a bike rack, security cameras, emergency call buttons and fare vending machines. The lot is filled beyond capacity by 8 a.m. on weekdays. Parking is free for Port Authority bus riders; van-pools and carpools are not permitted to use the lot.

Walking distance from the Brushton Avenue end of the park-and-ride lot to Wilkinsburg Station is more than 1,200 feet, a distance that takes about five minutes to walk. From the Wallace Avenue end of the lot to Wilkinsburg Station is over 675 feet, which is about a three-minute walk.

There are a few side streets near the park-and-ride lot where transit customers “hide-and-ride”. Hill Avenue from Pitt Street to the park-and-ride lot accommodates 30 cars and an additional three cars can be seen parked at the edge of the lot near Rosedale Street on weekday mornings. Rosedale Street is posted with residential permit-parking signs; however, about four hide-and-ride cars were parked in an area just prior to the posted area. Pitt Street from Wallace Avenue to Boyd Way has about another 30 hide-and-ride vehicles. Depending on where a transit customer parks, walking distance to the Station can exceed 1,200 feet or a five-minute walk.

OBSERVATIONS ABOUT TRANSIT INFRASTRUCTURE

1. Wilkinsburg is the most heavily utilized station on Port Authority’s East Busway; however, most riders are park-and-ride users who originate from the 748-space lot located adjacent to the Station.
2. Wilkinsburg Station is heavily laden with transit operations infrastructure. When the Station was originally built in the 1980s, Wilkinsburg functioned as the “end of the line” on the East Busway. As a result, the Station incorporates bus turnaround, two layovers, driver comfort facilities and ramps that connect the Busway with

Wilkinsburg’s street network.

3. Originally, Wilkinsburg Station was intended as a mainline station for travel between the primary origin of Wilkinsburg to two main destinations – downtown Pittsburgh and Oakland. Over the past 30 years; however, Wilkinsburg Station has morphed into a transit hub, a location where customers transfer between on-street bus routes and East Busway routes.
4. The last major capital improvements at Wilkinsburg Station occurred when the Station was renovated in 2002. Otherwise, minor upgrades and maintenance such as shelter cleaning, pothole filling, minor asphalt paving, park-and-ride line striping, landscaping and snow removal occur intermittently when needed.
5. The East Busway is viewed by the community as a barrier and detriment to the economic and social growth of Wilkinsburg. Just above Penn Avenue, the East Busway bifurcates the community creating a physical and functional impediment.



Programmatic Best Practice Research

Wilkinsburg has seen no shortage of planning efforts. Local residents, other stakeholders and various foundations have all contributed to a number of local and community-wide plans. As a result, the vision for Wilkinsburg has been clearly expressed: to revive the local economy, to improve safety, and to allow those who remained in Wilkinsburg during the harder years to stay and benefit from future revitalization.

This project is not just about planning for specific outcomes from specific sites; it is about offering policy solutions for residents to achieve their vision for the community. In Wilkinsburg and elsewhere, residents and other stakeholders have come to consensus on a set of development principles that are intended to guide development. These principles form the foundation of the best practice research contained in this document. The purpose here is to provide a menu of policy options, which can achieve the goals defined by residents in the community.

In this section, a series of case studies from around the country were selected, and the reasoning behind their selection is explained. They provide a broad range of community engagement and development policies that could be useful in Wilkinsburg and along the East Busway. They also highlight the divide between planning and implementation; a focus of this research is on whether or not equitable development actually resulted from planning efforts. Finally, this research discusses specific policy implementation in Wilkinsburg as a whole, with an emphasis on a few key policies that can be implemented in the short-term.

SELECTION OF CASE STUDIES

The goal in selecting case studies was to illustrate best practices from around the country while also digging into the question of how did policies that were implemented actually play out in the real world.

The first aspect of selection was how closely these other projects fit the geographic, physical, and demographic characteristics of the East Busway. Were they corridor-length TOD efforts? Did the corridor contain Bus Rapid Transit or Light Rail? Was the demographic profile of residents along the corridor a historically dis-invested community?

The planning process formed another set of case study criteria. Was there a focus on community engagement throughout the planning process? Were equity and comprehensive development explicitly a focus of the planned development?

MINNEAPOLIS

The Central Corridor in Minneapolis is often touted as a prime example of equitable, corridor-length transit-oriented development. The Green Line is the light rail train that connects the central business district of Minneapolis and Saint Paul—as well as the University of Minnesota—along an 11-mile dedicated right of way. Construction for the project began in 2010.

The Central Corridor is often held up as a national case study in terms of equitable planning, but it also speaks to the new reality of how to develop affordable housing. The explicit goal of the project is to use light rail to leverage private development along the corridor, with over 90% of the planned units developed by private investors.

2011-2020 AFFORDABLE HOUSING GOALS

Baseline goal: 2,540 units at a cost of \$445,025,000

Stretch goal: 4,500 units at a cost of \$832,500,000

REAL WORLD RESULTS

In Frogtown Square, a mixed-use development on the planned Central Corridor line, leased its 50 affordable housing units, but took more than a year to fill its 12,000 square feet of

commercial/retail space even with the active involvement of a strong nonprofit with great programs for small business development.

Frogstown Square has successfully leased its retail space, which has been a struggle for mixed-use TOD projects across the country. However, it did take several months, and benefited from the technical assistance, entrepreneurship, favorable financing and other programs offered by Neighborhood Development Center and others. Another lesson is that the developers of the project worked with architects to create commercial/retail space that was well-designed, and, thus, attractive to potential tenants, as opposed to generic retail bays that plague many affordable housing projects. Neighborhood Development Center tapped its “pipeline” of local entrepreneurs and provided them with an opportunity to occupy quality space.

Due to the unfamiliarity of local lenders and investors with TOD projects, developers faced conservative underwriting standards that created gaps in project pro forma. Mezzanine debt, a triple bottom line (economic, environmental and social returns) equity product and more tools to support economic development along transit corridors were cited as significant needs.

ATLANTA

While MARTA has a policy goal of achieving 20% affordability on system-owned land, a more proactive approach of discounting or donating land to activate dormant property and achieving equitable development can easily be imagined. However, the current financial challenges for MARTA, like many transit agencies, have led their board to require that MARTA achieve maximum proceeds from the sale of their properties, a policy that could lead to less equitable TOD development.

REAL WORLD RESULTS

The Lakewood-Fort McPherson station is located on the southern border of Atlanta and along the south line of MARTA, a few stations north of the Atlanta airport. The neighborhood immediately surrounding the station is primarily lower income and lower density

with a noticeable number of vacant, presumably foreclosed homes. The station is adjacent to Fort McPherson, a military base closed in 2011, and located within the Campellton Road Tax Allocation District.

The existing Columbia Residential development, Sylvan Hills, has 192 units. Columbia Residential purchased the land from MARTA in 2005 through MARTA's joint development program for \$992,000, which was fair market value. Capital improvements totaling \$3.6 million were made within the station area to accommodate the development and meet Americans with Disabilities Act requirements. Sources for construction financing included tax-exempt bonds, 4% (non-competitive) LIHTC, and local subsidies. Sylvan Hills was completed in 2006. New development within the immediate station area or Fort McPherson is several years from implementation.

The challenge of bringing together multiple land owners in a coordinated, large scale effort is evident at the station.

A key challenge for development on the MARTA surface parking lots are the costs of needed station area infrastructure to connect future development to both the station and the surrounding neighborhood. Developers have found that the costs of infrastructure cannot be carried by the likely uses on the site, including affordable housing.

MARTA would like to see a second phase of Sylvan Hills at the station. However, given MARTA's revenue concerns, with infrastructure expenses and limited rental demand, the project is not a priority at this time.

According to the developer, keys to success in the first phase were the relatively low cost of land, access to tax abatement and grants for infrastructure costs.

DENVER

Mile High Connects (MHC) was a partnership of private, philanthropic and nonprofit organizations committed to developing inclusive, affordable, and livable communities within walking

distance of transit. These organizations are:

- Anschutz Family Foundation
- The Colorado Health Foundation
- The Denver Foundation
- Enterprise Community Partners
- FirstBank
- Ford Foundation
- FRESC: Good Jobs, Strong Communities
- Gates Family Foundation
- JPMorgan Chase Foundation
- Housing and Homelessness Funders' Collaborative
- Kaiser Permanente
- Linda D. Campbell Fund
- Living Cities
- L.P. Brown Foundation
- Piton Foundation
- Reconnecting America
- Rose Community Foundation
- Urban Land Conservancy
- U.S. Bank
- Wells Fargo Bank

Enterprise Community Partners, the City and County of Denver, Urban Land Conservancy (ULC) and several other partners from Mile High Connects joined together to establish the first affordable housing Transit-Oriented Development (TOD) acquisition fund in the country. The purpose of Denver's TOD Fund is to support the creation and preservation of more than 1,000 affordable housing units through strategic property acquisition in current and future transit corridors.

Long-term Outcome # 1

Livable communities near transit stops in which all people have access to affordable housing, quality jobs, quality education, health services and a healthy lifestyle.

3. 90% of existing affordable housing units preserved
4. 25% of all housing built or preserved affordable
5. Connections between transit, affordable housing, jobs, health, and educational institutions and support services
6. Multi-modal (bike/pedestrian) access
7. Connectivity to parks, trails, recreation, and other hubs for physical activity
8. Access to nutritious foods
9. Job training centers, childcare, and supporting services
10. Businesses including small/local

- business located in close proximity
11. Workers connected to middle-skill job opportunities
12. High quality educational sites

Long-term Outcome # 2

Policies, resources, and agendas of regional agencies, local jurisdictions, and funding entities are supportive of a transit system that fosters communities that offer all residents the opportunity for a high quality of life.

Long-term Outcome # 3

Increase engagement of community members, especially those most affected by transit build out.

REAL WORLD RESULTS

In Denver, for example, the city is struggling to improve a weak ordinance that requires 10% affordability of for-sale developments of 30 units or more. The ordinance does not have a rental housing component, does not raise expectations in transit areas and does not apply at the regional level. The City of Denver adopted a form-based zoning code that further exacerbates the challenge by removing density incentives for affordability.

The Denver TOD Fund has acquired seven sites in two and a half years, enabling the preservation or development of nearly 500 affordable homes, a new library and a childcare center. The fund has also sparked surrounding investment, including a fresh food grocer in a previous food desert. The success of the fund helped to launch Mile High Connects, a collaboration of philanthropy, banks and nonprofits with a robust agenda, including the doubling of the fund to \$30 million to serve the region.

Denver, after experiencing years of vacant ground floor commercial spaces in TOD properties, has taken two steps to address barriers to successful development. First, the city adopted a form-based zoning code that allows for much greater flexibility in use types at the ground level. Second, the Colorado Housing and Finance Agency examined and continues to review its Qualified Action Plan (QAP) for its Low Income Housing Tax Credits (LIHTC) competition to better accommodate a variety of

ground floor uses near transit.

In Lakewood, Colorado, just west of Denver, the Urban Land Conservancy (ULC) spent several months seeking financing to preserve a 100-unit multifamily property, affordable at market rate today, and home to over 30 HUD Section 8 voucher holders. The property is adjacent to the West Rail Line's Wadsworth Station, which opened in April 2013. The existing Denver TOD Fund could not be utilized for this acquisition because it cannot fund projects outside the City of Denver. ULC was seeking an acquisition loan with the same level of limited recourse (shared risk-taking) that the TOD Fund provides. In order to make the acquisition, they had to identify a traditional bank loan from a local lender - presumably motivated by the Community Reinvestment Act (CRA) - as well as a secondary loan of over \$1 million from the Colorado Division of Housing's allocation of the U.S. Attorney General's settlement for mortgage abuse, made available on a one-time basis in early 2012. This experience highlights the problems in the system in the Denver region, including the inability of a relevant financing tool to jump city boundaries in order to meet a need, which triggered a long, complicated process to aggregate multiple sources of financing - all to ensure that existing affordable housing near transit is not lost.

Mile High Vista is located on a 2.1-acre site in west Denver along Colfax Avenue, the region's highest use bus corridor, and two blocks north of the West Rail Line. The project is currently conducting a feasibility study of how to construct affordable for-sale housing. The Urban Land Conservancy (ULC), a local nonprofit and sole borrower of the Denver TOD Fund, acquired the site and served as master developer for the City of Denver and Del Norte CDC.

Mile High Vista is a mixed-use, master development incorporating a new Denver Public Library (under construction), and 70 units of affordable housing (LIHTC awarded in mid-2012), with integrated childcare and nonprofit office space and additional commercial space.

The library, housing, childcare and nonprofit office space opened in 2015.

Total acquisition cost was \$2.3 million. ULC incurred approximately \$2 million in remediation, infrastructure, planning and holding expenses, funded through various federal and local grants, debt and equity. Total development costs for the mixed-use building are approximately \$20 million and \$175,000 per housing unit.

The project demonstrated the importance of the Denver TOD Fund as a resource for acquisition and the value of the unique role that ULC is playing as sole borrower and master developer in the fund effort because numerous attempts to acquire the property had been made in the past, but those efforts had failed largely because patient, flexible capital willing to take on a site of this nature was not available.

CLEVELAND

While the growth in ridership for the HealthLine has come largely from riders who would otherwise drive, the largest proportion of riders - roughly 80 percent - are transit-dependent. In addition to the main downtown sections of Euclid Avenue, the HealthLine also extends to East Cleveland, which is one of the poorest areas in Ohio. The neighborhood is mostly African American, with an extremely high unemployment rate of roughly 30-50 percent.

Cleveland led an effort to revamp MidTown's zoning and master plan, with the goal of creating a transit and pedestrian-friendly, mixed use neighborhood that would be attractive to investors. The plan, adopted by the City Council, mandated high building density and reduced parking, while prohibiting low-density, undesirable uses and visual elements, such as used car lots, and chain-link fences. "We knew through experience that if you improve a street in terms of visual quality and infrastructure, you're going to have some economic spin off," said Haviland.

BALTIMORE

The Red Line Community Compact represented a landmark agreement between the City of Baltimore, the

Maryland Transit Administration (MTA) and numerous local non-profit organizations to define the success of the project on such terms: those that benefit the community.

The Red Line Community Compact was initiated at the Mayor's Red Line Summit on May 10, 2008. More than 300 community, business, and advocacy group leaders came together to learn from other cities about how they have maximized community benefits as a part of major transit projects.

The Steering Committee will publish an annual report to the citizens of Baltimore which will track the progress of implementing this Compact.

- MTA will create a role for small businesses using mechanisms such as the State's Small Business Reserve and Small Business Preference programs, and by identifying areas of work most appropriate for small businesses and bidding those as separate contracts.
- MTA will require Red Line contractors to register available jobs with the Baltimore City Office of Employment Development which will then undertake outreach to ensure that community residents are aware of the job opportunities.
- Work with local foundations and other partners to create a public-private entity similar to Atlanta's "BeltLine Partnership" to raise funds and mobilize resources towards community revitalization.
- Establish ongoing Station Area Advisory Committees (SAACs) in each station area with representatives from the communities, businesses, city government and MTA. Together with MTA, SAACs will develop outreach and education campaigns through churches, schools, libraries, dedicated station websites, etc. that target unique/specific population.

The City spearheaded establishing the Community Compact Steering Committee in 2009. This group is charged with executing the Compact and reporting annually on the status of each goal and strategy it identifies. In order to fully focus on each component, the Steering Committee was divided into four sub-committees.

These sub-committees are: Economic Empowerment; Health and Environment; Neighborhood Investment / Transit-oriented Development (TOD); and Construction.

PROGRESS AT YEAR ONE

- Established partnerships with educational institutions to introduce new curriculum to prepare young people to work in the building trades.
- Within one-half mile of the West Baltimore MARC station, the Department of Housing and Community Development (HCD) is using: \$380,000 from the FY2010 capital budget to acquire vacant properties in the area bounded by the 1900 block of Lauretta and Edmondson Avenues.
- HCD, Baltimore Development Corporation (BDC), and DOT have proposed a \$1.8M Red Line community development fund that would be available in Fiscal Years 2012 and 2013.

PROGRESS AT YEAR THREE

- TrainBaltimore.org features a searchable database of free and low-cost job training programs in and around Baltimore. It will help residents achieve their career aspirations by providing access to the information they need to make an informed choice about training. TrainBaltimore.org compiles up-to-date details on nearly 150 training opportunities into one website. The site will allow users to easily find programs they are qualified for and learn what to expect before they enroll. TrainBaltimore.org will also connect residents to GED programs and English classes, information on college degree programs, job placement and job readiness services, career exploration resources and other community services.
- The Maryland Transit Administration (MTA) recognized the contributions and accomplishments of the fourth class of Red Line High School Interns. A total of 18 students from three high schools located along the Red Line corridor worked hard, over a six-week period, to get a behind-the-scenes look into operations at the MTA and development of the Baltimore Red Line project. The internship program was created in

2009 to engage students who live or attend schools located along the Red Line corridor and expose them to educational and career opportunities in transportation. Students were accompanied by a college assistant who worked with the students at their respective firms. The students earned real-world work experience in an office setting and also received an in-depth perspective of transportation careers in the public and private sectors. They met new people, built working relationships and created long-lasting friendships with their mentors, colleagues and peers.

PROGRESS AT YEAR FOUR

- MTA and the Maryland Department of Labor, Licensing and Regulation (DLLR) announced a “Preferred Training Partner” program in December. MTA’s goal is to prepare and link “opportunity ready” residents along the project corridor directly to the contractors selected to design, build, operate and maintain the Red Line.
- Preferred Training Partners will be given priority for transportation-related workforce development grants, access to technical assistance and consulting services, and direct access to project contractors once selected.
- STRATEGY: Utilize this green space as a means to better integrate the Red Line into the community as transition and as a neighborhood commons for entertainment and exercise.
 - *The green spaces that are planned around the stations and along the alignment will help better integrate the Red Line into the community. The Red Line will be integrated into the existing urban environment. The majority of this greening includes enhancing the streetscape with new plantings and increasing the tree canopy.*
- Within the station area, sidewalks will be widened for improved safety. At intersections, bump-outs and refuge areas will be provided to shorten the length of crosswalks. Station access will be clearly defined with walkways that are paved with distinct materials and defined edges. All station

platforms will be accessed with signalized crosswalks.

- MTA is committed to an Art in Transit program that will integrate features unique to a specific community into the station design. Community members will be able to provide input for incorporating unique elements into their neighborhood stations.
 - *The Art in Transit team worked on the compilation of oral histories on the communities in the Red Line corridor*
- To enhance safety and security, carefully managing the placement of all platform elements will maintain clear sight lines and open platform. To provide weather protection, canopies, windscreens and station entry enclosures will be provided. These will be constructed of transparent and semi-transparent materials like glass and perforated metal to prevent blind corners. Closed circuit television cameras and emergency phones will be installed at all Red Line stations.
- Way-finding signage will be provided to direct pedestrians along preferred routes to and from station platforms and informational signage will provide train schedules, status and service updates. Signage with maps highlighting community landmarks like historic sites and retail districts are proposed.

PORTLAND, OR

Before construction began on the Yellow Line in Portland, Oregon, TriMet and the prime contracting companies worked to ensure that the line was built by people from the community. As a result, local minority and women-owned firms secured 19% of the contract dollars—valued at \$35 million—and 35% of workforce hours were completed by minorities and women. Working with prime contractors and other agencies, TriMet also developed creative ways to help minority- and women-owned firms build their business capacity, such as: breaking scopes of work into smaller bid packages to encourage small contractors to bid, rotating contracting opportunities created within a division of work, and providing technical and business assistance to ensure firms were able to

provide the contracted work.

CALIFORNIA (SMALLER EXAMPLES)

Rent Board

- A city agency that regulates residential rent increases, ensures that landlords comply with rent-related laws, and mediates disputes between tenants and landlords
 - *Funding comes from development impact fees*

Funding

Concrete partnerships of foundations, banks, governments, and community organizations

- In the Bay Area, the Great Communities Collaborative (GCC) - a consortium of national and local partners who are advocating for equitable TOD - and the MTC cooperated to create several significant programs, including the Bay Area TOAH Fund. The \$50 million TOAH Fund's purpose is to provide innovative financing products to developers who are completing equitable TOD projects in the nine-county region. In its first 18 months, the TOAH Fund has approved five loans, which will help create 650 affordable housing units, a fresh foods market in a food desert, neighborhood retail, a medical facility and a childcare center.
- The Denver TOD Fund has acquired seven sites in two and a half years, enabling the preservation or development of nearly 500 affordable homes, a new library and a childcare center. The fund has also sparked surrounding investment, including a fresh food grocer in a previous food desert. The success of the fund helped to launch Mile High Connects, a collaboration of philanthropy, banks and nonprofits with a robust agenda, including the doubling of the fund to \$30 million to serve the region.
- In the Twin Cities, several partners started the Central Corridor Funders Collaborative to plan for and promote equitable TOD along the new St. Paul-Minneapolis light rail line now under construction.

Community Engagement

- 6-month planning process that engaged residents before consultants were even hired. A steering committee of residents directs the consultants throughout their work, and intensive education is done to ensure this process functions well. (Central Corridor, MN)

Investment

- Expand loan and matching grant programs for home improvement, weatherization, and energy efficiency to include private landlords that provide quality affordable housing to low and very-low income renters. (Central Corridor, MN)
- Regions including Denver and Atlanta have TI programs that are producing excess increment beyond initial projections. In some cases, it is unclear where the increment is being directed. In others, the excess increment allows TIF bonds to be repaid earlier than planned and the district to return to the standard city tax rolls. While the first impression would be that it is a success when a TIF prepays its bonds, our belief is that it represents a lack of foresight to include both "Green" and "Gold" components in the plans for uses of the increment.

Affordability

- Property tax relief for landlords who commit to keeping rents within prescribed limits for a certain period of time. (Central Corridor, MN)
- Explore the possibility of using TIF funds for property tax relief. (Central Corridor, MN)



PNC BANK

Policy Best Practice Research

INTRO TO DEVELOPMENT POLICY

Urban revitalization is the epitome of tilting against the headwinds. Our history in the United States has two major themes: 1) urban renewal, or the removal of wealth from black communities, and 2) economic justice efforts, which while well-intentioned almost always consists of a one-time investment in affordability that expires after a relatively short period of time.

The Hill District in Pittsburgh is an example of both trends. In the 1950s, it experienced textbook urban renewal that displaced an African-American community and depressed wealth for a generation. Today, the 28 acres redevelopment is an attempt to revitalize the community from an economic justice perspective. However, at the same time the city is working with residents and developers to produce affordable housing and economic development in the community, “Groundbreaking” affordable housing in Crawford Square from 15 years ago is in the process of expiring. This leads to the spectre that today’s “groundbreaking” Community Collaboration and Implementation Plan (CCIP) will simply support continued affordability in Crawford Square rather than a net increase in affordability for the community; at best, it will hold the line.

Along the East Busway corridor, and across the country, affordable housing units are expiring at an alarming rate. In order to not face this crisis again in 15 or 20 years, our task today is twofold. To preserve the affordability that exists in communities so as not to drive out current residents and to ensure that any new affordable housing created is dedicated as permanently affordable.

GENTRIFICATION IN TRANSIT ACCESSIBLE AREAS DIMINISHES THE GREENHOUSE GAS EMISSIONS REDUCTION BENEFITS OF TOD

- Proximity to transit is linked to increasing property values and rents, typically 10-20 percent above similar

rental buildings that are further from transit.

- New transit stations tend to attract new residents with higher incomes and higher car ownership.
- Evaluations of smart growth plans that emphasize TOD and other infill development have found reduced affordability and loss of lower income households in TOD areas.
- If housing around transit becomes too costly for low income people, some of the transit ridership and GHG reduction benefits of TOD will be lost.

THE NECESSITY OF ACQUISITION FUNDS (SAN FRANCISCO)

Policies that would help accelerate equitable TOD in the Bay Area are not as strong as they could be. In spite of this, or perhaps because of it, a group of local and national nonprofit organizations formed the Great Communities Collaborative (GCC) with a mission to ensure that the “San Francisco Bay Area is made up of healthy, thriving neighborhoods that are affordable to all and linked to regional opportunities by a premier transit network.”¹ The GCC collaborated with MTC to create the Bay Area Transit-Oriented Affordable Housing (TOAH) Fund. Although the fund is not a permanent solution to the dissolution of local redevelopment agencies and disappearance of state financing, it does provide needed capital for the acquisition phase for equitable TOD.

DEVELOPER THOUGHTS

From a developer’s perspective, mixed-income development in general is hard to do. This is why they only tend to do it on a large scale, because this is when it is the most profitable. Particularly with TOD, the reason we see similar scale and style projects around the country is that the larger size is needed to subsidize either affordability or financing uncertainty that often surrounds TOD. This is not to say that smaller scale TOD development is not possible, but it will be a different model and may require increased subsidization or breaking up

affordable/market rate development.

SOCIAL SERVICES

SERVICE ENRICHED HOUSING MODEL

Northside Coalition for Fair Housing works to provide residents of the Northside with a neighbor based Service enriched housing model. They work to increase accessibility of community residents to services and referrals. Service-enriched housing does so primarily through services coordination linked to housing, while neighborhood-based services coordination provides outreach to the community at-large.

- Resource and Referrals for Jobs, Childcare, Education, Healthcare, Housing, etc.
- Crisis Support
- Interventions
- Mediations
- Eviction and Utility Termination Prevention
- Street and Domestic Violence Prevention

HOUSING FIRST

An approach that offers permanent, affordable housing as quickly as possible for individuals and families experiencing homelessness, and then provides the supportive services and connections to the community-based supports people need to keep their housing and avoid returning to homelessness. Housing provides a foundation from which a person or family can access the services and supports they need to achieve stability, begin the recovery process, and pursue personal goals. While Housing First can be used in both short- and long-term interventions, the approach is closely tied to permanent supportive housing and therefore discussed in this context here. The Housing First approach can be applied to rapid re-housing as well.

Problem or Challenge:

Traditionally, many housing providers have required people experiencing homelessness to demonstrate “housing readiness” either by achieving sobriety

or entering treatment before offering permanent housing. The housing readiness approach can lead to people with relatively fewer needs accessing service-intensive housing, while people with more complex problems remain in shelters or on the streets. Housing First permanent supportive housing was created when a new approach was sought to help people with long histories of homelessness secure housing.

Solution:

The approach begins with an immediate focus on helping individuals and families get housing. Income, sobriety and/or participation in treatment or other services are not required as a condition for getting housing. All services are voluntary and are not a condition for retaining housing. Housing provides people with a foundation from which they can pursue other goals. Tenants are assisted in developing or improving skills for independent living while they live in permanent housing instead of requiring them to complete a transitional residential program first.

WORKFORCE DEVELOPMENT

BACK STREETS | BOSTON, MA

- Cluster-led business development and retention program for industrial and commercial businesses
- Workforce development targeting industrial skills
- One-stop shop for businesses to navigate bureaucracy in city agencies
- Financing and access to capital for existing or new industrial businesses
- Advocacy on planning and land use issues that affect the industrial sector

Small and mid-sized industrial and commercial businesses made significant and measurable contributions in the City’s overall economy, not only offering living wages, but contributing to the health of the region’s major clusters, including financial services, health care, education and tourism. These less visible “back streets” businesses are supportive in nature and as such, their importance had never been fully measured.

Though part of the Boston Redevelopment Authority, a city agency itself, the program helps businesses navigate the often bureaucratic governmental landscape. One of the most significant current program areas is a weekly Office Hours session hosted at a local business, where people and businesses can ask questions about city policies like zoning, permitting, and small business assistance, directly to Back Streets officials.

Key Takeaways

- Data-driven: Program inception was based on extensive research and economic impact to back up the initiative
- Public champion: Engaged high level government officials and stemmed from personal interest of high level officials
- One-stop shop: Provides access to and guidance through the city bureaucracy with a consolidated place for zoning, permits, and business technical assistance
- Advocacy: Directly communicates with local businesses to advocate on their behalf to the City

NORTH BRANCH WORKS FORMERLY LEED COUNCIL | CHICAGO, IL

- Help businesses grow through dissemination of real estate and financing opportunities
- Connect people to and train people for jobs
- Link industrial businesses, local community, and government

North Branch Works approaches economic development from different angles, aiming to better both the business environment and workforce for industrial businesses. Current programs of North Branch Works include training job seekers in computer programs and energy auditing certifications, hosting networking events for businesses and job seekers, providing information about tax incentives and grants available for companies looking to expand or “green” their business, hosting and updating websites dedicated to job opportunities and available industrial properties, and meeting quarterly with city officials to

advocate for investment in industrial businesses and workers.

EAST BAY ASIAN LOCAL DEVELOPMENT CORPORATION (EBALDC) | OAKLAND, CA

- Develop affordable housing, commercial space, schools, health clinics, open space
- Economic development programs focus on asset management (including existing commercial, office and retail real estate assets)
- Financial literacy programs for building and neighborhood residents
- Advocate for policies that support “age friendly” neighborhoods (safety, healthy food access, and transit access)
- Partnership on corridor improvements, including beautification, streetscape and landscaping in an effort to attract investment and in response to community concerns of crime, prostitution and drug trade.

EBALDC recognized the importance of not simply creating housing for residents, but creating a community through the development of viable commercial space, quality open space, and space for social service organizations that served both the building and neighborhood residents.

The breadth of EBALDC’s programs can be seen in a selection of initiatives from the past year: renovating an old hotel into affordable housing, hosting an age-friendly summit, providing free tax filing assistance, hosting pop-up food vendors in its commercial spaces, educating public school students about financial literacy, and outfitting its properties with solar panels.

LOCAL HIRING

ALAMEDA CORRIDOR BUSINESS OUTREACH PROGRAM

Of the Alameda Corridor Transportation Authority contract awards:

- 22.3% went to DBEs overall
 - 29% of professional services
 - 36% of construction management contracts

- *20% of construction services contracts*
- \$289 million of contracts for 155 DBE companies

The outreach program provided the following services that lead to successful implementation:

- Notified DBEs of all contracting and procurement opportunities
- Established 10 plan viewing rooms throughout the Los Angeles region
- Provided DBEs with access to bonding and capital services through the U.S. DOT Bonding Program
- Assisted with certification
- Referred DBEs to technical assistance services
- Assisted prime contractors with DBE outreach
- Gave workshops on DBE outreach for small prime contractors
- Surveyed DBEs that expressed interest in receiving contracts ahead of time
 - *Provided contractors with these lists*
 - *Held prime contractors accountable for reaching out to DBE companies*
 - *Also contacted surveyed DBEs bi-weekly to remind them of opportunities and hold them accountable*

TRIMET INTERSTATE AVENUE LIGHT RAIL, PORTLAND OR

Bull's Eye approach

- No specific percentages for local DBE participation set
- Instead, a set order of contractor preference
 - *First neighborhood firms, then: city, county, state, and out of state*
- Also: local hiring provisions for subcontractors, contractors had to hire from local workforce programs based on the RFP, and they were expected to participate in a city apprenticeship program
 - *For instance, the four top candidates that responded to the RFP had to present their plan to meet DBE hiring goals at a community meeting*

It worked! All goals were met or exceeded.

- Prime contractor hired a local firm to serve as a DBE/workforce coordinator to notify local firms of DBE opportunities
- For subcontractors, smaller bid packages were created and extended work was rotated among different subcontractors to give many DBE firms experience
- TriMet had multiple networking sessions, put together a database of certified DBE firms, technical assistance, and a day-long session on certification

Bibliography

MINNEAPOLIS

Amherst Wilder Foundation's Big Picture Project - a plan to create and preserve affordable housing along the (Twin Cities) Central Corridor

<https://www.wilder.org/wilder-research/research-library/big-picture-project>

<http://www.lisc.org/twin-cities/our-work/research/big-picture-project/>

Impact on community health

http://beta.policylink.org/sites/default/files/HEALTHYCORRIDOR_SUMMARY_FINAL_20120111.PDF

Organizing for equity

http://www.metrostability.org/efiles/stopsforus_final.pdf

ATLANTA

Organization leading equitable development

<http://beltline.org/>

Workforce development

<http://beltline.org/programs/employment/>

Affordable housing

<http://beltline.org/programs/affordable-housing/>

Affordable housing trust fund

<http://beltline.org/wp-content/uploads/2012/04/BAHAB-Affordable-Housing-Trust-Fund.pdf>

FINANCE

Equitable TOD Loan Program from Seattle

http://www.seattle.gov/housing/Cornerstones/docs/CommunityCornerstones_ETODLoanProgram_RFP_09-23-13.pdf

Case studies of filling the gap in funding equitable TOD

<http://www.liifund.org/wp-content/uploads/2013/04/TOD-Report-03-26-13-FINAL.pdf>

COMMUNITY ENGAGEMENT

Guidelines for empowering engagement

http://beta.policylink.org/sites/default/files/COMMUNITYENGAGEMENTGUIDE_LY_FINAL%20%281%29.pdf

Case studies of empowering engagement

<http://beta.policylink.org/sites/default/files/Community%20Campaigns%20for%20Infrastructure%20Equity.pdf>

Maintaining Diversity in America's Transit-Rich Neighborhoods

http://www.northeastern.edu/dukakiscenter/wp-content/uploads/2011/12/TRN_Equity_final.pdf

Minneapolis had excellent community engagement throughout its planning process (see links above)

A BROAD DEFINITION OF AFFORDABILITY

Excellent Resource on the Full Spectrum of Permanent Affordable Housing Options

<http://cltnetwork.org/wp-content/uploads/2014/01/2001-Sharing-the-Wealth.pdf>

Community Land Trust resources

<http://www.burlingtonassociates.com/#!/resources>

Community Land Trust + TOD

https://www.lincolnst.edu/pubs/dl/2243_1579_Hickey_WP13RH1.pdf

Property Taxes and Community Land Trusts: a Middle Ground

<http://groundedsolutions.org/wp-content/uploads/2017/10/Property-Taxes-and-CLTs-A-Middle-Ground-Texas-Law-Review.pdf>

Long-term results of Inclusionary Zoning

<http://www.pschoosing.org/news/long-term-results-inclusionary-zoning-programs>

Separating Fact From Fiction to Design Inclusionary Housing Programs

<https://ihiusa.org/wp-content/uploads/Seperating-Fact-from-Fiction.pdf>

Equitable Economic Development

<http://www.anhd.org/wp-content/uploads/2011/07/ANHD-Roadmap-for-Equitable-Economic-Development-final1.pdf>

Local Workforce Development

<http://www.policylink.org/resources-tools/local-hiring>

Low Income Housing Tax Credits (LIHTC)

<https://www.huduser.gov/portal/datasets/lihtc.html>

PA Housing and Finance Agency's LIHTC program

<https://www.phfa.org/mhp/developers/lihtc.aspx>

National Housing Trust Fund

https://www.novoco.com/sites/default/files/atoms/files/nlihc_housing_spotlight_rental_housing_gap_082814.pdf

SOCIAL SERVICE DELIVERY AND COMMUNITY DEVELOPMENT

Housing First Model

<http://www.endhomelessness.org/library/entry/what-is-housing-first>

Service Enriched Housing

<http://www.northsidetenants.org/7/category/service%20enriched%20housing/1.html>

INFRASTRUCTURE

Promoting Opportunity Through Equitable Transit-Oriented Development: Barriers to Success and Best Practices for Implementation

http://media.metro.net/projects_studies/joint_development/images/promoting-opportunity-through-etod.pdf

Corridor level TOD

<https://drcog.org/sites/drcog/files/resources/NW%20CWG%20Corridors%20Presentation%2011-6-13.pdf>

The Train That Brought the Twin Cities Back Together

<https://www.politico.com/magazine/story/2017/03/train-line-minneapolis-st-paul-streetcar-light-rail-214920>

Equitable development toolkit

http://beta.policylink.org/sites/default/files/transit-oriented-development_0.pdf

EcoDistricts Protocol

<https://ecodistricts.org/get-started/the-ecodistricts-protocol/>

MANAGEMENT ENTITY

Green Impact Zone

<http://www.greenimpactzone.org/>

Capital Hill Eco-District

http://capitolhillhousing.org/downloads/Capitol-Hill_EcoDistrict_Report_2012.pdf

PITTSBURGH PLANNING

Neville Ave Station Bike Trail

<http://www.nextpittsburgh.com/city-design/busways-neville-trail-makes-something-out-of-nothing/>

Polish Hill Community Plan

<http://phcapgh.org/wp-content/uploads/2013/06/Polish-Hill-Community-Plan-Final-2.23.12-lo-res.pdf>

Opportunities and Challenges to Implementing TRID

<http://www.reconnectingamerica.org/assets/Uploads/201107TRIDFinal.pdf>

GENERAL RESOURCES

Transit Oriented Development FAQ

<http://ctod.org/faqs.php>

Community Land Trust Network

<http://cltnetwork.org/>

Housing Alliance of PA

<http://www.housingalliancepa.org/resources>

Equitable TOD Development

<https://www.itdp.org/>

Equitable TOD Development

<http://reconnectingamerica.org/resource-center/>

Partnership for Working Families TOD

<http://www.forworkingfamilies.org/resources/policy-tools-transit-oriented-development-tod>

Port Authority of Allegheny County Transit-Oriented Development Guidelines

[http://www.portauthority.org/paac/CompanyInfoProjects/TransitOrientedDevelopment\(TOD\).aspx](http://www.portauthority.org/paac/CompanyInfoProjects/TransitOrientedDevelopment(TOD).aspx)

CONNECTING
wilkinsburg