
Strip District Improvement Strategy

prepared by Brean Associates
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- Pittsburgh Sports and Exhibition Authority
- Businesses, residents, institutions, and all other members of the Strip District community

Neighbors in the Strip Mission Statement

To promote economic development opportunities, while preserving the personality, integrity and character of the Strip.

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Introduction

A community plan is a process through which stakeholders articulate their vision of a common future. In town meetings, planning team meetings, and focus groups, members of the Strip District community have collaborated with the consultant team to outline a plan that:

- Reinforces the neighborhood identity;
- Preserves a delicate balance of uses;
- Provides a framework to respond to development pressures while preserving the mix;
- Proposes incentives and regulations; and
- Plans in a wider regional context.

A community plan is a working document that is molded and changed as the needs of the community change over time. The format for this document reflects the fact that, over time, the Plan's sponsors and the Strip District community need the flexibility to change their strategies as programmatic goals are achieved.

Reinforcing neighborhood identity

The Strip District's vitality and unique atmosphere are largely the result of its wide array of uses and activities. It is a complex, lively, and fragile place. Maintaining and enhancing the Strip District's unusual blend of activities requires both vision and attention to detail. Perhaps most of all, it requires collaboration and cooperation of property owners and stakeholders.



Saint Stanislaw's at the end of Smallman Street: an icon of the Strip

Preserving a delicate balance of uses

During the drafting of the Urban Industrial District of the New Urban Zoning Code, the Strip District was held up as a model for the new District's broad array of uses. But, mixed uses can only function well when the impacts of one use on another are addressed and mitigated. Food warehousing and nightclub activities coexist successfully when details of parking and traffic flow are addressed. Loft housing flourishes adjacent to industry when the pedestrian environment is carefully designed. And, the daily management of this complex array of components



Penn Avenue comes alive with its different uses and users

depends on the enfranchisement of businesses, residents, and other key stakeholders.

In developing a plan for the future of the Strip District, it has become clear that the overarching goal should be to preserve and enhance the elements that make the Strip District a special place. The Strip is endowed with outstanding natural resources, such as its proximity to the river front,

its location bridging the gap between Downtown and the surrounding residential neighborhoods, and its (unusual for Pittsburgh) flat and open terrain. These aspects make the area perfect for a variety of residential, commercial and industrial uses.

The Strip District's popularity with a diverse and varied group of interests lies largely in the diversity of the place itself. The Strip is a place where different business cultures coexist in complementary ways. It is an historic area with many long-standing successful businesses and provides fertile ground for new ventures, from gourmet food to software, to start and thrive. It has an authentic urban appeal that draws entrepreneurs, artists, industrialists, club goers and shoppers alike.

Providing a framework to respond to development pressures while preserving the mix

Ironically, as some businesses thrive and expand in this culture, they potentially endanger the health of other industries and the unique character that drew them to the Strip in the first place. The challenge to planners is to accommodate the pressure for growth and development on many different fronts, while preserving the balance and personality that is unique to the Strip.

Proposing incentives and regulations

The character and mix of uses of the Strip District are extremely fragile. With development pressures increasing, special emphasis must be paid to conserving independent retailers/wholesalers along with preserving the unique physical characteristics of the District.

Incentives must be implemented to retain independently owned stores in an increasing rental market. One mechanism, "rent controlled" publicly owned buildings to house independent businesses, has been initially explored through this planning process. In addition, Map Pittsburgh, the City's initiative to analyze the appropriateness of each neighborhood's zoning demarcations, affords an opportunity to examine zoning regulations to support neighborhood objectives. For example, the Public Realm District regulations, as regulated by the City's New Urban Zoning Code, could be utilized to preserve the District's unique qualities, encourage compatible development, and address the impact of larger scale development within the neighborhood.

Planning in a wider regional context

The Strip District is both a regional asset and a neighborhood marketplace. It houses a metropolitan center for the food industry alongside entertainment and residential uses. It links the Golden Triangle to the neighborhood of Lawrenceville. Through bridges and river transport, it is linked closely to the North Side, to Polish Hill, and to Oakland. Tourism, commerce, and transportation, all generated by and around Pittsburgh's downtown, have a major effect on the Strip. It is impossible to plan for the District without thorough understanding of its relationship to the region and to regional planning efforts.

Issues, Goals, and Strategies

Issue: Reinforcing Neighborhood Identity

The uniqueness and vitality of the Strip District is largely the result of its wide array of uses and activities. The Strip District is best known for its key role in the wholesale food industry. Retail businesses are a more recent but well-established mainstay of the Strip business district. Many retail enterprises grew out of established wholesale businesses that sought ways to sell directly to the public. Other retailers have been attracted to the unusual atmosphere that prevails in the Strip, of a market-like open-air bazaar, a variety of ethnic specialties, and a reputation for freshness, quality and reasonable prices. People who shop in the Strip know that they will find unique, independently owned and operated stores.



In the last 10 to 15 years, the entertainment industry has gained enormous popularity in the Strip. The marriage of underutilized warehouse space, proximity to both residential neighborhoods and Downtown, and a gritty urban atmosphere have provided an excellent environment for nightclubs and restaurants to start and thrive. While the growth of nightlife has provided new business opportunities in the Strip, it also poses some new challenges. Parking and loading conflicts, litter problems, and impacts on Strip District residents require attention and planning.

Goal

Protect and enhance the mix of uses that coexist in the Strip District with special emphasis on the wholesale food industry.

Strategies

Utilize zoning regulations

One approach to preserving the mix of uses in the Strip is to use zoning regulations to reinforce the character of the Strip District. Zoning regulations would be useful in shaping physical development in key areas of the Strip, such as the retail/wholesale core. The regional importance of the Strip District, coupled with the fragile retail/wholesale core, suggests the designation of a Public Realm District as defined in the New Urban Zoning Code. The Public Realm District regulations are intended to identify and protect places of City-wide or regional importance. The regulations provide a framework to preserve the District's unique characteristics, encourage compatible development, and address the impacts of large scale development within and adjacent to the District. Because additional layers of regulation run counter to the image of the Strip District by its stakeholders, this strategy will require close cooperation between the Department of City Planning and the Strip District community.

Expand rent control for independent local wholesalers and retailers

The Strip is known for independent local businesses. They give the Strip much of its unique character. The Urban Redevelopment Authority (URA) owns the Produce Terminal Building, which is currently leased to independent wholesalers and retailers at rates much below open market rental costs in the area. If the URA were to expand its holdings in the Strip, by acquiring additional buildings, it could continue to lease space at a special reduced rate to independent



The Produce Terminal offers opportunities for small businesses.

local businesses, following the Produce Terminal model. This would be an effective strategy for maintaining and stimulating the growth of independent local wholesalers and retailers. By protecting small local businesses from the pressure that the open rental market could bring to bear, much of the fear of “chain stores around the corner” could be alleviated. Eligibility guidelines for rent-controlled buildings would insure that tenants were of an appropriate size, locally based, and independent in nature.

Protect the retail core

The Penn Avenue retail core between 22nd Avenue and 15th Street should be protected from development stress. The character of the buildings and the nature of the businesses located in the core need to be preserved. In order to achieve this, development incentives and other mechanisms should be utilized to encourage large footprint development, including retail and entertainment uses, to locate on underutilized land outside, adjacent to, the retail core. For example, the area located between Smallman Street and the riverfront, housing a large tract of underutilized land, in the form of vacant space and parking lots, could be targeted for development.

Goal

Market the Strip to local residents, businesses, and visitors.

Strategies

Develop an image strategy

An image strategy for the Strip should be developed, for use in a variety of marketing media. This image strategy could be used to develop the physical context of the neighborhood, such as signage and banners, and could be applied to publications and marketing materials for the Strip.

Develop unique marketing tools and promotional materials that reflect the character of the Strip

It is important in thinking about promotional materials and marketing tools to think creatively about what will best express the unique qualities of the Strip District’s businesses and highlight their specialties. The recent brochure entitled “Pittsburgh 16:62 Design Zone” produced by the Lawrenceville Corporation, does an excellent job of highlighting design oriented businesses from 16th to 62nd Streets, complete with maps and hours of operation for each business included. Additional materials might be developed that highlight other business sectors, such as retail food shops and restaurants. Another good example of creative marketing is the cookbook that was recently published by the merchants of Reading Terminal Market, located in Philadelphia. It includes best loved recipes based on the ingredients that are found in their shops, and is sold in bookstores nationally.

Create a commercial tour of the Strip

The Strip District tour, geared to attract both local residents and tourists could feature the history of the Strip while allowing tourists to experiencing the Strip as it is today. The food industry could be sampled with visits to answer questions such as, “What specialties have been here for years? What’s the most popular breakfast at DeLuca’s? Of the many types of prosciutto available at Sunseri’s, which is the most highly recommended?” Such a tour could either be in the form of a guided event for which visitors pay, or a self-guided pamphlet that could be co-sponsored by local businesses. Local recipes and cooking tips might be provided as well.

Develop an internet presence for the Strip

A Strip District web site should include the historic context, business listings and links, maps, and walking tours of the Strip. Information should be given that is useful to both regular patrons and tourists, such as hours of operation for businesses, driving and transit directions, parking maps, and online ordering where appropriate.

Goal

Maintain and develop the physical character of the neighborhood.

Strategies

Encourage contextual architectural features

Architectural features that enhance the character of the Strip, such as vendors’ canopies and arcades, should be encouraged. Façade matching grant programs can be an incentive to renovate facades while establishing key design features.

Preserve and enhance historic structures

Historically significant structures should be targeted for preservation and development. Neighbors in the Strip should work with the City of Pittsburgh and the Urban Redevelopment Authority to secure the funding that may be necessary to complete such projects successfully. Support should be given to building owners to help them seek financing for architecturally sensitive renovations. Property owners should be encouraged to become familiar with and utilize existing resources and research on preservation and adaptive reuse development issues. These resources include Philadelphia’s Center City plan, “Turning the Lights On”, and the Pittsburgh Department of City Planning’s study of building code issues for the adaptive reuse of commercial and industrial buildings.

Preserve “fabric” buildings of the Strip District

Many buildings that help create the character of the Strip District are not historically significant unto themselves. However, when several of these buildings, such as the warehouses along Smallman Street east of 21st Street or the commercial buildings that line Penn Avenue are put together, they add a wonderfully rich texture or “fabric” to the city. Losing these buildings would be a damaging to the physical environment of the Strip as losing one of the “signature” buildings

such as Armstrong Cork or Saint Stan's. It is important to recognize that the preservation of a few key landmark buildings will not be enough to preserve the Strip's architectural character. A survey of building in the Strip District may want to be undertaken in order to identify some of these fabric buildings, as they are not currently included in any of the local registries of historic structures. Opportunities for their re-use should be explored with the community as they become available.

Foster residential development

Residential development should continue to be fostered in the Strip, as well as the development of support businesses for residents. With that, it is important to note that an increase in residential development will have several significant impacts on the District. For example, the cost associated with retrofitting existing buildings may out-price the market, thereby discouraging adaptive reuse of warehouse and other contextual buildings for residential use. This issue is exacerbated by the desire to "round out" recent high-end residential developments with new mixed-income housing. Unfortunately, the type of setting and scale required to make affordable housing work do not exist in the heart of the Strip District. Any residential development of size might do best to link to Lawrenceville's existing residential community beyond 36th Street, as suggested by the Pittsburgh Department of City Planning's Allegheny South Bank draft document of 1994.

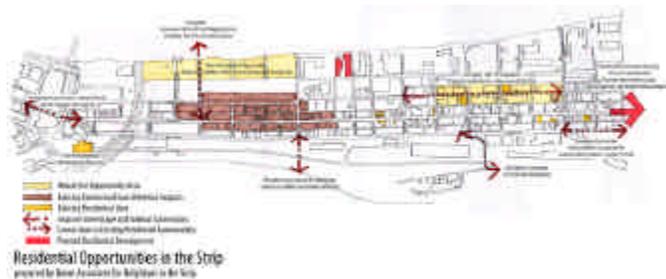


Figure 1: Residential Opportunities

Because of the fragile nature of the retail core, residential development should be discouraged between 16th and 22nd Streets, along Penn Avenue. However, the scattered residential developments along Smallman Street, outside of the core, could be reinforced with connections along Smallman between 27th and 30th Streets. Residential development should not be encouraged beyond 31st Street at Smallman Street, as this area is currently functioning as an industrial "sanctuary".

Finally, and in the long term, the area west of 21st Street, along the river, should be explored for mixed use development to include commercial, residential, office, public open space, and waterfront activities.

In addition, the parking required for residential development, coupled with the high cost of structured parking, could lead to significantly sized open lots. Relief from zoning restrictions, in conjunction with transit links from the Strip District to Downtown, should be examined for residential developments.

Issue: Creating a clean, safe place in which to shop, work and live

Business owners and patrons alike agree that “grittiness” is part of the unique character of the Strip. It gives the neighborhood an authentic urban appeal that would be lost if the neighborhood became too “slick” or “pretty.” However, many stakeholders are equally adamant that the excessive litter and grime that sometimes exist in the Strip are highly undesirable. Residual debris left by the general public and the food and entertainment industries can combine to create an unappealing and even unhealthy environment. The problem is especially acute during weekend evenings.



Figure 2: Safety & Security Improvements

Access to, and within, the Strip District is problematic for both pedestrians and motorists. The lack of appropriate sidewalks and walkways often forces pedestrians to walk in the street, particularly going to and from parking areas. This problem is exacerbated on the weekends when the Strip District becomes an open air market by day and entertainment center at night, bringing heavy pedestrian traffic. Many of the main intersections in the Strip are considered to be dangerous for pedestrians and motorists alike.

The most problematic areas for pedestrians are unfortunately some of the most popular. Smallman Street, where many shops, entertainment spots, and parking areas are located, suffers a shortage of sidewalks, crosswalks and stop signs. The side of Smallman Street adjacent to the Terminal building lacks sidewalks, and the opposite side does not have sidewalks for several well-traveled blocks close to Rosebud and Metropol. There have been many accidents at the corner of 21st and Smallman, a main pedestrian artery between parking areas and the heart of the shopping district. The intersection of 15th and Smallman, and the area of Penn Avenue between 27th and 29th Streets have both been identified as pedestrian-vehicular conflict areas. The intersections of Penn and Smallman at 11th Street present more pedestrian/vehicular conflict areas. There is a lack of stop signs and crosswalks throughout the Strip District. Pedestrians report that where there are crosswalks, drivers often do not respect them. Cars tend to speed on Smallman Street and do not slow down when pedestrians approach.

The nature of the shopping area along Penn Avenue on Saturdays necessarily implies heavy pedestrian activity along and across the street. The lack of established crossing areas leads to pedestrians dashing out from between parked cars, wherever they sense a gap in the traffic. The heavily congested sidewalks filled with street vendors create a wonderful ambiance but also lead some to walk in the street in order to avoid congested sidewalks.

Some areas of the Strip are particularly problematic for vehicular safety. There have been many vehicle accidents at 21st & Smallman, where Smallman makes a turn around St. Stanislaw Church. The shift from one-way to two-way traffic at 16th and Penn Ave. is also attributed with causing a disproportionate number of accidents. The high speed of traffic on Liberty Ave. has been identified as a problem for both vehicular and pedestrian safety.

Patrons of retail and entertainment establishments have noted that the quality and accessibility of parking available to them is in need of improvement. Many parking areas are located at a distance from entertainment and retail venues, in areas that are not well maintained. Most of the parking lots are

made of gravel and are poorly lit, with little or no security presence. The streets and alleyways leading most entertainment venues are also poorly lit, and sidewalks are either nonexistent or not well maintained. In some of the main areas on Smallman Street, where clubs and restaurants are located, there are no sidewalks. The necessity of walking a long way through poorly maintained and unmonitored areas to a club or restaurant makes the Strip a less attractive destination for patrons.

Goal

Address safety and attractiveness of 24-hour Strip

Strategies

Create a Business Improvement District

A Business Improvement District (BID) is a legal mechanism for property owners in a business district to agree to levy an additional tax on their properties to pay for services beyond those provided by the local government. Pittsburgh Business Improvement Districts include the downtown, East Ohio Street, and Oakland. Having established BIDs, these neighborhoods can serve as important resources. In Oakland, for example, the BID is intended to provide services in the areas of district appearance and maintenance, marketing and promotion, management, advocacy, and safety promotion. Learning from their experiences, neighbors in the Strip, key agencies, and the community at large will need to decide on the boundaries of the BID, determine the method of assessment, plan the BID's scope of services, and pursue the ordinance creation and adoption.

Strengthen security presence in the Strip

The security presence in the Strip needs to be enhanced during evening hours, when crimes such as assault and auto theft are more likely to occur in the area. The staff and membership of Neighbors in the Strip can build on their strong relationship with the City of Pittsburgh's Department of Public Safety and other law enforcement agencies.

Upgrade parking lots to improve security

Parking lots have been consistently identified as some of the more unsafe areas in the Strip. In order to change this perception, several things need to be improved. Lighting should be increased in and around parking areas. The surface of the parking lots should be improved, changed from largely uneven surfaces, such as gravel, to paved lots. Also, signage should be improved so that people can find their way to and from parking lots easily. (See Figure 2)

Keep streets, sidewalks, and other public areas litter-free

Patrons and business owners alike have reported that the Strip is too dirty. This problem could be addressed by increasing the numbers of trashcans placed in key areas such as along Smallman Street and by developing a sidewalk cleaning program. It has been found that people coming out of restaurants and nightclubs can be a key cause of litter. NITS should work with entertainment and restaurant owners in order to develop strategies to prevent littering, such as discouraging customers from leaving clubs with bottles. As this plan goes to press, it is encouraging to note

that a new street cleaning initiative has been undertaken. The City of Pittsburgh's Public Works Division will be cleaning Penn Avenue between 11th Street and 25th Street, four early mornings per week.

Develop and implement late night shuttle/escort system

The lack of clear pedestrian access ways with sidewalks, crosswalks, signage, and good lighting makes it difficult to traverse from parking lots to entertainment and other establishments. The creation of a parking shuttle and/or an escort system late at night, going from the nightclub areas to parking lots, would do much to insure patron safety and comfort.

Develop an auto theft prevention program

Neighbors in the Strip is working in conjunction with the City of Pittsburgh and the District Attorney's office to develop a comprehensive auto theft prevention program.

Develop crisis communications guide

Recent incidents in the Strip District have shown speedy response on the part of both business owners and the City of Pittsburgh's Public Safety Department. Nevertheless, many have expressed concern over whether they'll know what to do in a crisis. As a result, Neighbors in the Strip has undertaken the production of a guide to managing a crisis and dealing with the media. This guide should be available District wide, used as a model for other neighborhoods, and updated continuously as a working document.

Goal

Address pedestrian and vehicular conflicts

Strategies

Develop key pedestrian crossings

Pedestrian crossings are needed at key locations throughout the Strip, particularly in the retail core. In some of the most popular pedestrian areas, motorized traffic should be slowed for safety reasons. Using special paving, such as Belgian block, in crosswalks would increase driver awareness of pedestrian areas and help to slow traffic. (See Figure 2)

Improve pedestrian aspects of Liberty Avenue

The sidewalks along Liberty Avenue should be improved. At least one bus shelter should be developed for transit users. Special attention should be given to key cross streets, such as 12th, 16th, 21st, and 31st streets. Opportunities for expanding pedestrian areas on the south side of Liberty Avenue are particularly important as this is a major connection for transit users who are heading east. The current conditions are unsafe. (See Figure 2)

Goal

Improve signals and signage for cross streets

Strategies

Add signals and signage to key intersections

Signals at side streets should be “pressure sensitive”, changing with traffic flow patterns throughout the day. The signals along Penn Avenue should be time coordinated to reduce traffic speed. (See Figure 2)

Improve pedestrian signage

Erect pedestrian signs at appropriate locations on Smallman Street and Penn Avenue. Crosswalks should be painted, and their locations marked with signs. (See Figure 2)

Issue: Strengthening Connections

As the Strip becomes an increasingly popular shopping and entertainment destination, the need for better public access becomes more important. There are many opportunities to enhance connections to the Strip through improved public transportation, better access for pedestrians and cars, and development of the riverfront.

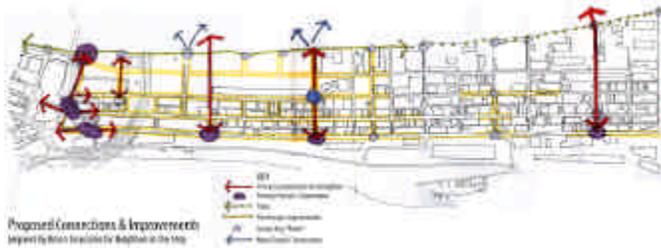


Figure 3: Proposed Connections & Improvements

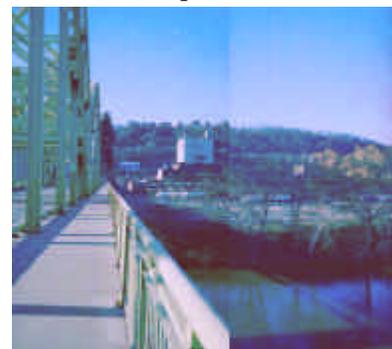
Currently, public transportation to the Strip District is limited to Port Authority Transit routes 54C, 86A & B, and 91A & S. Several neighboring communities, such as the Hill District, are virtually cut off from the Strip. Most bus stops are located on Liberty Ave., perceived to be far from the locations of popular destinations.

Public transportation currently does little to serve the thriving entertainment industry in the Strip. The only current connection to Shadyside, the 86A bus route stops running on Saturday 12:45 AM, over an hour before bars and clubs in the Strip close. Furthermore, this bus runs only once every 45 minutes. The 54C bus runs between the South Side and the Strip, but goes only once every 45 minutes after about 10:30 at night, and takes half an hour.

There is a public perception that the Strip is a confusing place to try to reach by car. The most direct access route to the Strip from most city locations is by way of Liberty Avenue. People report confusion about exactly where to turn off Liberty Avenue to reach the shopping and entertainment centers on Penn and Smallman. The high speed of traffic on Liberty Avenue can also make it difficult for people to choose the right street. There is a need for markers and signage to guide people to the main food, entertainment and business areas of the Strip, as well as to appropriate parking facilities.

Pedestrians report that the condition of sidewalks and walkways in the Strip needs to be improved. Many sidewalks are in disrepair or are non-existent, which is inconvenient to pedestrians and can lead to safety problems. Along Liberty Avenue, where nearly all of the bus stops in the Strip District are located, the sidewalks are narrow and there is little shelter available around the bus stop areas. This combined with the high speed of traffic makes it uncomfortable to stand or walk along Liberty Avenue.

Despite being a riverfront neighborhood, the Strip District lacks real connection to the river. There are very few entertainment or shopping venues that are located along the riverfront, and hardly any docking facilities for boats. In fact, it is difficult for pedestrians to reach the riverfront at all in the most popular areas of the Strip District. Even if they were able to reach the riverfront, there would be little opportunity for people to walk or rest along the river. Much of the riverfront land is currently underutilized, housing parking lots or abandoned buildings.



The Strip has few connections to the adjacent riverfront.

Goal

Improve and develop connections between the Strip and the riverfront.

Strategies

Develop a mixed-use riverfront zone

The area between the Terminal Building and the riverfront could be developed as a mixed-use zone, with emphasis placed on connecting streets. Railroad Street should be extended through the site to connect with Fort Duquesne Boulevard. Pedestrian connections should be developed between Smallman Street and any new development towards the riverfront. (See Figure 3)

Encourage large-scale development on underutilized riverfront land

Development incentives and other mechanisms should be used to encourage large footprint development, including retail and entertainment uses, to locate on currently underutilized riverfront land.

Promote use of river for boats and taxis

Opportunities should be sought out to develop docks along the river, and promote their use by private boaters and water taxis. Pedestrian connections should be made between any docking locations and the Strip.

Goal

Develop key connections to the river at the History Center, 21st Street, and 31st Street

Strategies

Connect Heinz History Center to the river

Recent work of the Riverlife Task Force has identified the opportunity to develop open space connecting the History Center to the Riverfront and to the expanded Convention Center. Neighbors in the Strip should work with the Task Force, the Sports and Exhibition Authority, Transportation stakeholders, property owners, and others to plan for this connection before it can be precluded by development. (See Figure 3)

Goal

Connect the core of the Strip to Downtown, Lawrenceville, and other neighborhoods across the city.

Strategies

Strengthen the portals

The locations at which motorists and pedestrians enter the Strip are in need of renovation. These “portals” include the underpass at Penn and Smallman and 11th Street, and the arrival points on Penn Avenue of the 16th Street Bridge and the 31st Street Bridge. The renovations could include urban design strategies such as creative lighting and color to reinforce the sense of connection through the portals. (See Figure 3)

Examine connections to “inaccessible” neighborhoods

Pittsburgh’s topography presents a special challenge to connect neighborhoods. The Hill District, in theory adjacent to the Strip, has virtually no connection to it. Plans for new housing in the Hill District have identified possible restoration of an incline connection on axis with 21st Street.

Develop pedestrian connections from Liberty Avenue into the core

The pedestrian conditions along Liberty Avenue itself should be improved, including addressing sidewalks and building bus stops and shelters. Improvements to the streetscape should encourage pedestrians to walk from transit stations on Liberty Avenue to and from the retail core of the Strip District.

Strengthen transit connections

Transit connections to the Strip should be strengthened. Transit access along Smallman Street and the “new” Railroad Street could be provided as a supplement to Liberty Avenue. Neighbors in the Strip should work with the Port Authority to examine the feasibility of a spur of the Golden Triangle transit system to continue into the Strip District to 21st Street.

Issue: Promote business development

Goal

Promote and maintain a sense of entrepreneurship and free enterprise within the Strip

Strategies

Promote business cooperation

A tenants' association should be developed that could provide support in tenant-landlord negotiations and relationships. This would help to increase the 'bargaining power' of local businesses. Opportunities for business cooperatives should be identified and promoted.

Entrepreneurial 'incubators' and other rent-controlled real estate options should be pursued.

Develop a real estate clearinghouse

Neighbors in the Strip should develop and maintain a database identifying residential and commercial real estate opportunities. This information could be modeled after the property database being developed by Lawrenceville Development Corporation. Alternatively, Neighbors in the Strip could collaborate with Lawrenceville Development Corporation to expand and maintain a joint real estate database.

Develop an "intra-net" for Strip District businesses

While the Internet can be a useful marketing tool in order to promote local businesses and the Strip as a whole, the use of an "intra-net" system that connects businesses to each other can also be a highly effective tool for sharing information and resources. Such information may include on-line calendars of events, sharing safety and security notices, and additional tools. A Strip based website could provide small merchants opportunities for advertising and outreach while reducing the costs for all.

Issue: Address the long-term viability and roles of Neighbors in the Strip

Goal

Develop the resources of NITS to provide business and residential support, to advocate for the Strip in public processes, to convene stakeholders, and to overall maintain and enhance the unique qualities of the Strip District.

Strategies

Identify and develop joint marketing opportunities

Neighbors in the Strip should identify and pursue opportunities for joint marketing. For example, Neighbors in the Strip can work collaboratively with the Heinz History Center to capitalize on the History Center's Visitors Center.

Promote and advocate for safety initiatives

Neighbors in the Strip has already established a strong advocacy position with local and other law enforcement agencies. The organization is becoming known for responsiveness to safety issues along with the ability to draw on key local and other agencies as needed. The establishment of a Business Improvement District could serve to provide on-going support for these important functions.

Learn from the experience of others and develop collaborative relationships

NITS should foster working relationships with similar organizations and community development corporations located across the country, including the Reading Market group in Philadelphia, the Westside Market and Flats Oxbow Association in Cleveland, the Pike's Place Market in Seattle, and the Portland Public Market in Portland, Maine.

Develop an experience library

Neighbors in the Strip should develop a library of contacts, issues and approaches of similar ventures and communities. Resource materials that could be used include community plans, market research, promotional materials, articles and images. The organization should identify the successes and failures in different planning efforts from other organizations in order to learn from their experiences.

Plan and implement special Strip District events

Neighbors in the Strip should advocate for, and convene, key special events related to Strip District promotion. For example, events such as the Arthritis Foundation mini-grand prix bring new people to the Strip District and broaden the District's audience.

Supporting Analysis

A number of analytical tools were used throughout the Strip District Improvement Study Process. A series of community work sessions were held with the community in order to elicit ideas and responses to proposals. Through the volunteer efforts of Neighbors in the Strip, data gathered by the Map Pittsburgh Project, of the Department of City Planning, was mapped in order to create land use maps that formed the basis for discussion. Other analytical drawing tools were employed throughout the process. The following is a summary of the findings of these different analytical pieces.

Community work sessions

Recommendations from the community work sessions fit into two general categories of improvements: connections and riverfront access.

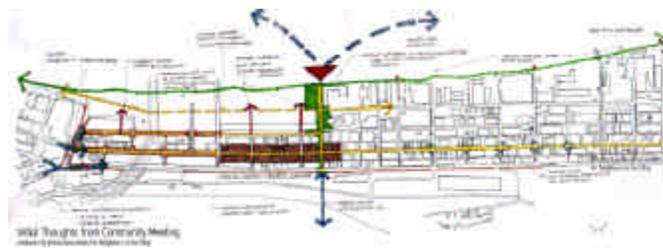


Figure 4: the initial ideas developed in the community work session

Session participants suggested that connections between the Strip and surrounding neighborhoods could be improved in several ways. Connections to Downtown could be improved by developing the main entry area on 11th Street and the underpass of the railroad bridge at Liberty and Penn as portals, or gateways, to the Strip. Furthermore, it was suggested that the Strip be re-connected to the

Hill District by restoring the original incline connection. Signal and signage improvements were suggested for cross-streets along Penn Avenue, particularly from 25th to 30th Streets. An additional roadway was proposed, continuing Railroad Street along the river from 21st Street to 11th Street, thereby allowing access to riverfront development sites.

Several changes to streetscape conditions in the Strip were recommended. Sidewalk and bus stop conditions along Liberty Avenue were noted as in need of improvement. It was also suggested that Smallman and Penn should be fully developed as two-sided streets, rather than single loaded. Streetscape improvements were also recommended for Penn and Smallman, particularly in the entertainment/retail corridor from 11th to 26th Streets. Participants also asked that intervention be minimized in the central Strip, the retail core on Penn Avenue between 16th Street and 22nd Street.

Participants in the community work sessions expressed a strong desire to make the Strip District's riverfront more accessible to pedestrians and to boats, both motorized (power boats) and non-motorized (canoes, kayaks, etc.) One of the most repeated requests was for a pedestrian trail to be established running along the riverbank from Lawrenceville to Downtown. This trail should be accessible from multiple places in the Strip, one roughly every 4-5 blocks, including several main connection points at key cross streets. Participants also strongly suggested creating Strip District riverfront parks, particularly at 21st Street and by the History center. The 21st Street riverfront area was also mentioned as a preferred location for a boat landing dock/marina.

Land use

In order to better understand land use patterns in the Strip District, the Improvement Study looked at land use drawings that took different “cuts” across the land use categories. These different cuts include looking at Overall Land Uses (Figure 1) including residential, commercial and industrial uses; Commercial Land Uses (Figure 2), which looks more specifically at commercial uses in terms of categories including Office Uses, Retail Uses, Entertainment Uses, Automobile Related Commercial, and Mixed Use (Residential-Retail, Office-Retail, etc.); and Industrial Land Uses (Figure 3) which categorizes uses as Warehouse Uses, Wholesale/Distribution Uses, Manufacturing/Assembly Uses, Recycling, and Miscellaneous Industry. These more “fine-grained” looks at land uses allow us to look more carefully at how the different sectors or zones of the Strip have developed over the years.



Figure 5: Land Use



Figure 6: Commercial Land Use



Figure 7: Industrial Land Use

As illustrated by figures 5 and 6, commercial activity in the Strip District is focused along the Penn Avenue Corridor. This pattern is readily identified by community members (figure 8, Development Patterns in the Strip). This commercial “core” is generally bounded by 16th Street at the western end and 22nd Street at the eastern end. However, figure 8 also indicates new commercial development patterns that have been emerging over the past decade. New entertainment and restaurant uses have begun to locate along the Smallman Street spine, and additional commercial uses are beginning to push the boundaries of both 16th Street and 22nd Street further out from the core. Several participants in the planning process noted that the increase in entertainment uses has led to an increase of conflicts between the traditional wholesale market of the Strip that has focused much of its energy on the Produce Terminal and the new users of Smallman Street. Furthermore, with higher rental rates for new retail and entertainment uses possible, it has become more lucrative for real estate interests to displace traditionally low-rent uses such as warehouse and wholesale markets.

An additional commercial pattern is also beginning to develop in the eastern end of the Strip District, focused on Smallman Street from approximately 27th to 29th Streets. Here, a new subdistrict of the community has begun to emerge as development in the form of restaurants and mixed-use residential and office lofts. The Improvement Study did not hear of conflicts that may have developed as a result of this land use change, however, it will be important to watch for possible conflicts with some of the heavier industrial users that are located at the eastern end of the neighborhood.

One of the surprises in looking at the land use maps overall is actually the pervasiveness of non-industrial uses throughout the Strip District. Shifts in industry over the years have reduced the manufacturing

capacity of the city as a whole and of the Strip District as well. Changes in goods distribution, including the prevalence of trucking as opposed to rail lines, have moved many distribution centers to outlying communities that are more accessible by highway networks and less constricted by surrounding development and street networks.

The distribution facilities of the Strip can still be readily identified along the spine of Railroad Street, while wholesale businesses continue to be located within a zone around the Penn Avenue commercial core (figures 7 and 8). The most intensive industrial and industry-related uses are located at the eastern end of the Strip towards the river and are generally bounded by Railroad Street on the southern edge.

Development Patterns

The portion of the Strip that has historically been considered the wholesale district reaches from 15th Street to 27th Street, between Liberty Avenue and the Allegheny River. It does not include the property immediately next to the river from 21st to 27th street, however. The “retail core” of the Strip is generally considered to be the area along Penn Avenue and Smallman Street, from 15th Street to 22nd Street. The extended entertainment and retail zone, which includes bars, clubs, restaurants and service businesses as well as retail stores, stretches along Penn Avenue and Smallman Street, from 11th Street to 22nd Street, and continues up Penn Avenue to 26th Street.



Figure 8: Development Patterns & Districts

In the retail/entertainment core area, there is a cluster of vacant properties between 21st and 25th Streets, with the majority located between Smallman Street and the Allegheny River. Further east, there is another cluster of vacant properties between 29th Street and 31st Street, from Liberty Avenue to Smallman Street. These buildings may present opportunities for further “rent controlled” buildings for independent businesses.

Zoning

The Strip currently consists of four Zoning Districts. The Veteran's Bridge/279 provides the boundary between The Golden Triangle Subdistrict C and the other zoning districts. Subdistrict C is intended to accommodate downtown residential development of relatively high density, to encourage development that will enhance the natural site advantages, and to protect views and view corridors. East of the highway, the Strip District is layered, north to south, with the other three districts.

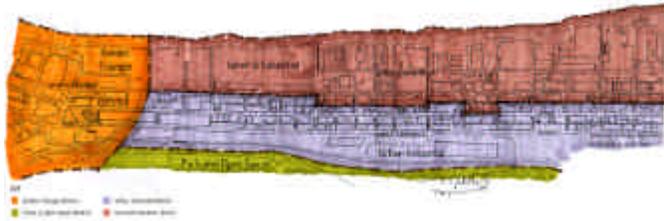


Figure 9: Existing Zoning

The General Industrial District stretches from the river to Smallman Street. This District is intended to accommodate a full range of industrial, manufacturing, warehouse, and similar uses that are incompatible with lower intensity land uses. While encouraging limited commercial and residential, particularly as accommodated in reused industrial buildings, this District is meant to be a sanctuary for

industry. It is meant to limit uses that might combine to drive out industrial uses, whether by rising rents or adversity to the impacts of industry.

The area bounded by Smallman Street and the Martin Luther King Busway is designated as an Urban Industrial District. This zoning designation is intended to provide a flexible district that addresses the growing need for easily adaptable and flexible spaces, to allow mid-sized to large industries with low impacts, and to encourage multi-use buildings that permit assembly, warehousing, sales and business activities in the same space.

Finally, the area south of the Martin Luther King Busway, stretching up toward Polish Hill, is designated as Park and Open Space. This District was previously zoned as a Special District, protecting the fragile hillside, and has translated into a Park and Open Space District in the New Urban Zoning Code.

Following the adoption of this Plan, the City Of Pittsburgh's Planning Department will engage in the Map Pittsburgh Project with the Strip District community. Under that process, the Map Pittsburgh team will work in collaboration with the neighborhood to identify the fit between current zoning and development realities. During that process, both boundaries between zoning districts and appropriateness of designation will be examined. Furthermore, the opportunities for special designations, such as a Public Realm District for the retail/wholesale core, can be examined.

Circulation

The main vehicular routes through the Strip District connecting Downtown with Lawrenceville, Bloomfield, and points east, are Liberty Avenue, Penn Avenue and Smallman Street. The 10th Street bypass of Fort Duquesne Boulevard is used, via 11th Street, as an access to and from Liberty Avenue, Penn Avenue, and Smallman Street. Vehicles utilizing this route include a large proportion of trucks serving the wholesale food industry. Grant Street also provides a key access route to the Strip from the Golden Triangle.



Figure 10: Street Network

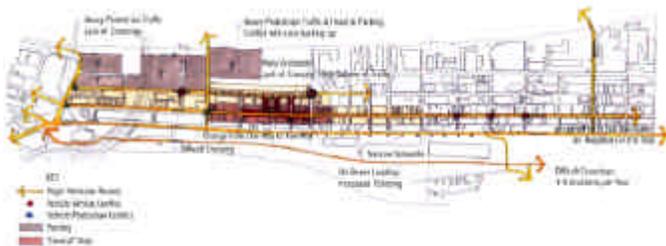


Figure 11: Vehicular Circulation Patterns

Liberty Avenue, on the southern edge of the Strip District, is used both as a thoroughfare to destinations beyond the Strip and as an access route to areas within the Strip. There are few traffic lights, and vehicles move quickly. In contrast, Penn Avenue and Smallman Street, are strong Strip District destination streets in addition to access routes to point east. Traffic flows more slowly along these roads than on Liberty Avenue. Much of the weekday morning and evening traffic along Penn Avenue and Smallman Street is made up of commuters parking in the Strip District for employment Downtown. Saturday morning traffic along Penn Avenue and Smallman Street consists largely of shoppers accessing the retail core. During the evening, traffic along Smallman Street, and to a lesser degree Penn Avenue, consists of people coming to the various entertainment venues on those streets.

The main connections between the Strip District and North Side are the 16th Street and 31st Street bridges. Drivers tend to use these routes to both access the Strip as a final destination and to pass through the Strip to reach Downtown and other City destinations. The 16th Street bridge brings visitors directly to the heart of the shopping area in the Strip District, at Penn Avenue. At this point, Penn Avenue changes from one-way to two-way traffic. The 31st bridge also touches down on Penn Avenue, further to the East in the heart of the industrial area.

Pedestrian traffic in the Strip District focuses on three main activities:

- commuters walking between Downtown and the parking lots on Smallman Street;
- shoppers moving within the retail corridor; and
- patrons of the entertainment industries walking between the parking lots and the clubs and restaurants along Penn Avenue and Smallman Street.

Each of these activities tends to occur at a different time. Pedestrian commuter traffic occurs in the morning and evening on weekdays. This traffic tends to move along Smallman Street and Penn Avenue

Conflicts and Safety

Traffic conflict in the Strip falls into two categories: vehicle-vehicle conflict, and vehicle-pedestrian conflict. Vehicle-vehicle conflicts tend to occur mainly at intersections along Penn Avenue and Smallman Street. On Penn Avenue, there are four to five reported accidents per year at the intersections of Penn Avenue at 27th, 28th and 29th Streets. There is frequent vehicle congestion during shopping hours in the main retail corridor, on Penn Avenue between 16th and 21st Streets, as well as on 18th, 19th, 20th and 21st Streets between Penn Avenue and Smallman Street. This situation is exacerbated by the presence of trucks and cars loading on the street during peak shopping traffic hours. The transition of Penn Avenue from two-way to one-way traffic at 16th Street is poorly marked and hazardous. On Smallman Street, vehicle-vehicle conflicts happen mainly in two places, at the intersection of Smallman and 21st, where Smallman Street curves around St. Stan's Church, and at the intersection of Smallman & 15th Street.



Figure 13: Pedestrian & Vehicular Conflicts

Vehicle-pedestrian conflict occurs mostly along Liberty Avenue and Smallman Street, and also in a few places on Penn Avenue. On Smallman Street, in the retail & entertainment corridor, there is heavy pedestrian and vehicular traffic, as well as commuter foot traffic between the parking lots and Downtown. Due to a lack of sidewalks and designated crossings on Smallman Street, many people walk in the street creating a hazardous condition. This is further

complicated by the head-in parking that runs along much of Smallman Street, wherein cars trying to back out of parking spots run into conflict with pedestrians walking in the street behind them. At night, a lack of adequate lighting makes the situation more dangerous. The intersection of Smallman & 21st Street is one of the busiest intersections in the Strip, and it is particularly dangerous for vehicles and pedestrians. This is largely due to the lack of visibility on 21st as it turns around St. Stan's Church, and a need for signage and crosswalks to regulate the heavy vehicular and pedestrian traffic.

Downtown commuters face difficult walking conditions on 11th Street at the intersections of both Smallman and Penn. There is poor lighting under the railroad bridge that passes over these intersections. Heavy vehicle and pedestrian traffic combined with a lack of designated crosswalks lead to hazardous conditions. The presence of the Amtrak and Greyhound Bus stations adjacent to these intersections further complicates the situation. Another site of vehicle-pedestrian conflict is at 16th Street, where Penn Avenue changes from a one-way to a two-way street. Pedestrians who are unaware of this occasionally cross Penn without realizing the need to look in both directions.

The conflict between vehicles and pedestrians on Liberty Avenue is largely due to a lack of adequate sidewalks and crossings. Traffic moves much faster on Liberty Avenue than on Penn Avenue or Smallman Street and the sidewalks on Liberty are not wide enough to provide a good buffer. The bus stops in the Strip are located on Liberty Avenue. There is no bus shelter at any of the bus stops on Liberty Avenue, and the narrow sidewalks force waiting passengers to be at an unnerving proximity to speeding traffic, as well as exposed to spray from passing cars. Pedestrian crossings are needed at the Liberty Avenue intersections of 21st and 16th Streets.

Lighting improvements are recommended for the area under the railroad bridge at 11th Street and Penn and Liberty Avenues, the parking lots between Smallman Street and the Allegheny River, stretching from 11th to 21st Street, and along Smallman Street from 16th to 21st Street. Increased safety patrolling is also recommended for those areas, where frequent auto-related theft occurs.

Parking

Parking is consistently identified as one of the most problematic issues in the Strip by the people who work, live, shop and play there. Several factors contribute to this perception. There is an inherent conflict set up by competing parking and loading needs of the wholesale, retail and entertainment industries. As a result, there is a lack of parking that is both accessible to shopping and entertainment venues, and that does not conflict with wholesale loading zones. For example, the parking area that is located adjacent to the loading docks of the Terminal Building is readily accessible to shopping and entertainment. The overlap between late-night entertainment hours and early-morning wholesale loading hours create a difficult situation there. Another convenient parking area, along Penn Avenue in the business district, becomes a problem when parked cars interfere with loading.

Long term parking convenient to Downtown is another factor that exacerbates the parking situation. Along the river, from 11th Street to 16th Street, long-term parking lots are located that are used mainly by commuters who work Downtown. This creates a problem for people wanting short-term daytime parking to patronize businesses in the area. During the Spring, when the Convention Center is busy, the strain on parking resources in this area is even greater.

Due to these factors, most of the available parking lots in the Strip are located at an inconvenient distance from shops and entertainment venues. This can make it difficult for patrons to bring substantially large purchases to their cars. As a result, customers can limit their shopping to what they can carry easily, make multiple trips to their car, or attempt to bring their car to the store for direct loading. The first two options can create a disincentive to shop in the Strip District. The third, loading on the street, creates a new set of problems.

The traffic along Penn Avenue is usually congested during prime retail hours, and parking is permitted on both sides of the street. As a result, anyone attempting to load on Penn Avenue will likely be double-parked, and blocking traffic. As previously mentioned, this situation is also a problem for wholesale trucks attempting to load or unload on Penn Avenue. For this reason, double parking is prohibited and strictly enforced along Penn Avenue. Ticketing is not seen as a good solution. Customers who receive tickets do not come back to shop, and this does nothing to solve the problem of getting merchandise to the customer's car.

The cost of parking in the Strip District is another issue that is widely seen as problematic. People who work in the Strip typically spend about \$5 to \$6.25 per day on parking. This is especially a problem for workers in the entertainment industry who work in the mornings and afternoons, when gratuities are typically low. Retail and entertainment business owners are concerned that the cost of parking and the likelihood of getting a ticket make people less likely to patronize their establishments in the Strip District. They report that when parking meters were introduced along Penn Avenue, walk-through traffic decreased.

Portals, Barriers, and Faces

Portals are the entrance of the Strip and present a 'face' to the visitor, the first thing that they see when approaching the district. The area that most visitors think of as "The Strip", the main shopping and entertainment areas on Smallman and Penn Avenues between 16th and 21st Streets, is in fact a very small portion of the actual district. The Strip District encompasses the entire area between 11th Street and 33rd Street, from the Allegheny River to the East Busway.

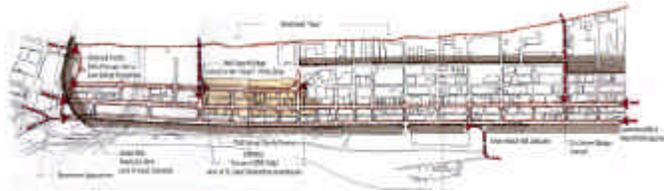


Figure 14: Portals, Barriers & Faces

The main portals from Downtown into the Strip District are located on Penn Avenue and Liberty Avenue and at the end of the 10th Street bypass of Fort Duquesne Boulevard. Coming from the West on each of these streets, one enters the Strip at 11th Street, where the railroad trestle passes overhead. The area under the railroad trestle is poorly lit, dirty, wet and lacks a good sidewalk. The intersections at 11th Street are poorly marked and pedestrian crossings are difficult, particularly at Smallman Street.

On the eastern side of the Strip District, coming from Bloomfield and Lawrenceville, one enters the Strip on Penn and Liberty Avenues. The transition between neighborhoods is less distinct than that between the Strip and Downtown. On this side of the Strip, row houses gradually give way to industrial buildings and warehouses.

Liberty Avenue runs the length the Strip District, forming its southern edge. Along Liberty Avenue, there is a visual and physical barrier of tall concrete walls and train tracks. The southern side of the street is very poorly lit, with narrow sidewalks and very few bus stops.

From Oakland, the Hill District and Polish Hill, one comes to the Strip District down the hill to Liberty Avenue at 28th Street. There is a need for signage at this entry point to signify arrival in the Strip, and to direct visitors to the 'core' of the Strip and related parking.

The Strip District is bordered on its northern edge by the Allegheny River. There are virtually no portals to enter the Strip from the river itself, although the advent of river taxis and boat landings may change that in the near future. The Strip faces Troy Hill directly across the river. The view of the Strip from the North bank of the Allegheny, as well as from the river itself, is dominated by industrial properties and by the vacant Armstrong Cork buildings. The two main portals into the Strip District from the North Side are the 16th Street and 31st Street Bridges. The 16th Street Bridge brings visitors directly to the heart of the shopping area in the Strip District, at Penn Ave. The 31st Street Bridge also touches down on Penn Avenue, but further to the East in the heart of the heavily industrial area of the Strip.

Historic Context

The history of the Strip District, its industries and its residents, is reflective of the industrial and ethnic history of Pittsburgh as a whole. Over the years, it has undergone several transformations, first as a major manufacturing and center of heavy industry, then as a hub for trade and commerce by way of the Pennsylvania Canal and the later railroads that replaced the canal system. In recent years, it has seen increased interest from professionals, office developers and entertainment uses looking to capitalize on its close proximity to Downtown as well as the commercial hub of Penn Avenue.



Figure 15: Historic Structures

the residential population has left the community, remnants of the ethnic communities of the Strip can still be found in the scattered row houses and houses of worship that lean against warehouses and commercial buildings.

In addition, there are numerous buildings throughout the Strip that reflect its industrial heritage. Large buildings, including the Armstrong Cork complex and the former Chautauqua Lake Ice Company (now the home of the Heinz History Center), reflect the scale of the manufacturing presence that once dominated the landscape. The Produce Terminal and warehouses along Smallman Street reflect the distribution and wholesaling presence that has also dominated the landscape over the years.

As part of on-going efforts to represent the rich history of Pittsburgh through preservation of its architectural gems, the City of Pittsburgh has compiled a listing of structures of architectural merit, which includes many Strip District structures (figure 12). In recent years, many of these buildings have been re-inhabited by new businesses and new industry. However, there are still a number of buildings and structures that remain at risk, due to development costs associated with their reuse, and a variety of other factors. Included in Appendix B, Historic Structures, is a matrix of buildings and structures that qualify as historic structures and their current status. In addition, it is important to recognize that the preservation of a few key landmark buildings will not be enough to preserve the Strip's architectural character. Many buildings that help create the character of the Strip District are not significant unto themselves. However, when several of these buildings, such as the warehouses along Smallman Street east of 21st Street or the commercial buildings that line Penn Avenue are put together, they add a wonderfully rich texture or "fabric" to the city. Losing these buildings would be a damaging to the physical environment of the Strip as losing one of the "signature" buildings such as Armstrong Cork or Saint Stan's.

The Strip District and its development patterns have always been closely tied with Lawrenceville and was, in fact, considered to be merely an extension of Lawrenceville. It was in about 1940 that first reference to "The Strip" as a distinct neighborhood began to appear. Up through the first half of the 20th century, the community teemed with residents who worked in the local mills and manufacturing shops. While most of

Demographics

The demographics of the residential population have undergone extreme and rapid changes over the years. In 1940, the total residential population was counted at 4363 people, while by 1990 there were only 275 residents. Population losses of over 40% per decade continued from 1950 through 1990. While some portion of this population decline is reflective of Pittsburgh's overall population loss throughout those decades, the extremes of the population loss in the Strip District is also indicative of the expansion of non-residential uses during those years and their impacts on the neighborhood as a residential community.

Early figures released from the 2000 Census, however, indicate that this population drop has slowed considerably, with a 2000 residential population of 266 people, a decline of only 3.3%. It should also be noted that the City of Pittsburgh lost 10% of its overall residential population in that same time period, indicating that some factors in the Strip District have changed significantly. One possible explanation for this dramatic shift may be the creation of new housing units, such as residential lofts, that have recently been developed in the neighborhood. Unfortunately, at this time figures related to the number of housing units, household incomes, and retention of residents have not been released, making it difficult to identify the portion of these residents who were part of the 1990 census and those who are new to the Strip District. This information will be crucial to on-going planning efforts regarding residential uses in the Strip District.

For further detail regarding residential demographics in the Strip District and the City of Pittsburgh, please see Appendix C, Demographics.

Case Studies

In developing strategies to address the constraints and shore up the assets of the Strip District, it is useful to research and understand a set of case studies of similar experiences in other cities. Philadelphia's Reading Terminal, the Cleveland Flats, Seattle's Duwamish neighborhood, and San Francisco's SoMa all provide good insights into the Strip District's future.

Reading Terminal

Philadelphia's Reading Terminal Market has been operating as a fresh produce and food market for over 100 years. It has typically specialized in produce from local farms, organic produce and Amish and gourmet food items. It is located on the bottom floor of a former train station. After the railroad stopped using Reading Terminal as a station in the 1960's, the market continued to operate, but with dwindling resources and revenues.

In the 1980's the adjoining convention center took over the Terminal building and built a connection to the Market. The convention center authority managed the Market for about 15 years, during which time the character of the Market shifted more to that of a "food court", with fast food venues. During the 90's the City switched the management of the Market to a non-profit organization, which has returned the Market to its roots as a fresh, local produce and gourmet food market. Reading Terminal Market is today widely considered to be one of the most successful urban food markets in the country, and has become a major tourist destination in Philadelphia.

Marcy Rogovin, managing director of the Market, stresses that it is essential for any successful market to understand its own identity. "We get people calling every single day, asking how they can create Reading Terminal Market in their city. We didn't create this, we are preserving it. You have to find your own identity, build from what you have."

Ms. Rogovin states that in order for a food market to be successful, at least 60% of the venues need to be devoted to fresh food & produce. She states that "if more than 40% of the market is devoted to non-food items, people will not think of it as a place to shop for food." According to Ms. Rogovin, the operations aspect is an essential, yet frequently overlooked, component of food market planning. The "back of the house" framework that allows food sellers to operate out of small stalls, large cold-storage facilities, parking, transportation, and utilities are all vital to the success of a food market.

Cleveland Flats

The area that is now the Cleveland Flats was once an industrial, manufacturing and distribution center. Today, the area that was previously largely abandoned or industrialized is an entertainment and retail destination. Situated on both sides of the Cuyahoga River, the Flats is a mixed-use district with restaurants, entertainment, housing, industry and transportation. Cleaning up the river has been a major contributing factor to the success of the Flats. Cleanup of industrial sites in the Flats area is an ongoing issue. Fifty entertainment venues generate \$100 million in annual revenues from seven million visitors. The entertainment venues, both chains and independents, cater to young "club goers" and older patrons alike. Several historic buildings,

formerly housing factories and warehouses, have been renovated into entertainment complexes. There is an eclectic mix of modern and historic structures, of upscale and youth-oriented venues.

The Flats Oxbow Long-range Development Plan (1986, 1994, 2000) was created by Jim Boniface of Freeman White Associates in Charlotte, NC. The Plan's fundamental premise is that successful development is largely dependent on implementation of public improvements that establish a high-quality physical framework for future development. These include roads, bridges, parks, river channels, water quality, utility systems, and streetscape improvements.

Jim Pressler of the Flats Oxbow CDC says, "once public infrastructure investment is in place, private investment follows." He maintains that good infrastructure acts as an incentive to private business development.

Transportation and connections across the river has been a key issue in the development of the Flats. Because the river has heavy industrial boat traffic, the creation of a footbridge is not a feasible option. Water taxis operate across the river, but they do not stick to a strict schedule. There are public docks along the riverfront and at various waterfront entertainment venues, but a complicated system of water traffic regulation is required due to heavy industrial shipping use of the river. The Coast Guard regulates the docks and decks of the river, which is significantly narrower than the Allegheny. The Coast Guard periodically needs to ask all boaters to move their crafts out of the docks so that industrial barges can pass by. They accomplish this by sounding a siren about an hour in advance of the arrival of the industrial vessel.

Another transportation issue in the Flats involves 18-wheeler truck traffic to and from the various industrial plants that are next to the entertainment district in the Flats. The creation of good road infrastructure and alternate routes for heavy road traffic was a crucial step in the success of the Flats development. All new businesses in the Flats are asked to sign a restrictive covenant, stating their acceptance of a certain level of industrial traffic and related noise and inconvenience in the area. Parking is an issue in the Flats, but this is mitigated by the presence of a light rail line that runs through the Flats area and connects to many other popular areas of the city.

It should be noted that, although many describe the Cleveland Flats as a "success", participants in the Strip District planning process strongly suggested that the authentic Strip should not be turned into the Flats.

SoMa - South of Market

This area of San Francisco was historically a gritty, blue-collar "industrial wasteland". Beginning in the 1850's, factories and foundries were built there. During the 1940's, it's dockyards and railroads helped it to become an important industrial base and transportation hub for the West Coast, declining later in the 1960's. In recent years, it has become a very hip and trendy neighborhood for commercial, entertainment, and residential uses. Former factory spaces have been turned into galleries, fashionable restaurants and nightclubs, reminiscent of New York's SoHo.

Duwamish

Seattle's Duwamish is an industrial area revitalized in 1994 through the formation of a coalition of stakeholders from business, labor, tribes, environmental groups, educational institutions, and community organizations joining with representatives of local, state and federal governments. The mission of the Coalition was to preserve and reclaim industrial land for the purposes of expanding the manufacturing and industrial job base, and protecting and enhancing the natural environment of the corridor.

The primary goals of the Duwamish plan are:

- to promote policies that will create and sustain new industrial growth;
- to restrict competing land uses in industrial areas;
- to improve transportation and access to industrial areas; and
- to encourage aggregation of small parcels of land into sites suitable for manufacturing and industrial use.

A key issue discussed in the Duwamish plan is that investment in industry jobs benefits the economy in ways that investment in service jobs does not. Assets of the Duwamish center include low electrical rates, access to water and multi-modal transportation (highway, airport, harbor, train), proximity to corporate headquarters and research facilities, and access to a large pool of skilled industrial workers and entry-level workers.

Other case studies and examples that were examined as part of the planning process include: Fisherman's Wharf Monterey Bay in Monterey, California, Fisherman's Wharf, Pier 39 & Embarcadero Waterfront in San Francisco, Boston's Faneuil Hall and Quincy Market, Pike's place Market in Seattle, and Maine's Portland Public Market.

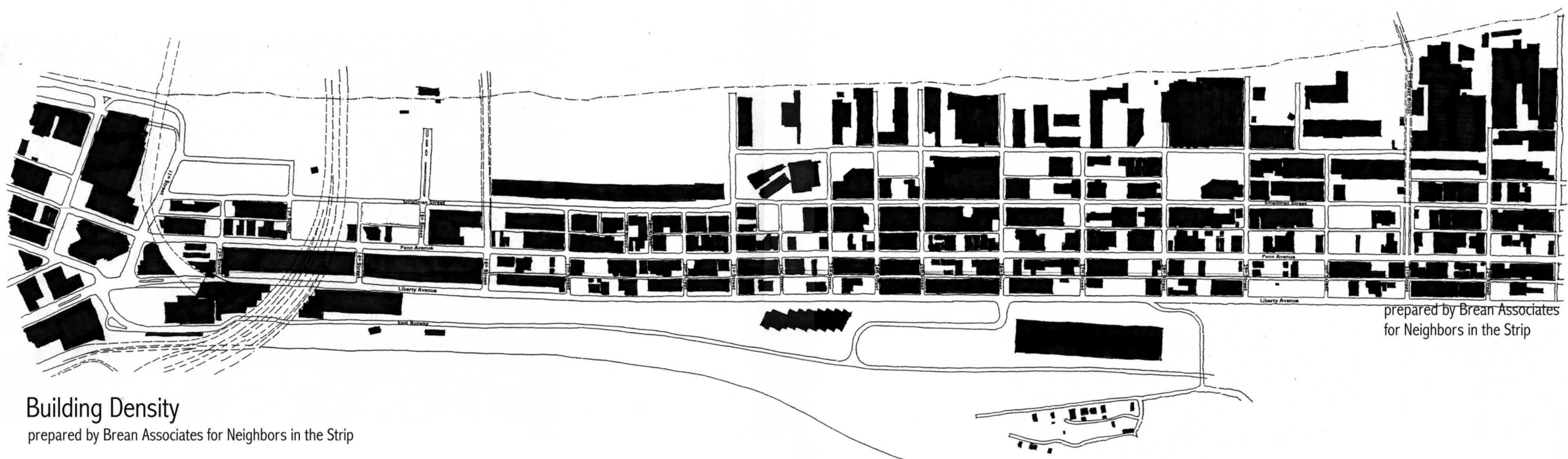
Map Key	Name	Address	Architect	Date	Style	Type	Pittsburgh Register of Historic Places	Current Status	Key Issues/ Comments
A	Saint Stanislaus Kostka Roman Catholic	57 21 st Street	Frederick Sauer	1891	Romanesque	Religious	Yes	Restored: Excellent Condition	Active parish
B	Armstrong Cork Factory	23 rd Street at Railroad	Frederick Osterling	1901/ 1913	Romanesque	Commercial	Yes	Dilapidated	On-going dialogue about rehab as loft housing; cost of restoration and the size of structure makes development prohibitive
C	31 st Street Bridge	31 st Street	Stanley Roush	1928	Art Deco	Structure	Yes	Poor	Crumbling cement and sidewalks; railings need to be repainted
D	Pittsburgh Casing/ Union Mills	108 33 rd Street		1890's		Commercial	Yes		
E	Upper Union Mills Erecting	50 33 rd Street		1890's	Late Victorian Vernacular	Industrial	Yes		
F	Westinghouse Air Brake Factory	2401-25 Liberty Avenue		1880's	Classical	Commercial	Yes	Renovated & on-going remodeling	Home of Red Zone Robotics and other tech companies

Map Key	Name	Address	Architect	Date	Style	Type	Pittsburgh Register of Historic Places	Current Status	Key Issues/ Comments
G	Gateway Exhibits	2837-51 Liberty Avenue		1900's		Industrial	Yes	Good	Partially Occupied by Superior Services Construction, M.H. Fogel. Office and warehouse spaces available.
H	Pittsburgh Gage Company	3000 Liberty Avenue		1907	Classical	Industrial	Yes	Good	Partially occupied
I	Commercial building	1111 Penn Avenue		1900's	Classical	Commercial	Yes	Fair to Good: Peeling paint	Occupied by Eides Entertainment and Light of Life Ministries
J	Byrnes and Keifer Building	1133 Penn Avenue		1892	Romanesque	Commercial	Yes	Excellent	Offices: Schneider Downs and Bernstein, Bernstein Krawec & Wymard
K	Sack Store Fixture Company	1201 Penn Avenue		1900's	Classical	Industrial	Yes	Good	Occupied: Office Mart furnishings store
L	Saint Elizabeth's Roman Catholic	1620 Penn Avenue		1895	Classical	Religious	Yes	Fair: peeling paint and other façade	Occupied: St. Elizabeth's

Map Key	Name	Address	Architect	Date	Style	Type	Pittsburgh Register of Historic Places	Current Status	Key Issues/ Comments
	Church							work	
M	Penn-Rose/ Gloeker Building	1627 Penn Avenue		1906	Classical	Commercial	Yes	Fair: façade work needed	Occupied: Commercial offices
N	Former Engine Company #7	2216 Penn Avenue	A. Link	1905	Queen Anne	Firehouse	Yes	Restored: Excellent	Commercial office space
	Pittsburgh Brass Manufacturing Company	3353-55 Penn Avenue		1900's	Classical	Industrial	Yes		
P	Sixteenth Street Bridge	Sixteenth Street	Warren & Wetmore	1923		Structure	Yes	Well Maintained	
Q	Pheonix Brewery/ Otto Milk Building	2408 Smallman Street		1890's	Romanesque	Commercial	Yes	Poor to Fair	Appears to be vacant
R	Rubino Sales	2901 Smallman Street		1890's	Romanesque	Commercial	Yes	Excellent: Recently renovated	New loft housing
S	Crucible Steel Offices	2949 Smallman Street		1880's	Italianate	Commercial	Yes	Undergoing renovation	Renovation ongoing; Currently unoccupied
T	R. Meyer (Crucible Steel)	3103 Smallman Street		1890's	Late Victorian Vernacular	Industrial	Yes	Good	Working industrial facility: R. Meyer Sheet

Map Key	Name	Address	Architect	Date	Style	Type	Pittsburgh Register of Historic Places	Current Status	Key Issues/ Comments
									Metal
U	Springfield Casting	3215 Smallman Street		1890's	Late Victorian Vernacular	Industrial	Yes	Fair: working industrial	Occupied by H.C. Harrington Co.
V	Chautauqua Lake Ice Company	1212 Smallman Street	Frederick Osterling	1889	Classical	Commercial	Yes	Excellent: Senator John Heinz Pittsburgh Regional History Center	
W	Produce Terminal	Smallman Street at 16 th – 21 st Streets		1928	Art Deco	Commercial	Yes	Good to Excellent	Occupied by variety of users, including the Society for Contemporary Craft, various retailers and wholesalers
X	Springfield School	Smallman Street at 31 st Street		1871	Italianate	School	Yes	Good: Recently renovated	New furniture and design center
Y	Standard Underground Cable	1622-54 Smallman Street		1922			No	Good	Occupied by M, Rosebud, Costume World, and Paintball (on upper floors)
Z	Warehouses	1700-1728					No	Good to Poor	Occupied by J. Marcus Wholesale

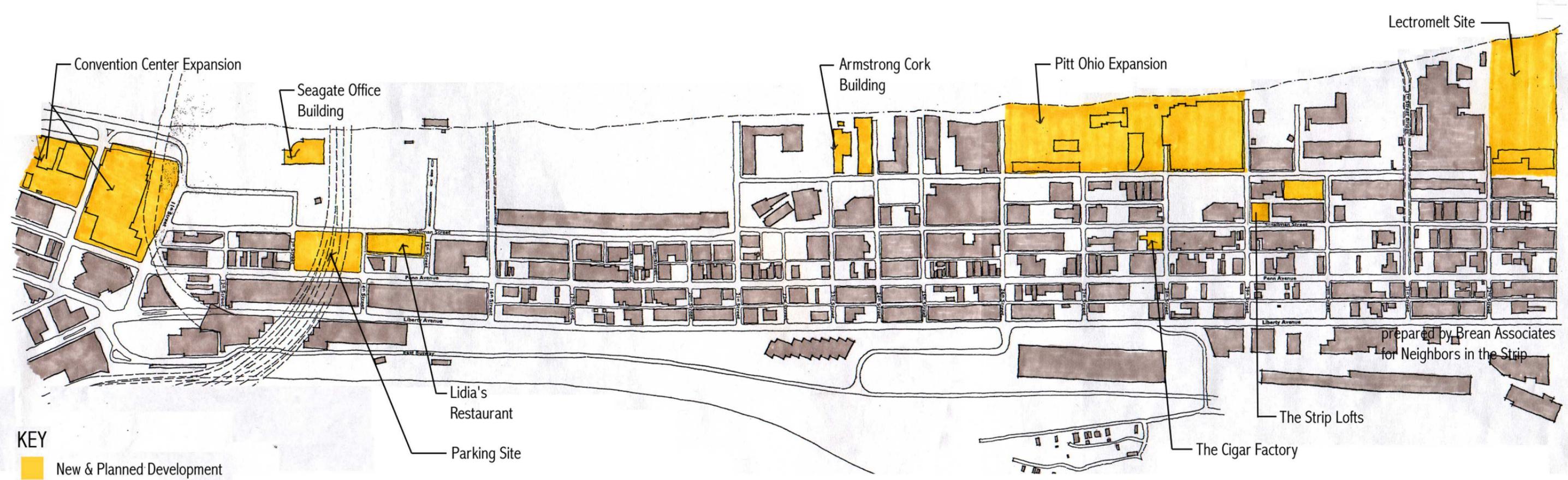
Map Key	Name	Address	Architect	Date	Style	Type	Pittsburgh Register of Historic Places	Current Status	Key Issues/ Comments
		Smallman Street							& Mahla Office Furniture
A1	City Banana & Tom Ayooob	21 st Street & Smallman					No	Fair	Partially occupied (?). In need of extensive sitework.
B1	Catanzaro Building	2014-20 Smallman Street		1907		Warehouse	No	Good	Occupied: various office and retail tenants
C1	People's Bath	1906-08 Penn Avenue		1907			No		
		1700 Penn Avenue		1850's					Currently occupied by the Have a Nice Day Cafe: Can no longer see original structure for evaluation
D1		1642 Penn Avenue		1856-68		Commercial	No	Fair: needs roof work and façade cleaning	Occupied: Fort Pitt Candy Company
	Good Samaritan Church	1347 Penn Avenue		1935			No		Demolished.



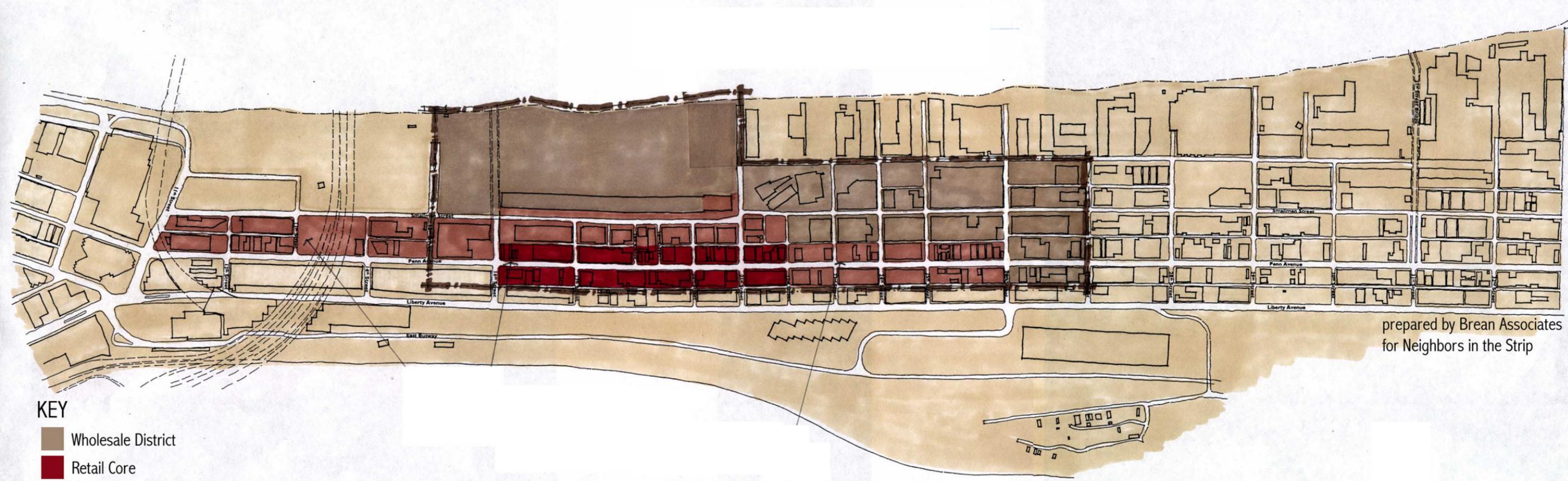
Building Density

prepared by Brean Associates for Neighbors in the Strip

prepared by Brean Associates
for Neighbors in the Strip



Development in the Strip District
 prepared by Brean Associates for Neighbors in the Strip



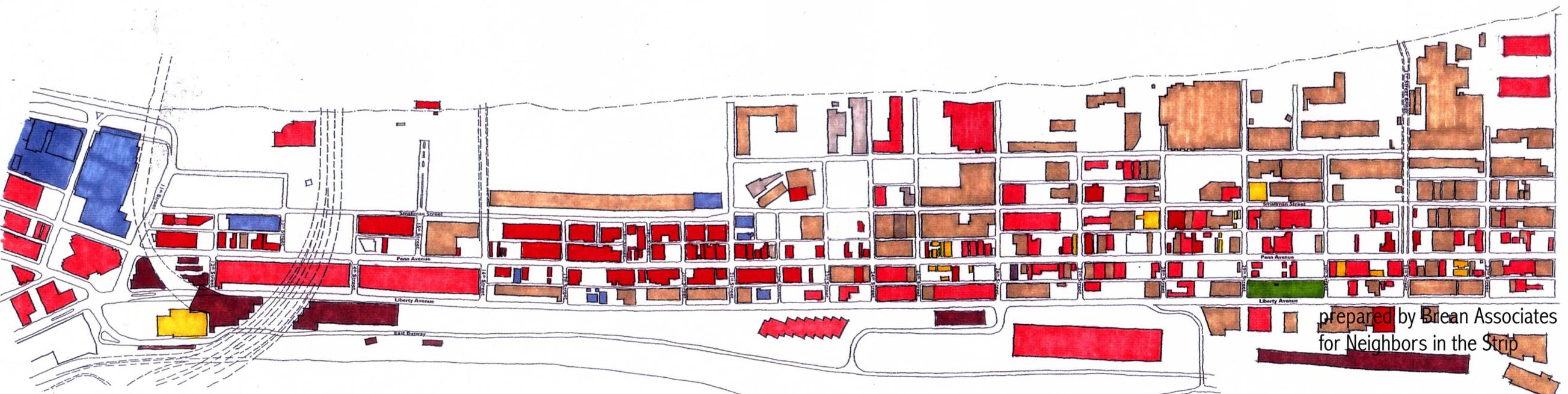
KEY

- Wholesale District
- Retail Core
- Extended Entertainment + Retail Zone

Activity Levels in the Strip

prepared by Brean Associates for Neighbors in the Strip

prepared by Brean Associates
for Neighbors in the Strip

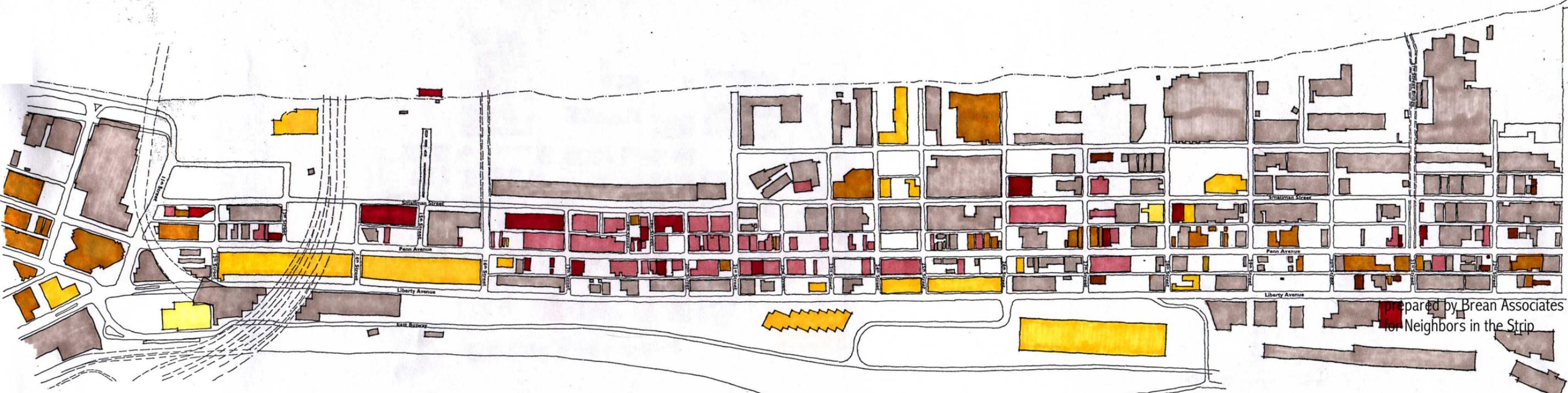


prepared by Brean Associates
for Neighbors in the Strip

KEY

 Mixed Use/ Office	 Transportation	 Parks & Open Space
 Retail/Entertainment	 Industrial	 Vacant
 Residential	 Institutions/ Cultural Attractions	

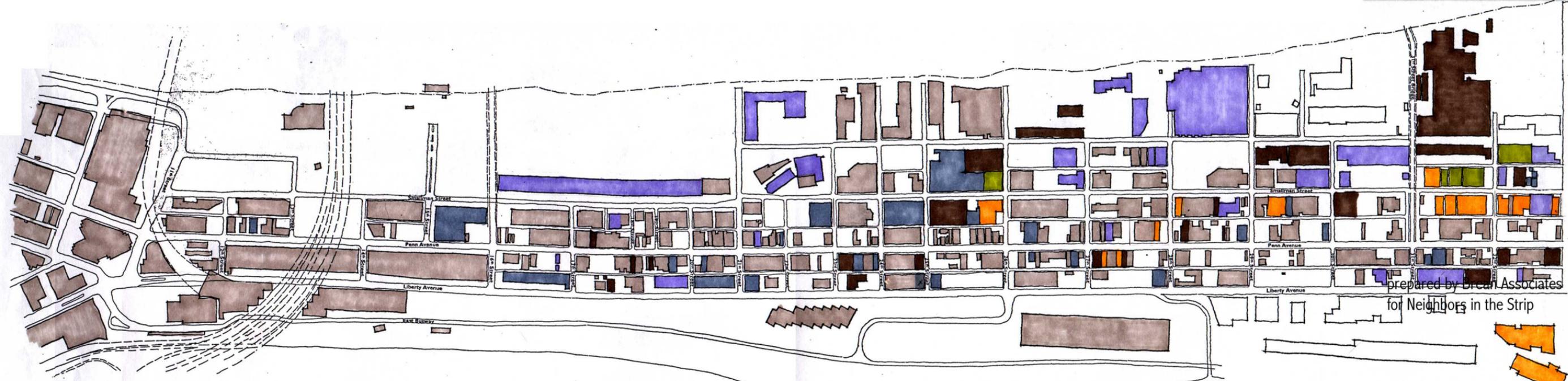
Land Use
prepared by Brean Associates for Neighbors in the Strip



- KEY**
- Mixed Use . Residential . Office
 - Office Uses
 - Mixed Use . Office . Retail
 - Retail Sales & Services
 - Restaurant . Bar . Entertainment
 - Auto Related Uses
 - Other Uses

Commercial Land Uses
 prepared by Brean Associates for Neighbors in the Strip

prepared by Brean Associates
 for Neighbors in the Strip

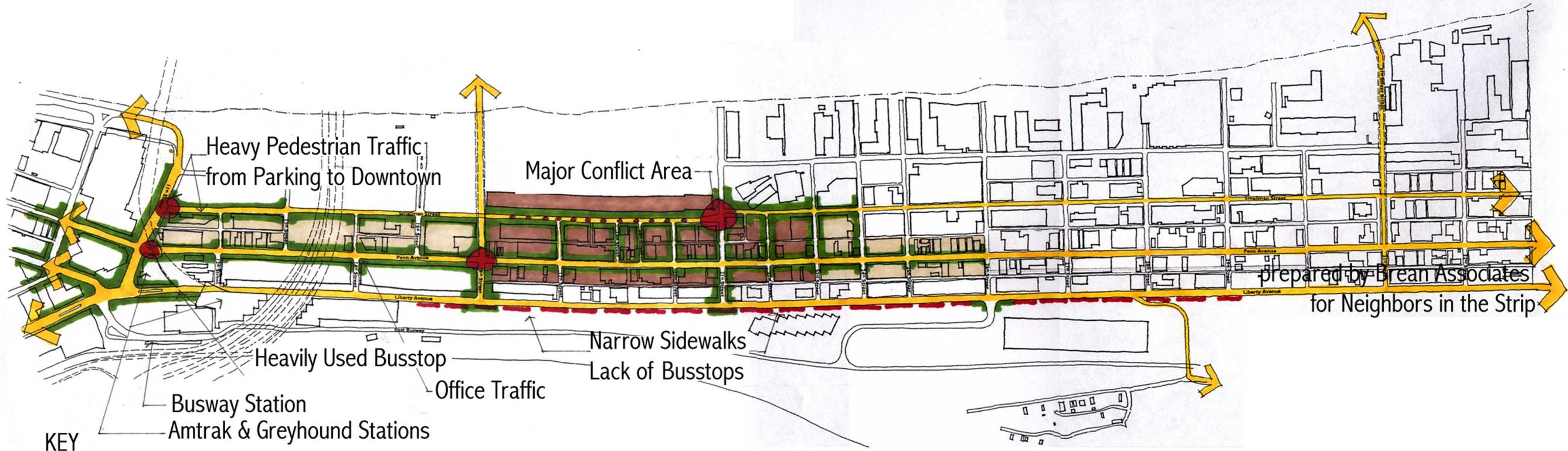


KEY

 Warehouse	 Recycling
 Wholesale/ Distribution	 Miscellaneous Industrial
 Manufacturing/ Assembly	 Other Uses

prepared by Brean Associates
for Neighbors in the Strip

Industrial Land Uses
prepared by Brean Associates for Neighbors in the Strip



KEY

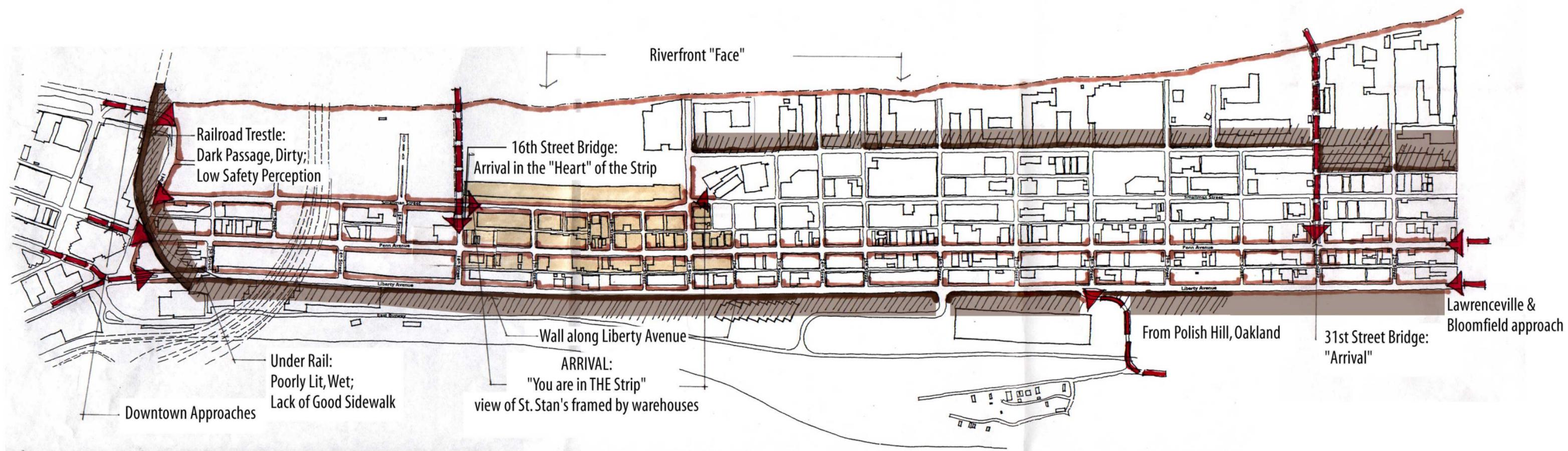
-  Major Vehicular Routes
-  Major Pedestrian Routes
-  Conflict Areas

Pedestrian and Vehicular Circulation and Conflicts
 prepared by Brean Associates for Neighbors in the Strip



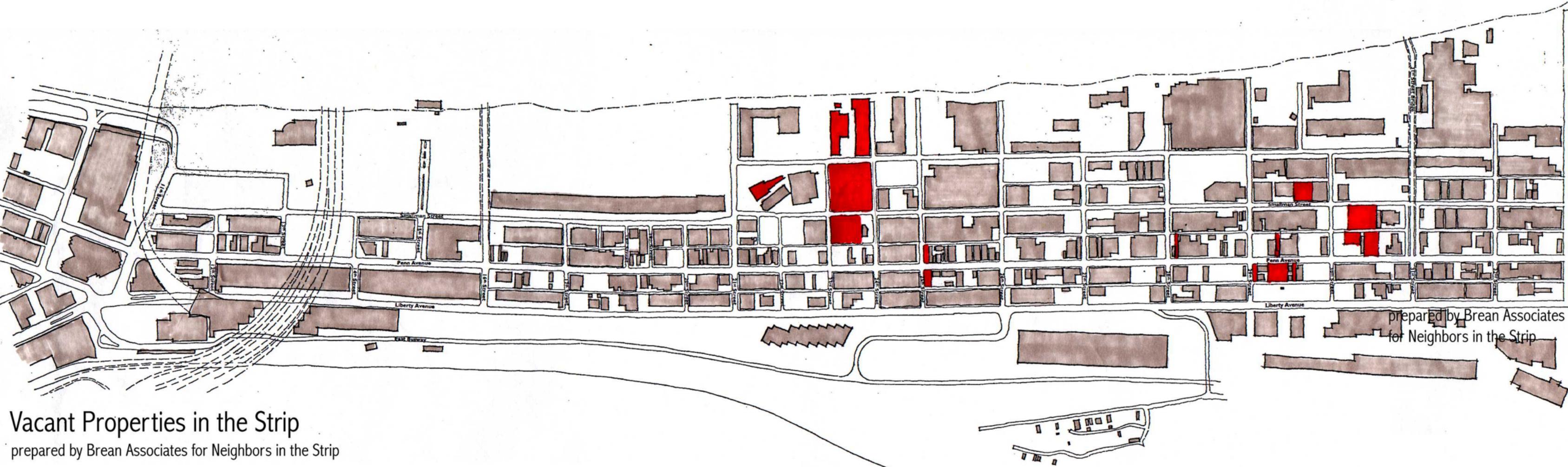
Prepared by Brean Associates
for Neighbors in the Strip

Street Network
prepared by Brean Associates for Neighbors in the Strip



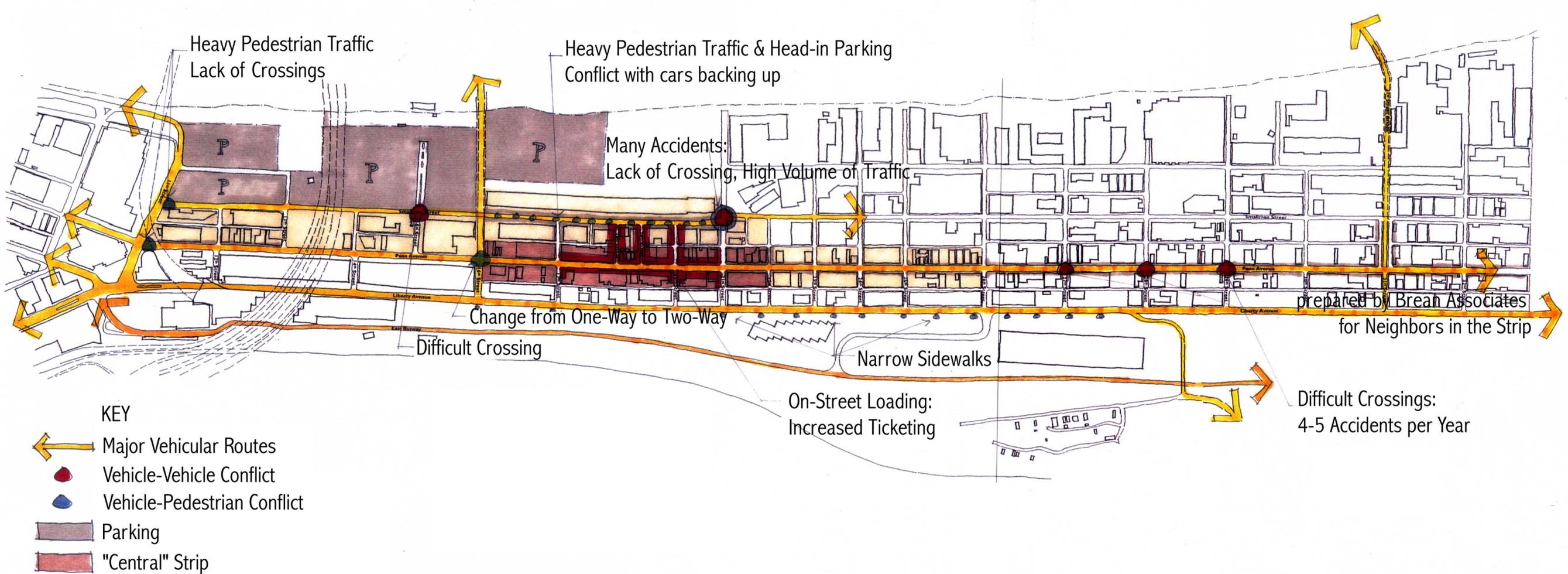
Portals, Barriers and Faces

prepared by Brean Associates for Neighbors in the Strip



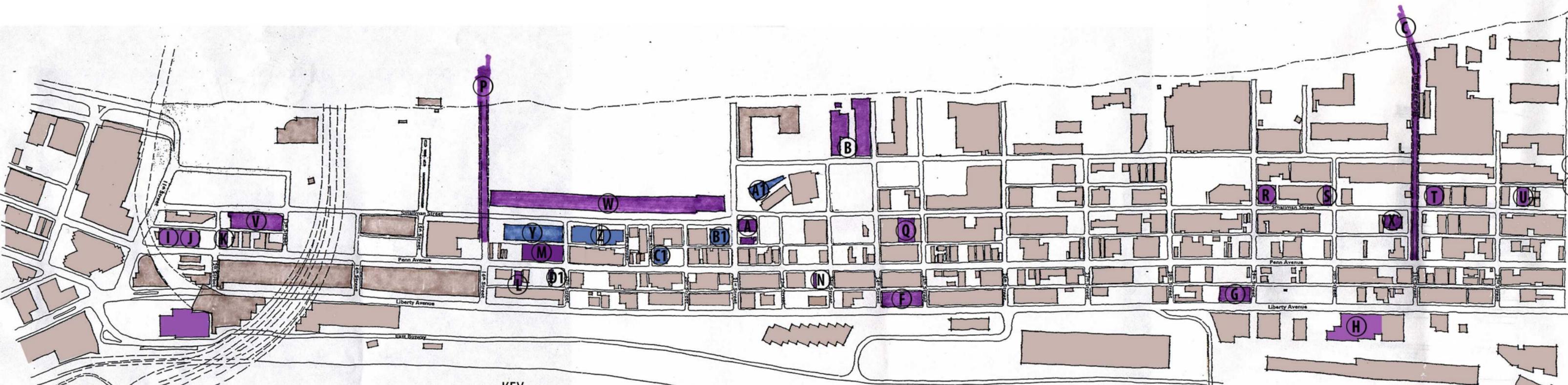
Vacant Properties in the Strip
prepared by Brean Associates for Neighbors in the Strip

prepared by Brean Associates
for Neighbors in the Strip



Vehicular Circulation in the Strip

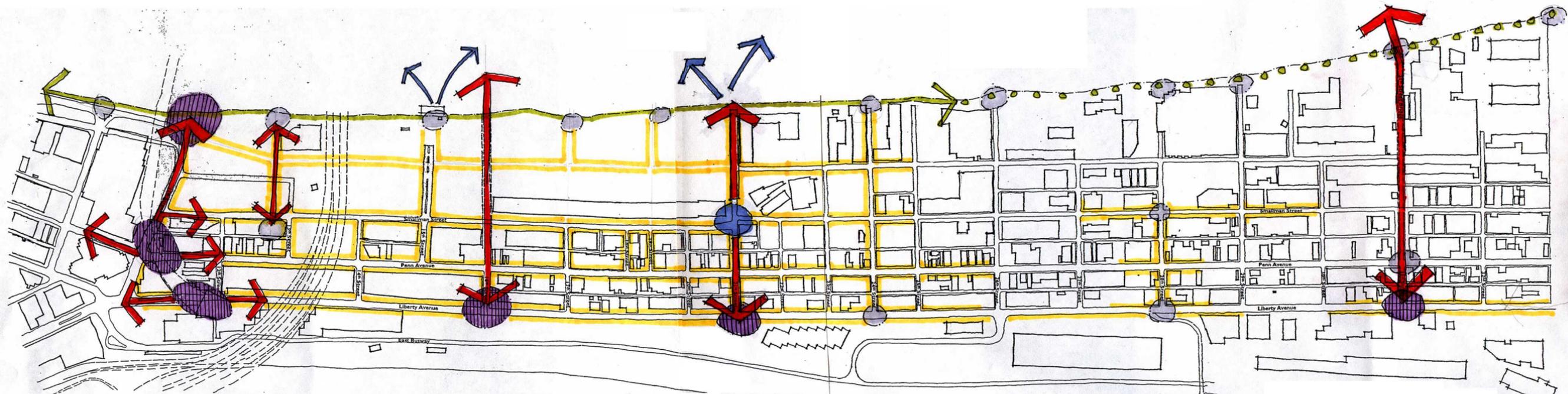
prepared by Brean Associates for Neighbors in the Strip



Historic Buildings & Structures

prepared by Brean Associates for Neighbors in the Strip

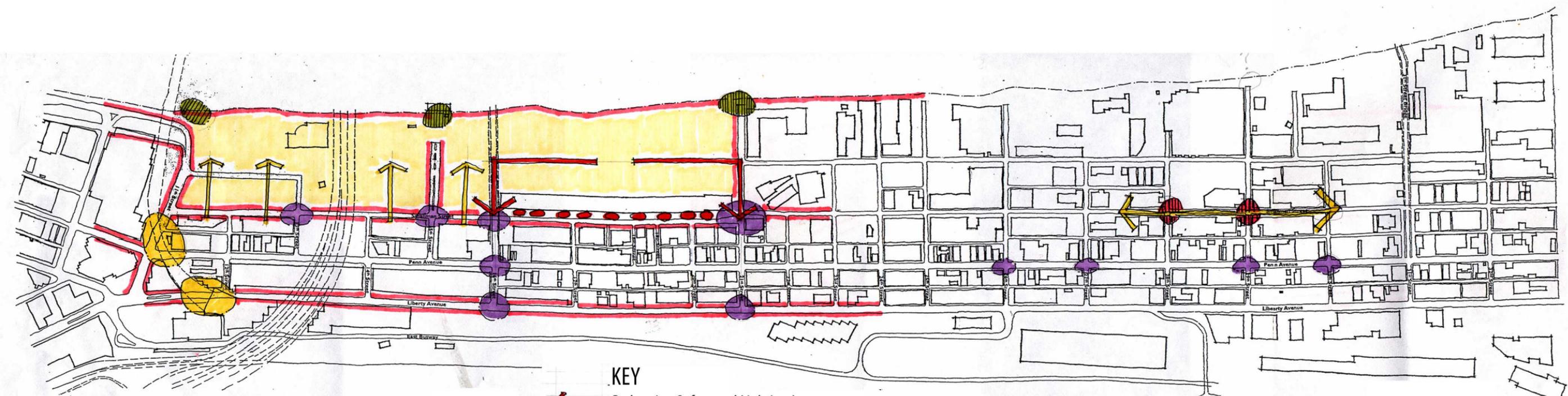
- KEY**
- Listed in Pittsburgh Register of Historic Places
 - Other Historically Significant Structure



KEY

-  Primary Connections to Strengthen
-  Primary Portals / Connections
-  Trails
-  Streetscape Improvements
-  Connecting "Nodes"
-  Water Transit / Connections

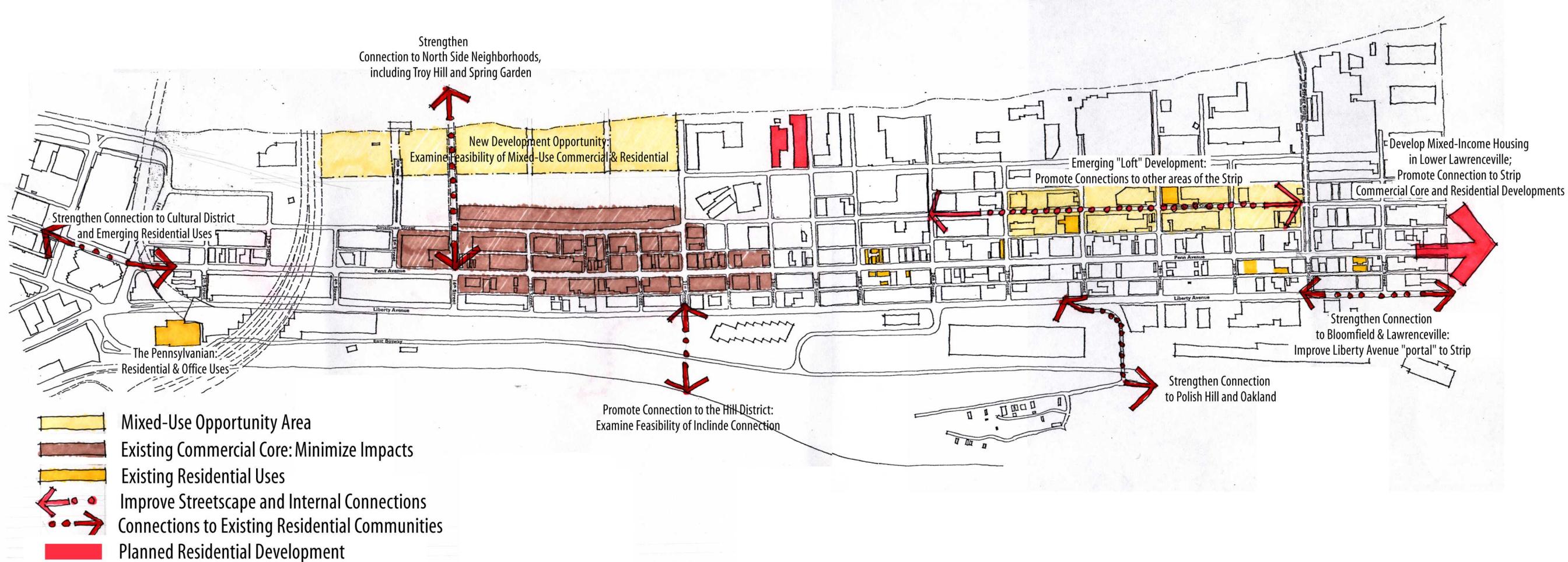
Proposed Connections & Improvements
 prepared by Brean Associates for Neighbors in the Strip



KEY

-  Pedestrian Safety and Lighting Improvements
-  Lighting Improvements
-  Pedestrian Safety Improvements
-  Intersection / Pedestrian Crossing Improvements
-  Lighting & Patrolling Improvements
-  Primary Trail Access

Safety & Security Improvements in the Strip
 prepared by Brean Associates for Neighbors in the Strip



Residential Opportunities in the Strip

prepared by Brean Associates for Neighbors in the Strip