

Guiding



Change



in the



Strip



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GUIDING CHANGE IN THE STRIP



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MAJOR FINDINGS

This report highlights the ongoing nature of the economic, social and environmental issues in the Strip District and presents specific recommendations for Neighbors in the Strip (NITS) and policy makers to alleviate problems hindering community development. By offering a multitude of options for decision-makers, the report can serve as a tool for guiding change in the Strip District.

Following is a summary of the major findings presented in *Guiding Change in the Strip*:

- The Strip has a small residential population. As of 2000, the population was 266 residents. Of these residents, there is a significant income gap: There are no residents earning between \$25,000 and \$35,000 annually. In other words, there are a limited amount of middle-income residents. Furthermore, nearly three-quarters of the 58 families living in the Strip earned less than \$25,000 in 1999. These figures represent a segment of the residential population with limited voice in the development of the Strip. There is an opportunity for NITS, in collaboration with the City of Pittsburgh, to increase the presence of these residents in the future of the Strip.
- Neighbors in the Strip has accomplished a significant amount of improvements in the Strip District, even with their limited funding and staff capacity. In order to further enhance their effectiveness, the operations of the organization as well as their mission and vision for the future were reviewed, and some areas ripe for strengthening were identified: diversity on the Board and in the Strip, marketing opportunities, and maximizing funding capacity. There are several ways for NITS to increase the diversity index in the Strip, including diversifying the Board of Directors of the organization and partnering with other local organizations to strengthen the diversity of the Strip. In terms of marketing, certain opportunities exist on which NITS can capitalize, such as the inclusion of the films *The Bread, My Sweet* and *The Strip Show* in its marketing (and fundraising) plan. Also, NITS could increase its present budget capacity by using existing resources in the Pittsburgh region, such as the GSPIA Nonprofit Clinic and the Tides Center. Such collaborations could free up dollars and time for the limited staff of the organization.
- Economic development in the Strip is hindered by the rising rents of the area as well as a monopolistic hold on large tracts of land by a few property owners. These problems must be addressed by the City of Pittsburgh in order for a fiscally healthy community to develop in the Strip.
- By enhancing the “green space” of the Strip, the neighborhood could develop into a more environmentally-friendly and inviting destination. In “greening” the Strip, several obstacles must be addressed, including the unpleasant aesthetics, environmental hazards and inefficient use of space. Unpleasant aesthetics are characterized by the lingering industrial past of the neighborhood in terms of numerous vacant or concreted areas. And again, the industrial past of the area can be linked to the land pollution that jeopardized the environmental health of the Strip. Among the solutions identified are short and long term options: the use of murals, hanging baskets and trees to beautify the area; environmental remediation for former

industrial sites and riverfront trail development; and the enhancement of community-organization relationships and volunteer core.

- Transportation is a topic in need of major attention. Inadequacies of transportation in the Strip include: narrow pedestrian sidewalks, dangerous bus stops, lack of bus routes running directly to and from the Strip, closed bridges, excessive traffic and limited parking. Suggested solutions address the increased advertisement of available parking, strategies to expand bus routes and improve pedestrian sidewalks and the development of a new shuttle system based on models enacted elsewhere in the U.S.
- Several marketplaces around the U.S. were researched as potential models for further development in the Strip District: Pike Place Market (Seattle), Cleveland West Side Market, French Market (New Orleans) and the Reading Terminal (Philadelphia). There are numerous aspects of these markets which the Strip District, guided by NITS, could potentially duplicate.

After examining the recommendations formulated for each topic, four major conclusions surfaced:

- The Strip District needs a unified voice and vision.
- Leadership is needed to act as a catalyst and provide direction for development.
- The role for the City of Pittsburgh in the Strip District must be strengthened and development efforts must be better coordinated. The city must recognize the Strip as an irreplaceable asset and work to protect the unique character of the neighborhood.
- A comprehensive plan must be developed to address the problems in the Strip and plan for future development.

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CHAPTER I – INTRODUCTION

You are about to read the culmination of a semester’s worth of research. Our class, beginning on August 26, 2002, began to research the Strip District under the direction of what is referred to as a “capstone” class. The capstone is meant to combine all of the skills we have thus acquired in our various Masters degree programs in the Graduate School of Public and International Affairs (GSPIA) at the University of Pittsburgh. The Strip provided an excellent subject for us, just as it has been the focus of much public and private sector interest throughout the years. It is a neighborhood that has always been looking to improve, a neighborhood which has had a shifting identity and a neighborhood which has been the subject of much debate. (For a timeline of the Strip District, see Appendix A-1). Being written by future policy professionals, this report aims to offer some new perspectives on the Strip.



Figure 1: Location of Strip District (Source: City of Pittsburgh Department of City Planning)

Perhaps one of the reasons that the Strip has been such hot topic of debate over the years is its central location in Pittsburgh. It is located right at the edge of downtown. Sometimes it is even referred to as downtown, especially at the 11th and 12th Street area (For this report, we are geographically defining the Strip as running from 11th Street to 33rd Street). It is located adjacent to the central business district as well as the highly populated residential areas of Lawrenceville, the North Side and the Hill District. Furthermore, it boasts a substantial waterfront area running along the Allegheny River (see Figure 1).

The scope of the project includes many different angles. The research was limited only by our various interest areas and has produced a product which reflects this freedom. The

report's chapters address topics which are of current interest for the stakeholders in the Strip as well as past concerns and items that have not yet gained serious attention. In these pages, the reader will find a variety of topics: Chapter II discusses the elusive topic of the character of the Strip and what indicators comprise it. Chapter III delves into different aspects of the nonprofit organization Neighbors in the Strip (NITS). Chapter IV tackles some of the many different issues associated with economic development in the neighborhood. Environmental improvements are discussed in Chapter V followed by Chapter VI's detailed discussion of transportation obstacles faced by the Strip. Finally, Chapter VII looks at some possible future uses of the Strip, in part by examining several other models around the U.S. Chapter VIII closes the report with conclusions and recommendations. We have also produced a walking tour of the Strip. Trey Barbour, assisted by translators Jessica Hatherill and Liza Sanft, created both the tour and brochure (see Appendix), available in English, Spanish and Italian.

We realize that we are not the first people to propose changes to the Strip District. There have been numerous such reports which have been written and passed through many sets of hands, only to be shelved at the implementation stage, or even sooner in some cases.

A Plan of Plans for the Strip District

While there have been many plans for specific areas of the Strip dating back to the mid 1960s, there have only been a limited number of plans which try to address problems and concerns throughout the entire neighborhood. (For a database of articles covering the various projects planned for the Strip, see Appendix A-2.) Comprehensive plans, discussions or visions for the neighborhood have been trying to make an impact for almost 20 years. Unfortunately, the same problems seem to repeatedly arise in most of the reports. In short, while the problems of the Strip may have been easily and repeatedly identified in the past, recommendations for change have made little impact. (See Appendix A-3 for detailed discussion of plans.) The following summarizes major problems identified in previous plans and reports

- ***Parking***

Parking has been an issue in the Strip for a long time. All of the plans note that there is not enough parking. The Charette on the Strip District in 1985 recommended a comprehensive plan for parking to address this shortage and make the area more attractive to new development. Parking, or the lack thereof, has also been an issue for wholesalers. Specifically, they are worried about maintaining truck access to their warehouses since they have already experienced some conflict for parking between patrons of restaurants and clubs and trucks that need to unload late at night (Graduate School of Public and International Affairs 1992). In addition, many businesses worry what further development, whether it is for the entertainment industry, residential, or other uses, will cut down on existing parking.

- ***Conflict between new and old uses***

While the area is a historical one focusing on industry and wholesaling, that has changed greatly over the years. Each of the business types seems to have their own problems with possible new uses in the Strip. (See Appendix A-4 for an explanation of land use categories.) For example, the manufacturers are worried that they will be driven out of the Strip entirely since their business will not fit with the new vision of the Strip (Graduate School of Public

and International Affairs 1992). The wholesalers are worried that gentrification of the area leading to compliance with codes would end up driving them out (Graduate School of Public and International Affairs 1992). Overall, many businesses are worried that further development will raise rents to the point that they will be unable to afford staying in the Strip (Brean Associates 2001). As early as 1985 (Wallace, Roberts and Todd), there was already a clear shift from wholesale and warehousing to retail businesses. However, zoning in the strip supports continued industrial activity with an overwhelming majority of the neighborhood zoned for some type of industrial use (see Appendix A-5).

- ***Connection to other areas of the city***

In all of the plans and reports, it was clear that the Strip district was basically a neighborhood in isolation. Not only are the links to other neighborhoods inadequate, but also the connection to downtown is lacking (Farmer 1985; Graduate School of Public and International Affairs 1992; Brean Associates 2001). Between inadequate public transit and lack of signage, the Strip is effectively cut off from its neighboring areas.

- ***The riverfront***

All of the plans recognize the unfulfilled potential of the riverfront area. However, between the lack of river access and the lack of development projects to take advantage of the riverfront, this natural resource has been largely ignored.

- ***Pedestrian access***

The Strip is not pedestrian oriented. Whether it be pedestrian links to downtown or the riverfront, developing a more pedestrian scale neighborhood is important to the general character of the Strip. Further, the lack of pedestrian access has become a safety issue, especially at night.

- ***City Involvement***

Apart from the purchase and renovation of the Produce Terminal and improving sidewalks and streets, the city has more recently maintained its distance from development in the Strip. While the diverse businesses cannot seem to come to a consensus on the role they would like the city to play in the future of the Strip, most seem to be unhappy with the role the city has been playing in the neighborhood. For example, at one time, retailers preferred to see the city stay out of the Strip, while the entertainment industry believed that the city should encourage further development (Graduate School of Public and International Affairs 1992).

- ***Residential development***

Most of the plans agree that residential development is something they would like to see in the Strip. However, there are problems with new housing related to zoning and the cost of renovation in cases of adaptive reuse.

- ***Historic nature of area***

All of the plans recognize that the Strip District is a unique area in terms of history and architecture. However, in the past, developers have viewed the industrial heritage of the area as a drawback rather than an asset. Currently, there tends to be a lack of understanding about

the importance of preserving the historic character of the Strip, as well as the benefits of adaptive reuse.

So, one might ask, What makes this report any different than all the rest? This is for you, the reader, to decide. The distribution of this report includes many people that have an influence on the present and future of the Strip, including staff at Neighbors In the Strip, business owners in the Strip, staff of the City of Pittsburgh and more. Hopefully some of you will find information in here that appeals to you and motivates you to start a new project or at least start a conversation among your colleagues. In any case, we present you with some more information to assist you in *Guiding Change In the Strip*.

Stakeholders Analysis

Step one in any research project of this size calls for the identification of the different stakeholders. This process poses particular challenges when considering the Strip as the central policy issue. First, it is difficult to communicate all of the perspectives present in each group. We did our best to summarize stakeholders' concerns by articulating the most common interests found in each group. Also, the importance of the various stakeholders has varied throughout the years; that is, their interest in the Strip has changed. The role of actors involved in the public sector, for example, has changed according to political climate and priorities. Also, Neighbors in the Strip (NITS) has only been in existence for a few years now. We found no efficient way to represent such variations. Nonetheless, the research team has identified the stakeholders of the Strip District in the following chart (see next page).

This stakeholders analysis graph, as well as the report itself and other relevant information related to the Strip District and the class, are available via the web at <http://www.pitt.edu/~strip>.

Last but not least, this report could not have been written without the help of many who aided us in our research. Many special thanks go to Neighbors in the Strip, and especially Becky Rodgers, who helped on this project, along with the many business owners and individuals that we talked to who are located in the Strip and the 16:62 Design Zone. Thanks also to Grant Ervin, Pittsburgh Community Reinvestment Group, Michele Porter, Urban Redevelopment Authority, Sandy Phillips, Manchester Bidwell Corp., Wanda Wilson, Pittsburgh City Planning, Tony Dolan of Walnut Capital, Ray Reaves, Tom Bayuzik, Mayor's office, PA Department of Environmental Protection, Charlene Langer Holt, Art Institute of Pittsburgh, John Stephen, Friends of the Riverfront, Janet McCall, Society for Contemporary Crafts, Jean Grogan, Western Pennsylvania Conservancy, Dale Vizetti, Department of Forestry, Melissa Piekut, Department of Construction and Engineering, Sam Patti, La Prima Espresso, Frankie Gazella and the folks at Consumer's Produce, Tom Ayoob, Ray Klavon, Bonn McSorley, and Keith Welkes.

We hope you find the following pages helpful in *Guiding Change in the Strip*.

Key Stakeholders in Development of Strip District

Urban Redevelopment Authority/Mayor

- **URA** helps generate growth and development in Pittsburgh and carries out the city's major development projects, programs, and activities
- Facilitates public/private/neighborhood partnerships to achieve urban improvement efforts
- Has critical voice regarding business growth in the Strip
- Has power of eminent domain
- **Mayor** appoints URA Board
- Involved in development discussions
- Taking hands off approach

Property owners

- Public sector (URA) and private sector (ex. Buncher)
- Interested in zoning ordinances
- Have strong voice in future layout and character of the Strip by deciding who they rent/sell to

Developers

- Key player in future of Strip because they identify demands of the neighborhood and select sites and financing for the development of new businesses/projects
- Concerns include zoning restrictions

Investors

Banks and Syndicates:

- Interested in building profitable enterprise
- Investor interest has direct impact on character of Strip because they decide what businesses/projects they will finance

Large business owners

- Interests represent a diverse group of business owners: wholesale food (Wholey's, Penn Macaroni Co.), nonfood businesses (Seagate, Pitt Ohio, AT&T Wireless, large manufacturers)
- Business interests conflict with resident interests regarding traffic issues (noise/trucks)

Neighbors in the Strip

- Facilitates collaboration with other stakeholders
- Focused interest in the neighborhood affords them a key voice in the marketing, promotion, and development of the Strip
- Acts as voice for business community regarding issues such as transportation, street lights, and the cleanliness of neighborhood

Small Businesses Owners

- Among concerns are rising rents which may cause obstacles to continued operation
- Input is important because their presence in the Strip contributes to the character of the neighborhood

Users of the Strip

- Wholesale consumers, users of the parking facilities, final sale customers, employees of businesses, commuters
- Ease of entry to and exit from Strip
- Have interest in convenience

Department of City Planning

- Sets framework for the city's development through policy and development review by the Planning Commission and through administration of the zoning ordinance
- Zoning ordinances affect efforts to revitalize the neighborhood
- Current project: Map Pittsburgh

City Council

- Proposes and votes on legislation governing and affecting the city
- Approves the final operating and capital budgets for city

Pittsburgh Port Authority

- Would be responsible for implementing any changes in public transportation through the Strip

Residents (low-income as well as middle-income residents)

- Low-income residents typically been denied a voice in the development in the Strip
- Residents' interests conflict with that of business owners (traffic/noise/smells)

Non-profits in the Strip

- Religious institutions, NPO's with a development focus (Riverfront Task Force), Heinz History Center, and other non-profits (Animal Friends)
- Presence of non-profits contribute to diversity of neighborhood
 - Some non-profits located the Strip have similar interests as small business owners (rising rents)

CHAPTER II – THE CHARACTER OF THE STRIP

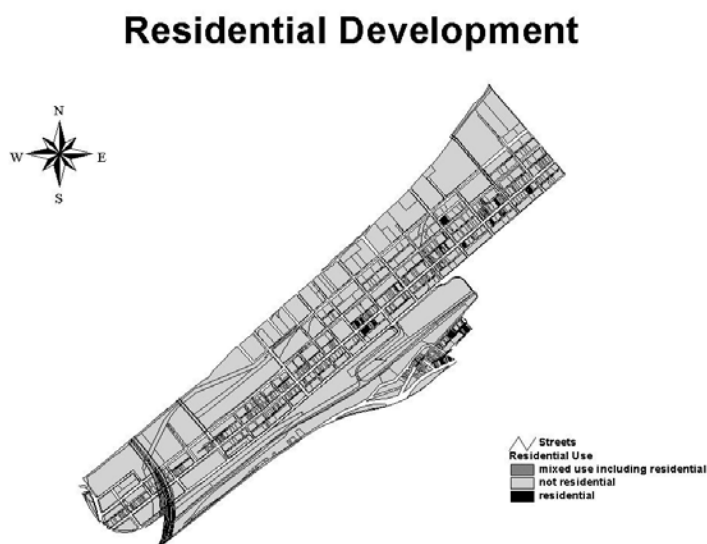
When looking at the phrase, “the character of the Strip,” it seems that it can be understood in two ways, with character indicating different features of the Strip District or depicting the Strip itself as a character—a living entity. After reading the history of the Strip and seeing how its importance has influenced the reputation of Pittsburgh and how its image has changed throughout the decades, it is clear that the Strip is somewhat of a living being, one composed of many parts which this chapter describes in further detail.

Many people will tell you that the Strip’s character must be maintained. It is the very thing that makes it the wonderful neighborhood it is: the varied architecture, the range of independent stores, the old churches, the outdoor markets. This character lives as a visual and emotional state for many. The visual aspects perhaps remind users of a different time, when shopping districts were composed of many smaller independent actors rather than major retail chains, when shopping and entertainment could still be a community experience. But this vision is really only one interpretation of the character of the Strip.

This chapter takes readers through multiple perspectives of what is important about the character in the Strip District. We will discover people who populate the neighborhood; learn how diversity is an important element and how it should be cultivated and preserved; discover different aspects of housing issues and how they are related to issues of development and equity, and more.

So without further delay, this is the Strip...

The Residents



As a neighborhood, the Strip District has many contradictions. It markets itself as a unique mix of wholesalers and retailers, restaurants, nightclubs, and specialty stores, yet has been unable to establish any type of protection to safeguard this mix. It draws thousands of people each week, yet has few residents. Its history is one of poor, working-class immigrants, yet it attracts successful, young professionals to newly developed lofts. Residential land use is extremely rare in the Strip (See Figure 2.1).

Figure 2.1 Residential Land Use in the Strip District

The most recent measure of the population of the Strip District reflects these contradictions. In 2000, the Strip had 266 residents, 61 percent African-American and 36.4 percent Caucasian. The Strip District has a relatively large population of African-Americans, given the city's proportion of 27 percent African-American in 2000 (U.S. Census Bureau 2001).

What is more revealing about the population of the Strip, however, is the income gap between low and middle-income households. Of the 137 households in the Strip, 38 percent earned between \$10,000 and \$24,999 in 1999, while 47 percent had an annual income of \$35,000 to \$74,999 in 1999.

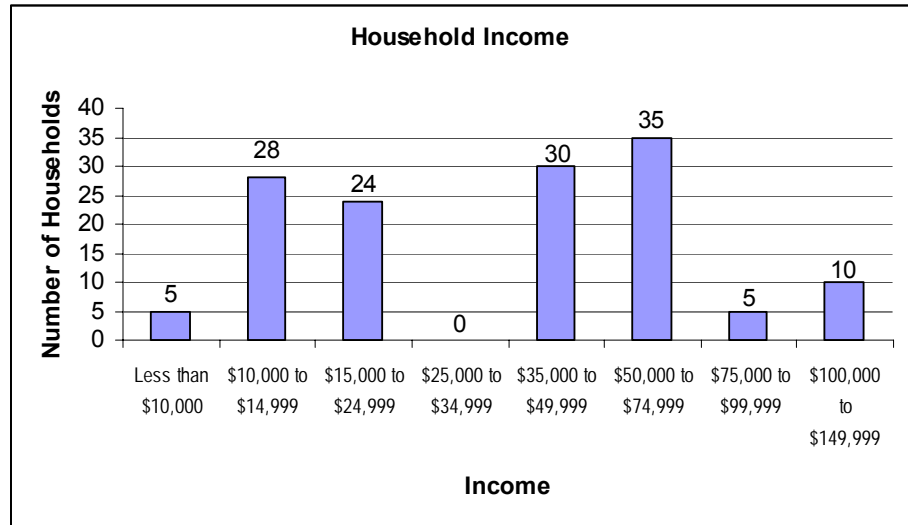


Figure 2.2 1999 Household Income of Residents of the Strip District

Surprisingly, there were no households that earned between \$25,000 and \$34,999 (See Figure 2.2). While the median household income in 1999 was \$41,719, the median family income was only \$16,029 and per capita income was \$18,456. 36.5 percent of individuals in the Strip fall below the poverty line, and related children under 18 have a poverty rate of 60 percent (U.S. Census Bureau 2001).

Of the 58 families that resided in the Strip District in 2000, nearly three quarters of them earned less than \$25,000 in 1999.

Who cares about the residents of the Strip?

No one cares. At least, no one cares about the low-income residents of the Strip District. During our semester-long project, we were not able to find any newspaper articles written about them, nor were they mentioned during any of our interviews. These people have ceased to exist for the mayor's office, their city council representative, and Neighbors in the Strip.

Because the Strip District has such a small residential population, it does not have the number of voters needed to command political clout. 200 votes are not going to determine the outcome of an election. As a result, elected officials will spend their time and effort on more densely populated

Where in the Strip is Sala Udin?

When beginning research on a particular area, the political representative of that area naturally surfaces as one of the easily identifiable stakeholders. Ordinarily, one may expect that the Councilperson, with a staff and central office, would be simple to contact and would be enthusiastic about a study undertaken at no cost to the government. However, what we presumed would be a fairly simple task turned into, at best, a "Where's Waldo" hunt.

After five phone calls speaking directly to a staff member, leaving two messages on the scheduler's voicemail, e-mailing exact questions, and making a personal office visit in which our questions were again given to a staff member, we received no response and reluctantly ended the search for Councilman Udin.

areas of the City. Moreover, the low-income residents of the Strip do not have the financial resources to buy influence through campaign contributions or other types of political donations. These residents also have no influence because they do not correspond with the future vision of the Strip District, as articulated by NITS. This vision includes “ethnically diverse creative knowledge workers, young families and retired folks,” not low-income families struggling to get by (NITS *Vision 2008* 2002). NITS and the elected officials, however, do not ignore the residents who live in the lofts. Because NITS and the elected officials wish to develop more high-end housing, the loft residents have a voice.

Decisions made about the Strip District do not only affect the business owners and loft residents: they also affect the low-income residents of the Strip. Disregarding the concerns of low-income residents will not make them disappear. In order to reflect the wishes of all their constituents, NITS and the elected officials need reach out to all residents and involve them in the decision making process.

Is There a Future for Residents in the Strip?

For years, residential development in the Strip has been an idea that has been tossed around in developer’s circles without much of an impact with completed projects. While two recent residential endeavors, the Strip Lofts and the Brake House Lofts, are finally beginning to offer some living space, these projects are small compared to the residential potential in the Strip.

Ray Klavon, a business owner and long-time resident of the Strip District, also feels that the area has a lot of potential for residential development. However, between failed projects, such as those proposed for the Armstrong Building, basically no support from the city, and his own personal experiences in trying to get things done, he is not hopeful about seeing the Strip transformed any time soon into a larger residential community.

Before he moved to the Strip twenty-two years ago, Ray lived in Shadyside. When asked about how he felt about living in the Strip in a building his grandparents owned since the 1920s, Ray was happy but said he missed the trees. Not a man to remain idle, Ray has been trying to get trees put in by the city forestry department for years. Four years ago, Ray put in a written request for trees to the city. Last year, the forestry department finally came to survey the area. However, Ray is still waiting to get the trees (see Chapter V).

While this is only one example of city services in the Strip, after 22 years, Ray feels that the city does not care about residents in the Strip, which is a shame. The Strip would be a great place for more residential development. Ray says that people come into his shop on a regular basis asking if he knows about any lofts or apartments available in the area.

Overall, Ray feels that residential development has been hindered by a few specific factors. First, the Strip receives little support from the city. There have been many reports identifying the major problems in the Strip over the years, including those in which the city was involved, but these reports have accomplished little with their recommendations. Each successive report noted similar problems that had still not been addressed. Further, many other cities who want to encourage redevelopment of their industrial areas offer tax breaks or set up special adaptive reuse zones in order to entice developers. Pittsburgh has taken none of these steps. Second, some developers have found barriers to redevelopment of warehouses due to asbestos. Whereas redevelopment of asbestos-free buildings is relatively straightforward, developers often find the costs of dealing with asbestos prohibitive. Last, Ray feels that residents of the Strip have little to no voice in future development plans. Granted the number of residents is small, but they are still tax-paying residents of the city and deserve a voice.

While residential development mainly through adaptive reuse in the Strip would be beneficial for the area, is recognized as a factor in keeping the downtown vital, and would provide a forum for development while retaining the city’s industrial history, it seems unlikely that any large-scale projects will actually come to fruition. This is definitely an unfortunate situation, Ray notes, since he has found the Strip a wonderful place to live and work.

Housing and Adaptive Reuse in Former Industrial Areas

For people who wish to live in the Strip District, there are currently two housing options. The first is one of the recent loft developments, such as the Brake House Lofts or the Strip Lofts, both examples of adaptive reuse. The Strip Lofts are a 34-unit residential complex housed in an old warehouse. The Brake House Lofts are an 18-unit loft development in the former Westinghouse Airbrake warehouse. The second option is row housing, a relic of the Strip's industrial past. Income will determine which choice is made:

- The people who live in the lofts are predominantly middle to high-income, single professionals.
- The people who live in row housing are largely low-income families.

The next residential development in the Strip will occur at the site of the former Armstrong Cork Factory, where multiple projects have been in the works for over twenty years. The Department of City Planning approved the most recent version of this project, which will more than double the current population of the Strip. It will include 291 residential units, a 450-car parking garage, and a riverfront restaurant.

Adaptive reuse of buildings in former industrial areas is not a new idea. The Strip District houses many examples of adaptive reuse, though, reuse for housing is less common. The Strip could be a prime area in which to develop housing for young professionals. It is close to downtown, offers a variety of retail stores, a selection of fresh produce, and a vibrant nightlife. Additionally, there are many benefits to adaptive reuse for housing (Housing Southern Californians n.d.).

- Adaptive reuse can introduce housing into non-residential areas, restore buildings to a useful purpose, or provide live/work space at a reasonable cost.
- Reuse of underutilized or deteriorated buildings often means augmenting local tax rolls.
- Some adapted buildings are local landmarks of historical and/or architectural significance, containing features that cannot be easily duplicated at today's construction costs. These projects may qualify for preservation tax credits for private investors if used for low-income housing.

So, with all these apparent benefits, what has made other industrial areas successful in developing housing and other adaptive reuses in industrial areas when Pittsburgh has seemed to lag behind? A look at former industrial areas in five cities, Cleveland, Dallas, Portland, Oregon, Portland, Maine, and Oklahoma City, which have focused on a adaptive reuse, may help illuminate why the Strip has not lived up to its potential.

Cleveland's Warehouse District

The story of Cleveland's Warehouse District is similar to the story of the Strip District. The area was in severe decline, with wholesale destruction of old buildings, before investors and concerned citizens began to reclaim the area. Redevelopment began in the mid 1970's when a

private company renovated the Western Reserve Building. At the same time, the Cleveland Landmarks Commission actively began a process to preserve Cleveland's heritage. Key to preservation was developing a comprehensive plan, "Historic Warehouse District Plan Concepts and Design Guidelines," and the formation of the Historic Warehouse District Development Corporation (HWDDC), which was made up of local business interests, architects, and residents living in the underutilized loft spaces in the Warehouse District (HWDDC 2002). HWDDC has used historic tax credits and other public dollars to successfully direct the development of the Warehouse District. Further, with the updating of the master plan for the area, HWDDC insures that the development of the district is sustainable and in the best interests of the residents and local business owners. Present development includes infill development of condominiums on surface parking lots, which now cover 40% of the warehouse district, and a focus on for-sale housing units as opposed to rental units, which now dominate the market (HWDDC 2002).

Dallas' West End Historic District

Like many other industrial areas turned entertainment districts, the buildings of the district were used mainly as warehouses and manufacturing centers (Victory 2002). While this district is different from the Cleveland Warehouse district in that residential development has only recently become a focus of redevelopment, there are many similarities to both Cleveland and Pittsburgh with the focus on a premier entertainment district (Newby and Associates n.d.). One of the best examples that the West End can provide for Pittsburgh was the way they welcomed members of the arts community with open arms. When operating costs became too much to bear for Olla Podrida, a North Dallas artist's colony, members were welcomed into the West End by executives of the West End Marketplace, "The market then made it easy for artists to start up by charging a percentage of sales -- with no monthly rent -- and allowing co-ops to form" (Hensell 1996).

Portland, Oregon's Pearl District

In the late 1970's and 1980's, non-industrial businesses began to move into the vacancies left by manufacturing and warehousing businesses in the Pearl District. Investors bought properties and converted them into lofts. Commercial artists, designers, and architects were attracted to the area, while higher rents kept independent, small-time artists out (Kadas 2001: 3). In 1987, a number of property owners created the Thirteenth Street Historic District, which "provided low property taxes, an added incentive for home buyers, and perhaps influenced the city to pave some streets at this time" (Kadas 2001: 3).

A main driving force behind much new development in the Pearl District is the River Development Plan. Specifically, the housing implementation strategy, adopted by the Portland City Council in 1994 ensures high density housing units "serving a broad range of household income levels" (Portland Development Commission 2001: 2). Two other key elements to the success of the Pearl District has been the attraction of students to the area and new transportation solutions. The Pacific Northwest College of Art opened in 1998 and has not only brought diversity to the area, but also creates an instant residential population in The Pearl District. In 2001, Portland opened a new trolley line linking the Pearl District with other areas of the city, thus hoping to reduce the need for parking in the area (Kadas 2001: 6).

Portland, Maine's Arts District

The Arts District is a small departure from other formerly industrialized areas in that it is a newly created district. When downtown Portland's Central Business District began to decline, the arts community moved in. The presence of the Portland Museum of Art, Portland Stage Company, Portland Public Market, and the Center for Cultural Exchange has transformed the neighborhood into a vibrant cultural district (American Style Magazine 2001). Portland's Downtown District (PDD) was founded in 1992 (Portland's Downtown District 2001). One unique aspect of this community is that the PDD has made a concerted effort to keep the businesses locally owned, as opposed to trying to attract big-box retail. Portland is similar to other areas in that it has seen redevelopment highlighting artists' studios and has focused on the retail center (Americatravelling.net 2000).

Oklahoma City's Bricktown

As seen with most industrialized areas after WWII, suburban sprawl became the norm of the day, and Bricktown became a shell of its former self (Blackburn n.d.). While the rest of Oklahoma City was being revitalized in the 1960's and 70's, Bricktown was largely overlooked. This neglect continued until 1993, when Oklahoma City residents voted for the Metropolitan Area Projects (MAPS), which provided over \$300 million in downtown development (Oklahoma City Convention and Visitors Bureau n.d.). This money funded projects such as the Bricktown canal and a vintage style trolley system which costs a mere 25 cents and allows access to most areas in the downtown (KEY of Oklahoma, Inc. 2002). The district is now a bustling center of activity with many restaurants, retail businesses, the Bricktown Canal, and the ballpark of the Oklahoma Red Hawks (Wilmoth 2001).

While housing is not a focus in Bricktown, itself, the Urban Land Institute (2000) noted that residential development in downtown Oklahoma "would be critical to the city's long-term economic success." However, "for residential development to occur... the city needed to create a comprehensive residential development program that provided tax-free bond financing and low-priced access to urban renewal sites and encouraged primarily garden apartment development" (Urban Land Institute 2000). As a result of the recommendations, as of 2000, there was a 250-unit housing project being built on the edge of downtown (Urban Land institute 2000).

Lessons Learned

There are many lessons that the Strip District can take from other redeveloped, former industrial areas, which focused on adaptive reuse.

- All of these communities had strong local business and/or residential communities that not only supported but also directed development. Cleveland had the HWDDC; Dallas had the West End Marketplace executives; Portland Oregon had the members of the Thirteenth Street Historic District; and Portland, Maine had the Portland Downtown District Organization. A strong and diverse organization representing all of the future interests of the Strip would be beneficial to jumpstarting development, as seen from the earlier examples.

- A majority of the communities developed a long-term plan and/or design guidelines for their former industrial areas, which included some degree of local government involvement. Cleveland, Portland, Oregon, and Oklahoma City all benefited greatly from a unified vision. While Dallas and Portland, Maine did not have specific plans, both cities were led by groups who had a unified vision.
- Three of the five communities had their former industrial areas placed on the NRHP to help preserve their city's history and entitle property owners and developers to historic tax credits and incentives.
- Housing development, either reuse of existing buildings or new construction, in or around the specified districts was key to the continued vitality of the areas.
- The arts community was often key to spurring the revitalization of former industrial areas with many opportunities for live/work space.

What does this mean for the Strip District? Pittsburgh has already seen an influx of artists in the Strip, which could indicate that the area is truly on the cusp of major development. While NITS represents the interests of the neighborhood, there is little input from the residents of the Strip, and the businesses seem less than united in the future they see for the Strip. Specifically, there is a lack of agreement on the degree of government involvement they would like to see in the area. In addition, the business owners clearly do not support listing the Strip on the National Register of Historic Places due to the restrictions on renovations that such listing imposes. While the NRHP offers the most protection to historic properties, there are other avenues for historic preservation at both the city and state level. Benefits to neighborhoods who have become City of Pittsburgh Historic District include access to the Preservation Loan Fund, which offers funds to "community-based organizations and preservation groups" who want to restore historically significant properties in their neighborhoods (Pittsburgh History and Landmarks Foundation). Local listing also entitles religious properties to money through the Historic Religious Properties Initiative for bricks and mortar projects. Local historic listing is beneficial to the Strip since there are little to no renovation restrictions on historic properties.

The Strip in Comparison

Overall, while the Strip does have many elements that make it similar to other successful former industrial areas, there are also many factors holding Pittsburgh back. Similarities to other industrial districts mentioned above, include:

- The area is historic in character. This aspect of the Strip District could definitely be taken advantage of through city, state, or national historic listing.
- The Strip has an abundance of space that is prime for renovation.
- There is a budding artistic community.
- The Allegheny River is an untapped resource for the area.
- The area has an entertainment industry and unique retail base.

On the other hand, there are also a number of factors preventing the Strip from turning into a successful former industrial area.

- Lack of a unified vision for the area representing all future interests for the Strip including businesses, local groups, and residents.
- Lack of support or even interest from the city government. Although there has been some support of the wholesale industry, city support in the Strip has been limited.
- Lack of public transit links between the Strip and other areas in the city.
- Lack of hotels, which prevent the Strip from taking advantage of the tourist industry, especially associated with the Convention Center.

One fact that is clear in (redeveloping) all former industrial areas is that housing is key.

One fact that is clear in all former industrial areas is that housing is key. Whether the housing is located in the district or close to it, having residents in or around entertainment districts makes them more than tourist attractions, keeping them vital commercial areas day-in and day-out. Whether the Strip can ultimately support housing, it is clear that housing for residents with a range of incomes needs to be developed either in the Strip or in adjoining areas. However, with beautiful historic buildings already in the Strip, it would be beneficial to the city to encourage adaptive reuse of such buildings so that Pittsburgh’s industrial heritage can be preserved while providing needed facilities, whether they be residential or commercial, to Pittsburghers. It is time for Pittsburgh to take heed of past studies and recognize the potential of the Strip District.

Defining and Promoting “Diversity” in the Strip District

“Diversity” is a word that has often been thrown around in many neighborhood and organizational priorities. More and more, individuals are realizing that our institutions and destinations are more attractive the more diverse they are—exemplifying the mix of ethnicities and cultures that make up the United States and the communities within it. The Strip District is no exception to this movement. Composed of many different moneymaking parts—ethnic food shops, retailers, wholesale food sellers, business firms, and nighttime entertainment establishments—the Strip can be said to have cornered the market on diversity. There are many different populations drawn to the “rough-around-the-edges neighborhood” for many different reasons.

Neighbors in the Strip has made no secret of the importance of diversity to the developing neighborhood (For further discussion of NITS, see chapter three). In its *Vision 2008* statement, the organization cites the importance of establishing an organized illustration of the diversity present in the Strip: “One particular “rent-controlled” center celebrates the cultural/ethnic diversity of the Strip and Pittsburgh, through the housing of an international market and home of a large variety of ethnic organizations, thus furthering the reputation of the Strip as a unique, one of a kind experience.” So, in a sense, there is a goal out there to organize and operationalize a notion of diversity in the district.

A Wholesaler's Perspective on the Strip

During our semester-long project, we had heard speculation about the future of wholesaling in the Strip District. We visited the Consumer's Produce (CP) Warehouse to meet with Frankie Gazella, head of quality control, who reassured us that the wholesale business would be around for a long time.

Frankie started in the wholesaling business right out of high school. At that time, all of the stores along Smallman Street were either retail or wholesale produce. He worked on a platform at Gullo Produce until 10 years ago when the company closed. Frankie is not unlike many other people who work in the wholesale industry in the Strip. For many, this is the only life they have ever known. Luckily, many companies, like CP, have thus far successfully overcome changes in the wholesale business in the Strip and the lure of the suburbs.

In fact, not only have many wholesalers withstood the changes in the Strip, but they have also improved their operations and facilities. CP is a case in point. Just a few years ago, CP was a platform-based wholesaler, but as their operations grew, they needed more room. They knocked down the building that stands on the present location of their business in order to build a better and larger warehouse so that all of their operations would be under one roof. CP operations and employees have changed with the times, as well. The sales crew for the company used to do almost all of their work at night, selling to supermarkets and other recipients of bulk produce. Now, with technological advancements, most of the sales crew has shifted to daytime hours.

Despite some operational innovations of wholesale companies in the Strip, they still function basically 24 hours a day, 7 days a week. As seen at CP, trucks come in at all hours of the day and night and are unloaded into the warehouse. This procedure is unlike other wholesalers in the Strip. Most other wholesalers can only store a fraction of their produce in temperature controlled areas with the remainder being stored on open platforms, but CP's entire facility is enclosed and temperature controlled allowing them to preserve all of their produce longer. However, apart from the difference in scale and sophistication of operations, CP is just one example of the wholesale industry in the Strip.

While there has been an exodus of a number of wholesalers from the Strip, CP and many other operations have no intention of going anywhere. While Frankie did mention that the closing of the 10th street bypass has slowed trucking operations due to detours and increased traffic along alternative routes, and renovations of the 16th Street Bridge will likely intensify that problem, Frankie is confident about the future of CP and other wholesalers in the Strip. After all, would the Strip really be "The Strip" without the wholesalers?

What are the current realities and challenges of promoting diversity in the Strip?

First, when approaching the subject of diversity, one cannot help but ask the question, What does diversity look like? What human categories are we examining? Are we addressing race, ethnicity, class, sexual orientation, gender? Second, what are the current strategies being used to attract and cultivate diversity in the Strip district? These topics must spark a substantive conversation among key stakeholders in order for a comprehensive representation of diversity to take hold in the district.

To begin this conversation, some of the writers of this report turned to a few different stakeholders in the community to get some input.

Strategy

The goal of these interviews was to assess what diversity in the Strip looks like, what it means and what needs to be done to move it further. In short, the goal was to get multiple and relevant perspectives on diversity. Interviews on this topic were conducted with three subjects who wished to remain anonymous: a wholesale distributor, a retail shop owner and a member of a local neighborhood development association.

The content of the interviews did not separate the Strip from what the Lawrenceville Corporation has named the 16:62 Design Zone, covering the area from the 16th Street bridge to the 62nd Street Bridge. This lack of distinction is necessary for two reasons: 1) The Design Zone incorporates parts of both the Strip and Lawrenceville and 2) Lawrenceville and the Strip are closely associated with one another, as adjacent neighborhoods, and provide a significant amount of “traffic” for one another.

The interviews were largely open-ended. Subjects were allowed the liberty to guide much of the subject matter as it related to diversity. The interview, however, was influenced by the asking of the following questions:

- What are the characteristics of the business owned or association which he or she belongs to?
- What does the diversity in the area look like?
- What characteristics of diversity are you please by or do you think is lacking?
- How have you seen the diversity of the area change over the years?
- Why is diversity important to the area?
- What is your vision for the future of the area?

Results

The following points were raised during at least one of the interviews. They fall roughly into three categories and yeild some general conclusions.

- *Developing the Strip as an “alternative” neighborhood*
 - The Strip should satisfy a developing “niche” in Pittsburgh. It would be interesting to develop a sort of alternative neighborhood where many different communities would feel comfortable: African American and other cultural ethnic groups, the gay and lesbian community, a variety of socioeconomic classes and young urban professionals.
 - Maybe NITS should develop a collaboration with the New Pittsburgh Collaborative. (See Chapter Thee for further discussion.)
- *The Strip/16:62 Design Zone and diversity*
 - Diversity of business ownership in the Design Zone is gay, young people, women but mostly white. There is not a lot of ethnic diversity but there is quite a bit of class diversity.
 - Cultivating diversity does not seem to be a priority among the board at the Lawrenceville Corporation—focus is primarily on retail economic growth.
 - Respondents were not aware of any political obstacles to minority business owners wanting to locate in the 16:62 Design Zone.
 - Getting funding assistance from the URA can be very cumbersome. The process may even be considered a roadblock to getting under funded businesses into the area. (See chapter three).

- *The Strip/16:62 Design zone and the gay and lesbian community*
 - Should the Strip develop an increased gay index for economic reasons, social reasons or both?
 - The growth of design shops in Lawrenceville has attracted a generally non-mainstream or “diverse” group of stores and owners. Among this group are many gays and lesbians. The economy and real estate prices have attracted gay people. This is a possible site for gentrification.
 - Gay-friendly neighborhoods are indicators for economic success. There is a history of gentrification with the gay community.
 - In designing the cultural marketplace, NITS should allow space for groups like GLENDA and other culturally diverse groups with limited funds.

Analysis and Recommendations

Evident in these statements is the fact that the multi-cultural/ethnic diversity in the area is an emerging policy issue that needs to be addressed. Embedded in the subjects’ thoughts and observations are several recommendations which must be addressed by stakeholders in the development of the Strip, particularly NITS, the Lawrenceville Corporation , Urban Redevelopment Authority and other community based organizations involved in the Strip and 16:62 Design Zone.

- ***NITS***: Develop a collaboration with the New Pittsburgh Collaborative in exploring the future of the Strip.
- ***Lawrenceville Corporation***: Address lack of ethnic diversity among business owners in Lawrenceville. Work on strategies to attract a more diversified owner-base.
- ***NITS and/or the URA***: Investigate and/or alleviate the cumbersome nature of the URA’s application for funding process.
- ***NITS***: Develop strategy for attracting gay business-owners and customers to the Strip. Within this strategy address motivation for attracting this group.
- ***NITS***: GLENDA and other groups like it should be a part of the plan for the vision of the international/cultural marketplace.

CHAPTER III—NEIGHBORS IN THE STRIP

History

Prior to the inception of Neighbors in the Strip (NITS), the most noteworthy organization focused on the Strip District was the Strip District Business Association. Founded by Bernard Benkovitz and comprised solely of local wholesalers and retail merchants, “the Strip District Business Association worked to facilitate collective action and promotion for Strip District merchants.” (Society for Contemporary Craft 2002) It was best known for sponsoring an Oktoberfest celebration. They also held an annual Flowerfest during the month of May.

NITS began in April 1999 at a town meeting held in the Heinz History Center. This was due to concerns arising from the many new construction projects planned for the city of Pittsburgh. Local merchants and other interested parties wanted a more “neighborhood-based” organization to address their parking, traffic safety, and other related concerns, and to voice those concerns to the greater Pittsburgh community.

Over the course of several town meetings and on the advice of Mayor Tom Murphy, the group of concerned community members defined their collective goals and needs, and formed Neighbors in the Strip. In addition, the Lawrenceville Corporation offered its financial support and organizational guidance.

Mission and Vision

NITS is a non-profit member organization involved in promoting and preserving the Strip District. It is focused on economic development with the goal of preserving the unique character of the Strip. NITS is engaged in community organizing, marketing and other activities with the goal of making the Strip a place to live, work, and shop.

NITS wears several different hats. They work to attract new businesses to the Strip and assist existing businesses to expand. NITS works with the various Strip District stakeholders and plays a key role in creating consensus. NITS would also like to see the currently small residential population increase. Making the Strip safe is a key goal of NITS; they created a “Safe Neighborhoods Program” and work with the Zone 2 police to ensure the Strip is a clean and safe place to be. Finally, marketing the Strip is central to the mission of NITS.

Since its inception in 1999, NITS has accomplished a lot, especially considering its staff of one plus a part time intern. NITS has worked in partnership with the city and other entities on four neighborhood studies: the Strip District Neighborhood Improvement Study/Community Revitalization Plan, Pittsburgh Parking Authority Study, Map Pittsburgh Project, and Lawrenceville Enterprise Zone. NITS has improved street lighting on areas of Smallman Street, formed partnerships with media and law enforcement to improve safety, developed a cost-savings “joint energy purchasing consortium” of 50 businesses, and developed marketing materials.

NITS has produced *Vision 2008*, which talks about the Strip as a “thriving, diverse, 24-hour” community, a destination for tourists from around the world. The Strip already showcases various ethnicities and cultures through its variety of food stores and distributors. NITS envisions highlighting the cultural diversity and expanding it to include an international market of sorts. The Strip is already the place to go for young people to go out drinking and dancing. The business mix has been diversifying and NITS would like to see this trend continue with the business district expanding. Improved access and connections to other neighborhoods are a key component of their vision. Embedded in the vision of NITS are many policy implications including but not limited to the areas of public safety, transportation, economic development, rent-control, façade improvement, and building renovations. To make this vision a reality, NITS will need to continue to cultivate its relationship with government entities as well as private funders.

Board Analysis and Diversity

NITS currently has a membership of roughly 300 businesses, led by a Board of Directors comprised of 19 members. Board members were not elected but volunteered when NITS was being formed three years ago.

The role of the board of directors of a non-profit organization can vary widely. Some boards are very active and are instrumental in setting the direction of the organization. They have a vested interest in the community that the organization serves, and they are committed to carrying out the mission of the organization. At the other end of the spectrum are boards whose members have “warm body syndrome” and the most they do is show up to meetings. They are involved with the organization because they have something to gain or maybe at one time they did have a stake in the community. Either way, the dynamics of a non-profit’s board and the executive director’s ability to work with the board are crucial to the success of the organization.

The board of NITS reviews the budget, assists with fundraising, and helps develop and accomplish the goals of NITS. The NITS board has been especially active in the process of the neighborhood improvement study, the safety and security plans, and work around marketing. These areas are central to the mission of NITS.

The Board has little representation from several stakeholder groups: residents, the smaller specialty stores, the design companies, the furniture stores, and the entertainment sector. There are other stakeholders that NITS should consider having on their board such as private developers, a URA representative, and Sala Udin, City Councilman for the Strip District.

While the number of residents in the Strip is small (266 people in 2000), the fact remains that there are residents within the Strip and their voices deserve to be heard. NITS has tried to consider residents in their plans, but having a citizen representative would ensure that they would not be overlooked in the future. *NITS has begun to diversify its board- it added more residents and nonprofit sector representation in 2001.*

More work remains to be done. Smaller shops and businesses should be represented; over the last 20 years, the retail business sector has grown steadily. The entertainment sector (bars,

clubs, and other late night establishments) plays a huge role in determining whether or not that vision comes to fruition.

The entertainment sector is represented by Valhalla, a restaurant and brewhouse, and Harp and Fiddle, an Irish pub. These are the only businesses on the list that cater to the late-night crowd. As there has been significant attention paid to the “Night and Day” aspects of the Strip, and concerns have been expressed about the occasional tension between these two groups, it would be appropriate to have a greater presence of the nightclub sector on the board, so issues could be handled efficiently.

Like many organizations, NITS frequently speaks of the importance of diversity, but the board is not diverse in terms of race, gender, or sector. If a board is not diverse, is highly unlikely that they will proactively promote diversity in the Strip district.

There are a couple of problems with the board of NITS. There is lack of gender and racial/ethnic diversity. There are only two women on the board. This is significant considering that many of the specialty shops are woman-owned. Also, there does not appear to be a wide spectrum of racial and ethnic diversity on this board. If the leadership is not diverse, it is unlikely that the Strip will be the culturally diverse neighborhood it wishes to be.

Table 3.1 NITS Board of Directors:

Sector	# of Representatives
Wholesale/Retail	7
Non-Profit Organizations	5
Restaurants	2
Accounting	2
Trucking	1
Landowners	1

NITS and the Public Sector

The City has had fluctuating levels of involvement in the Strip. The most notable contribution is the Urban Redevelopment Authority’s (URA) purchase of the terminal buildings, as a way of assisting the wholesale food distributors. Recently, though the city has taken somewhat of a “hands off” approach to the Strip, they have been involved in some projects. The URA provides gap financing to assist private companies in their development or expansion efforts. NITS could help businesses navigate the application process and provide information for businesses.

The URA has working capital and loan funds earmarked for Minority and Women Owned Businesses through the Minority and Women Business Assistance Program. Though these funds are still “out there,” the URA is reevaluating the program. Three major banks were to administer the program and for some unknown reason, deals were not put together. It is possible that no one was promoting the program, which meant that no one knew about it. The URA still

lists it as a program they offer through the Business Development Center. The Minority and Women Business Fund (MWBF) was faded out in the early 1990's because, according to the URA, "we are constantly evaluating programs and how we can use limited funds" (Porter 2002).

The URA now requires its loan recipients (those over \$250,000) to submit a Minority and Women Owned Business Enterprise Plan. The plan details the borrower's strategy to purchase services and products from minority and women owned businesses. The URA will close on the loans only after the plan has been reviewed and approved unless the borrower shows that they cannot possibly fulfill the requirement of utilizing women and minority owned businesses. The URA believes this requirement will help these businesses participate more fully and gain access to business and construction.

Table 3.2 Examples of URA investment in the Strip

Program	Business	Public Investment	Private Investment	Total Project	Jobs to be Created	Jobs to be Retained
MWBF	It's a Man's World	\$19,200	\$14,000	\$32,200	3	0
MWBF	Polyrest, Inc.	\$74,367	\$155,000	\$229,367	6	10
MWBF	Triangle Welding Co.	\$30,000	\$30,000	\$60,000	2	14
PBGF	Olajumoka R. Ewedemi d/b/a Alafia	\$11,250	\$13,750	\$25,000	1	1
PBGF	James Moreland and Jaymore Electrical	\$150,000	\$295,000	\$445,000	5	0
PBGF	Asian Merchandise	\$120,000	\$195,000	\$315,000	6	4
UDF	Ronda Lafferty/Jack Lafferty Truck Parts	\$41,573	\$125,000	\$166,573	2	2

MWBF= Minority and Woman Owned Business Fund

PBGF= Pittsburgh Business Growth Fund

UDF= Urban Development Fund

Source: Urban Redevelopment Authority Business Development Center

Other URA programs include:

- Urban Development Fund which offers loans up to \$250,000 to purchase and convert real estate,
- Pittsburgh Development Fund which offers loans up to \$5,000,000 for the same activities,

- Streetface Façade which provides grants up to \$10,500 for façade renovations in the City’s Neighborhood Business Districts,
- Façade Matching Grants of up to \$10,500 for building facade renovations in the city’s economically distressed areas.

Many businesses may find the application process cumbersome or may not even be aware of some of the programs that are out there. NITS could play a key role by acting as a resource for businesses currently in the Strip or for businesses thinking about locating to the Strip.

Marketing

Marketing the Strip is a major function of NITS. A thriving business community is a busy one. NITS has created a website, banners, a promotional video, and other collaborative materials. A marketing committee plans events and works on strategies to attract shoppers, tourists, businesses, and investors. NITS also works with a consultant who helps them come up with new fundraising ideas. There are two movies that NITS could incorporate into their marketing strategy: the independent *The Bread, My Sweet* and *The Strip Show*, a WQED special (see section in the Character of the Strip chapter).

The Bread My Sweet: A good movie and an even better advertisement

The Bread, My Sweet -- the 2002 film directed by Melissa Martin -- could have been filmed anywhere in the U.S. The “anywhere” that the director chose was the Strip District in Pittsburgh. The Strip does not only serve as the setting of the film: it is also a living character in the film, integrally tied to the plot of the story. What one can see in the *Bread* is that the Strip is the perfect vehicle to echo and illustrate the themes of the movie: the importance of family and family-owned retail shops, family and neighborhood history, the notion of home and transition. Likewise, the film acts as an ideal vehicle to showcase the character of the Strip. *Bread* illustrates many of the key goals that NITS has for the Strip, as articulated in NITS’ *Vision 2008*, which includes a “state of the art marketing program that attracts visitors from the region, the nation and from around the world.” *The Bread, My Sweet* can provide an integral piece of exactly such a marketing campaign:



(Source: www.whoknewproductions.com)

- *Provide a showcase of cultural/ethnic diversity:* Most of the film takes place in an Enrico Biscotti-esque bakery, owned by an older Italian couple (Bella and Massimo) and managed by three brothers whom the couple has come to treat as family. The film illustrates the importance of their Italian culture through the cooking and baking. This aspect of their culture has literally provided a business avenue for the owners and operators of the bakery

which sells authentic Italian baked goods. This model of ethnicity as business is one practiced all over the Strip. The district is populated with many shops that capitalize on their culture, selling authentic goods from countries outside the United States. Among the goods sold are those from the Asian, Middle Eastern, Italian cultures and more.

- *Be a place for people to live, work and play*: Bella and Massimo live over their shop. While NITS would like to see a residential neighborhood flourish beyond apartments above shops, it is still useful to see the residential aspect associated with the Strip. While it is not clear exactly where the brothers' residences are located in Pittsburgh, they are still associated with the Strip since most of the film takes place in the neighborhood. The film gives an image of the Strip as a place where people experience all spheres of life: residential, work and recreation.
- *Community Environment*: While watching the interactions of the characters in *Bread*, it is unmistakable that they are operating within a tight knit community. Business owners and employees are shown interacting with one another as members of a larger community.
- *People of all age groups working and living together*: There is a great diversity of ages present in the film. The younger and older characters depend on each other in a very essential manner. They draw their identities from one another and they must all play their parts to make a success of the business, and their lives.

Recommendations

One of the best things about this film is its timeliness. It is a new movie that capitalizes on a current vision of the Strip. The fact that it is an independent film also lends a hand to its relevancy: it was made with the help of a small production company, Who Knew Productions. The independent, "gritty" nature of the film parallels that image of the Strip itself. Furthermore, the film has been very successful reaching a wide audience. Released in 2002, the film is still playing in theaters and has not yet transitioned to video. It has played at a variety of film festivals and won numerous awards (Who Knew Productions 2001).

There are a number of ways to utilize the production for marketing of the Strip. The primary tool in such a marketing campaign would be the NITS website. This would provide an excellent cornerstone of any successful marketing campaign. The website is attractive, eye-catching, and relatively easy to navigate. It also has room to grow.

Following are recommendations for marketing and incorporating the success of *Bread* that NITS could explore:

- *Promote the cultural relevancy of the Strip*: The website needs a section that shows the cultural relevancy of the neighborhood, answering the question: How is the Strip related to events outside of Pittsburgh? As current and potential users of the Strip begin to see the area as one that has a certain amount of cultural importance on a broader scale, the neighborhood will attract an increasing amount of attention. *The Bread, My Sweet* would provide a perfect piece to this larger goal. The importance of the Strip is exemplified by its presence in the

film. The choosing of the Strip for production indicates that the district speaks to the numerous human themes put forth in the film.

Featured on the web site could be an advertisement of the film and text which explains how it is related to the true Strip district, alive and well in Pittsburgh. A featured note from the director would be an excellent complement here. With such a section, website users could see how the Strip is visible on a national level, as the film has the potential of circulation all over the United States. By advertising the film, NITS would really be advertising the Strip itself.

- Partner: NITS and Who Knew Productions: The advertising relationship does not only have to work one way. In addition to NITS marketing the film on its website, the filmmakers—Who Knew Productions—could be approached about providing a link to the NITS’ website from their own. Such a link would be advantageous to the film in that the NITS website would give the movie a “real life” context. Text written on their website would invite visitors to see the real neighborhood where *Bread* was filmed. This opportunity could also become coordinated with the walking tour featured on the web site: “See spots featured in the movie, *The Bread, My Sweet.*”
- Find a new funding opportunity for NITS: One of the best and most common ways for nonprofits to compete for funds is through the entering of business-type transactions (Massarsky 1994). Though NITS already sells merchandise on the website, it is limited and selling more merchandise should not be out of the question. When *Bread* transitions to video and DVD, the distributors of the film should be approached about a joint commerce venture where NITS could sell copies of the film on its site and in turn get a cut of the profits. There is a possibility that the fixed and/or variable costs of this project could outweigh the profits; however, in such a case NITS could at least offer a link to a distributor where consumers would be able to purchase the film. Guiding potential consumers might also entitle NITS to a profit share.
- Carry out the plan: The execution of such plans as have been outlined here obviously require extensive work, including time to set up deals, make website alterations and monitor progress. Possible solutions to this problem are:
 - Hiring an intern to complete the project
 - Making the venture a joint board project
 - Including the project in grant applications for a new staff person
 - Working with a consultant
- Extend the model: “The Strip Show”: Finally, this marketing plan should not end with the use of *The Bread, My Sweet*. It should be developed as a model which can be applied to other products positively portraying the neighborhood.

The Strip Show, a 1996 documentary produced, written, and narrated by Rick Sebak and part of the Pittsburgh History Series, would be another excellent candidate to advertise the Strip. The documentary showcases the character and history of the Strip District. Sebak begins his documentary by describing the Strip as “a marketplace, produce yards, restaurants, a hot

nightspot, and a very historic part of town” (*The Strip Show*, 1996). Sebak takes the viewers through a day in the Strip District, from the early morning transactions between the wholesalers to the late night partiers and everything in between. The focus is on what makes the Strip unique: the family connections, the food, the specialty stores that dot the landscape, and the rich industrial history.

The Strip Show, like *The Bread, My Sweet*, is a perfect advertisement for the Strip District. The documentary emphasizes the very qualities that make the Strip District different from any other neighborhood in Pittsburgh: its industrial heritage, its ethnic and cultural diversity, the strong family ties, and the working-class, not-quite-done feel to the neighborhood.

One of the simplest ways to utilize the documentary as a marketing tool is to sell it from the NITS website. Because the documentary was produced six years ago, Neighbors in the Strip could run an event or produce a brochure called “come see what’s changed” that markets the Strip as a neighborhood in transition. NITS could also work with the Heinz History Center to develop exhibits that explore the history of the Strip, focusing on the industrial heritage of the neighborhood.

By tying the history and the current facets of the Strip together, the neighborhood will be poised to market itself both to tourists visiting Pittsburgh for the first time and Pittsburghers who regularly visit the neighborhood for its many treasures.

In addition to incorporating these movies into their marketing strategy, NITS could work with the Heinz History Center to create an exhibit that showcases the Strip or develop a mini-History center.

Heinz History Center Exhibit

Goal: Highlight the ethnic and commercial history of the Strip

Format:

- Wall/panel exhibit based on information contained in the History Center's as yet unpublished "Strip District History"
- Video clip such as the one in the History Center that highlights the Hill District. The Strip Show video or Tony the developer's advertising video could be used as a model for the clip

Funding: Perhaps the Smithsonian Museum could help sponsor it as they have other exhibits in the History Center

Strip District Heritage Center

Goals:

- Educate visitors and locals on the history of the various roles the Strip has played in urban development of Pittsburgh, commerce and immigration
- Help orient visitors and direct locals to previously unknown gems in the Strip.

Format:

- A mini-History Center focused on the Strip. Could also house the Strip District Walking Tour brochures and PAT bus maps relevant to travel to the Strip.
- The Market Heritage Center of Pike's Place Market in Seattle could be used as a model for this center.

Funding:

- Local businesses could contribute funds toward developing exhibits or displays that feature their place in the developmental history of the Strip (ex. wholesaling)
- Grants would also need to be sought

Recommendations and Roles for NITS

NITS fulfills an important role in the Strip. They have accomplished a great deal especially considering their newness and their small staff. In addition to the marketing recommendations, the following are organizational recommendations that may help NITS maximize resources or and take on new roles.

- Serve as a resource for businesses: The primary constituency of NITS is the business community. NITS not only works to promote the interests of the current businesses but also seeks to attract new business and economic development opportunities for the Strip. Many small business owners do not have the time to do their own research on programs that the URA offers. NITS could have literature ready to distribute and disseminate information to it's members.
- Use existing resources for marketing: NITS has spent a lot of time, energy, and resources on marketing the Strip, which part of its mission. Like many community based organizations, NITS has limited funds and lots of ideas. One way to maximize the funds they have is to employ marketing strategies that have minimal, or in some cases, no costs connected to them. NITS should use *The Bread, My Sweet* in the ways outlined above. NITS could also partner with GSPIA and possibly work with a marketing class whose task it would be to develop innovative marketing plans for NITS.
- Focus on key areas and ease administrative burden: We recommend that NITS consider becoming a project of the Tides Center. The Tides Center provides administrative, financial and human resources services to non-profit organizations, for a small fee. By taking on these functions, the organization has more time to focus on its mission, fundraising, and program. We also recommend that NITS use GSPIA's Non Profit Clinic. The clinic offers a range of services to non-profit organizations from grant writing to strategic planning.
- Promote diversity: As addressed in the section on diversity in Chapter II, diversity can mean many things to many people. Particular differences in interpretations aside, it seems indisputable that the future of the neighborhood must incorporate various views of what a diverse neighborhood community looks like. It is also clear that NITS will be at the center of any new developments. The young organization is fast becoming the number one authority on the district and will thus usher in the future of the Strip. NITS, however, cannot do it alone.

The answer to how NITS should address such a multi-dimensional issue like diversity lies in its capacity to partner with other organizations. Partnering is an especially for NITS, which has limited resources. By joining with other organizations, NITS can successfully address numerous definitions of diversity, while at the same time building strategic coalitions which will make their dollars go further. Following are some specific recommendations for how NITS can use strategic partnerships to shape a comprehensive understanding of diversity in the Strip:

- Partner with the New Pittsburgh Collaborative in exploring the future of the Strip.

The New Pittsburgh Collaborative (NPC) is a relatively new group in Pittsburgh composed of member organizations. The individual member organizations have formed the group in part to strategize about methods to retain young people in Pittsburgh. In exploring future visions of the Strip, the energy and vision of this group and others like it should be accessed. Approach leaders of the NPC about a series of community events aiming to gain input from young people in Pittsburgh (especially from the many college and graduate students) that the city would like to retain.

If the Strip is to increase its attractiveness to young people, cultivating a diverse cultural space is key: “Racial diversity, gender diversity, and international diversity have the most direct impact on the attraction, recruitment, and retention of young people in the Pittsburgh region. (Diversity) encompasses a respect for all the things that make us different – appearance, ability, values, beliefs, behavior, sexual preference and lifestyle” (ACCD 2002).

- Partner with gay and lesbian chambers of commerce to develop strategies for attracting gay/lesbian business-owners and customers to the Strip.

The first step in this process is to address why an increase in the gay/lesbian index is desired for the Strip. Many consumer oriented spaces are finding that the gay community can be courted for significant financial gains. This reason, however, should not be the only reason to attract these members of society. Attracting such owners and consumers can also increase the cultural capital of the Strip and enrich the community. More of a gay and lesbian presence can also be seen as the last step in defining the Strip as a truly diverse neighborhood: “To some extent, homosexuality represents the last frontier of diversity in our society, and thus a place that welcomes the gay community welcomes all kinds of people” (Florida 2002).

- As a part of the international/cultural marketplace, establish office space for culturally diverse community-based organizations.

There are many culturally diverse community-based organizations (CBOs) in the Pittsburgh community that do extraordinary work but may not necessarily have access to extraordinary funds. Such organizations would most certainly be pleased to have access to office space in the Strip. This office space should be incorporated into the planned cultural marketplace (in NITS’s *Vision 2008*). NITS could offer discounted space to these CBOs. What better advertisement for diversity could there be than to house organizations which work to enhance the Pittsburgh community?

- Continue to diversify the board:

In order to create a diverse neighborhood, the leadership must be diverse. The board of NITS should have diverse membership in terms of business sector as well as race, gender, ethnicity, and sexual identity. This is important not only for fulfilling the mission but also strategically.

CHAPTER IV -- ECONOMIC DEVELOPMENT

Introduction

This chapter will analyze some of the current economic development challenges facing the Strip District. Economic development can be stimulated by government actions, private initiatives and nonprofit participation. These three groups all have an interest in promoting and sustaining economic development in the Strip District.

The role of government

In promoting economic development government can take direct action by updating and improving infrastructure, or it can act indirectly by tax and regulatory policies that can promote sustainable business development. All government actions in the field of economic development should focus on creating spillover effects that will benefit other businesses and individuals in the region.

In our research we found that the city of Pittsburgh takes inconsistent positions on economic development in the Strip District. On the one hand, the city says it supports economic development and is enthusiastic about the potential growth that the expanded convention center may bring to the Strip District. On the other hand, the city takes the position that the Strip District is a "city market" that is doing fine and does not need city government attention. This perceived inconsistency could be avoided by the city having a long-range strategic plan for the development in the Strip District. This plan could create a vision or a map of where the city would like to see the Strip District ten, fifteen or twenty years from now.

Our first suggestion is that the city of Pittsburgh gets involved in the economic development strategic visioning process for the Strip District. This does not mean that the city must make all decisions about what will be done and by whom. Rather, this suggestion is that the city participates, listens and offers planning assistance and suggestions to help the community of the Strip District with its long-term planning process.

Our second suggestion is that NITS seek the involvement of the City of Pittsburgh, through the Mayor's office, the local city councilmember, and the city planning office, in strategic planning and visioning for the Strip District. NITS should also continue to meet with the city officials to give and receive updates about events and plans that could influence the Strip District. NITS should also invite state and county officials to participate in economic development efforts in the neighborhood. The challenge is that the city is limited in its economic development funds.

There are other considerations for economic development:

- Land ownership: The Strip District is flat, but there is not much land available for development because most large tracts or buildings are owned by a handful of speculative landowners.
- Environmental hazards: Industrial use left hazardous wastes that must be cleaned up before future development can occur (see Chapter V).

- Traffic/Ingress and Egress: Closures of the 10th Street by-pass and the 16th Street Bridge have over stressed the capacity of Liberty and Penn Avenues (see Chapter VI).

Government involvement in the Strip District

The City of Pittsburgh is the primary governing body in the Strip. The Urban Redevelopment Authority (URA) is the public agency empowered to act on behalf of the City as a market participant in the Strip. An example of direct action by the City to stimulate economic development by the URA was the purchase of the Produce Terminal Building to ensure that the wholesale industry would continue to thrive in the neighborhood. The City can also take indirect action by amending codes and ordinances to encourage, limit, redirect, or stop development. Due to the potential power the City has over development in the Strip, it is important for NITS to engage city government in creating a strategic plan and vision for economic development in the community.

The URA and the Produce Terminal Building

The URA owns the Produce Terminal Building along Smallman Street. This five-block long building was built by the Pennsylvania Railroad for wholesale produce and food merchants. The URA leases space to wholesale tenants below the average open market rental. The rent controls means wholesalers have been able to stay in business and remain profitable. The Produce Terminal Building is an excellent example of how a government agency, the URA has intervened in the Strip District to aid private businesses. However, since 1981, the URA and City of Pittsburgh have not acquired any additional buildings in the Strip District.

The Strip District has seen small merchants close or leave the area, but at the same time, new merchants have arrived. Is this simply the natural ebb and flow of small businesses, or is it a problem arising from rising commercial rents? It has been argued that many small merchants are unable to survive due to rising rents. As a result the URA should consider acquiring more buildings and creating a public market (see Chapter VII). This would promote more economic growth for the smaller merchants who are suffering from rising commercial rents.

Financial situation – City of Pittsburgh

The City argues that it is not neglecting the Strip District, but rather that the Strip is thriving on its own. The City does not want to interfere with the Strip's current success. The Strip District, however, needs additional funding from the City to support infrastructure improvement in the areas of public safety, transportation, and parking. Because the City is suffering financially due to decreasing tax revenues, increasing expenditures, and declining federal funds, it is unlikely the Strip District will receive financial assistance. We recommend that NITS explore other funding sources, including Allegheny County, the Commonwealth of Pennsylvania, the federal government and private foundations that fund urban economic development. (For individual businesses, see Appendix B.)

Lack of hotel space is an obstacle to Strip District and Convention Center

The recent completion of the \$331.8 million dollar expansion of the David L. Lawrence Convention Center in Downtown Pittsburgh has given rise to hopes that soon businesses both in the Downtown and the Strip District will benefit. It is reasoned that the new facility will attract more conventions and larger conventions. Thus, more visitors from out-of-town will come to attend these conventions, and these spend their money at restaurants, shops and other businesses close to the convention center.

One key component is missing from this vision – lack of hotel space. The original plans for the expansion of the convention center called for a 500-room hotel to be built connecting to the center, but the Sports & Exhibition Authority changed the plans and no hotel was built. Downtown presently has 2,500 hotel rooms available for a convention or major event. However, the convention center has the capacity to host conventions that will need at least 4,000 hotel rooms. The lack of sufficient hotel space may prevent conventions from choosing Pittsburgh. Fewer conventions means less business for Strip District merchants.

The original plan for a connecting hotel was scuttled. The most recent cause for delay in building a new hotel is the money. Until the convention center proves that it can attract larger events, no one appears willing to invest in financing the construction. With the sluggish economy, private investors are hesitant to gamble on the financing of a hotel, and the Sports & Exhibition Authority, which controls the convention center, is being very cautious about approving any financing deal since tax-increment financing and other grants will be necessary.

Could the Strip District offer a solution? Perhaps. Most of the discussions about the location of a new hotel have focused on Downtown Pittsburgh. An alternative solution that may be less costly would be to build a hotel in the Strip District since property values are lower. This area is easily within walking distance of the convention center, and the nearby businesses and other attractions of the Strip District would serve as an additional attraction for convention planners and visitors.

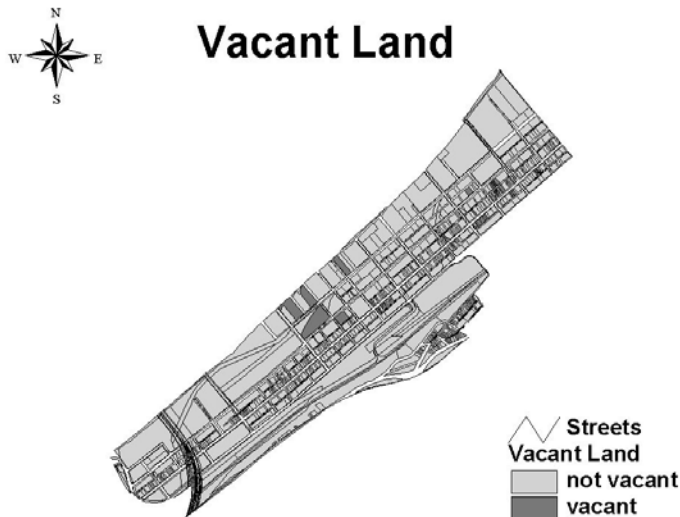
Vacant and underutilized properties

Abandoned and neglected property and buildings are a problem in the Strip. The map below illustrates areas of vacant land in the neighborhood. Abandoned and neglected properties and buildings have been a problem in the Strip for numerous years. However, as seen in other cities, these properties can become assets. This depends largely on the role the city administration plays, policies in place to address vacant land or abandoned buildings, and the level of fragmentation within and among governments.

Many of these abandoned or underutilized properties are tax delinquent. The city, being unable to successfully collect the back taxes, sold its tax liens to a private company. This provides a quick fix but in the long run it means the city is losing future revenue from potential development. This development could be accomplished by private, for-profit companies or community groups. Out-of-state private companies owning tax liens could potentially sell them to private developers who could develop anything they wanted, without regard for what the community wants.

One way Community groups can acquire property through the Development Land Bank. The Development Land Bank is a component of the Treasurer's Sale, which was created as a revenue generating tool for the city. Through the Treasurer's Sale, property is acquired by the city, which can then be purchased by community groups for development. The purchaser is not responsible for the liens which, makes development more feasible. Several attempts were made to acquire a list of tax delinquent properties in the Strip. These attempts yielded no results and it is our recommendation that NITS continues to make efforts to obtain such information. Being

aware of the development opportunities is a key aspect of a comprehensive economic development strategy. .



Plans in the Strip District

We reviewed grand plans for the Strip in our Capstone (see Chapter 1). Throughout this course, discussions for new development in the Strip District have always included a discussion about the vast property holdings of the Buncher Company. Buncher is a privately owned company founded in 1917 as an iron and steel scrap dealer. Since that time, it has evolved into a successful commercial industrial real estate development company, specializing in build-to-suit and speculative development. Buncher is currently the largest private landowner in the Strip. Thus far, most of their attempts at development have met with resistance from the city and nearby businesses.

The Buncher Company had a plan to develop “The Riverside” in partnership with the Rouse Corporation, a successful developer of festival marketplaces or malls in blighted urban areas in Baltimore, New York and New Orleans. In 1984, the mayor supported the planned retail development, but as the details for development began to emerge, conflicts over money arose.

First, the City insisted that the developers should pay \$55 million for capital improvements, but the developers claimed that these were infrastructure improvements for which the city should pay. The developers also claimed that the \$55 million figure was too high, but no alternative amount for the needed improvements was ever given. Second, the city opposed unrestricted development arguing that the new development would raise property values, which could result in higher rents and eventually force out the wholesalers. However, the URA had already purchased the Produce Terminal Building in 1981 in order to ensure that the wholesale merchants stayed in the Strip.

The combination of these two issues resulted in the collapse of the planned Riverside development.

What can be learned from this?

The city or governing authority can influence development. The city can create obstacles such as requirements for expensive infrastructure improvements, or support development with public financing. The past experiences of the Buncher Company in developing its properties show that it is important to try to work with the city and with those who may also be impacted by the development, including both property owners and renters.

Economic Development - Rising Rents

Rent is a key issue when determining if a business will thrive or deteriorate. Although rising commercial rents may indicate an increase in demand for property, they also cause financial strain on small business owners. Rents have changed significantly over the past 5 to 10 years, and this has affected business owners in the Strip in different ways.

CB Richard Ellis, a commercial Real Estate Firm, noted that “appraisals have increased from 25 to 70 percent per property in the past three to five years” with other areas only increasing 2 to 30 percent. Another realtor guesses that Strip District real estate values have gone up 25 percent in the last five years. Landlords have passed the cost of rising property taxes directly onto their tenants, causing rent for local businesses to increase. For example, Frank Labad, owner of a Middle Eastern store on Penn Avenue, mentioned that rent in his building has doubled (\$1,750 to \$3,500) over the past decade.

Jimmy Suneri, the owner of Jimmy & Nino Sunseri Co., noted another worry for business owners in the Strip. Landowners may be basing their rental rates on the volume of business rather than the true market value of property. Rental prices based on this system could cause problems for business owners if patronage fluctuates, eventually forcing them to leave the area due to the high costs.

The following are collected opinions voiced by owners and/or employees of Mon Aimee (a chocolate shop), Labad’s (a Middle Eastern grocery store), Josephine’s (a gift shop), and Hermanowski’s (a beer distributor) regarding rent and the future of development in the strip:

- ***Rents are definitely rising.*** Businesses deal with this by either passing the cost onto consumers or going out of business. One owner said he thought approximately 16 businesses had closed in the last year.
- ***The City has not encouraged enough development in the Strip.*** Owners and employees thought the city could remedy this non-involvement by offering more money for renovations and façade improvements, improving parking and transportation (especially reopening the 10th Street Bypass and the 16th Street Bridge), and working on increasing hotel capacity to accommodate the new convention center. More options for the City to consider are discussed in Chapter VII.
- ***More development.*** Most interviewees were interested in seeing more restaurants in the Strip, and they definitely did not welcome chain stores.

A look into the future for the Strip District

We have just covered current concerns of business owners in the in the Strip, but what will the Strip District look like in 15 years? The future is unknown but, based on the current direction of the Strip, we will mention a few possibilities for future development.

- With significant work on the convention center occurring next door to the Strip, hotel development is a real possibility for the area. The addition of hotels would likely transform the Strip both aesthetically and culturally, with a turn toward commercialization and a concomitant emphasis on retail business.
- Riverfront development could create a new destination spot in Pittsburgh. the addition of more retail and entertainment businesses would not only add to the nightlife/social scene of the area, but would also highlight the area as a tourist spot set on the river.
- Residential development would be key in changing the Strip from a destination for shoppers, merchants, and wholesalers to a neighborhood which would support businesses 24 hours a day.
- If no significant development occurs to spur economic growth in the Strip, businesses will continue to leave. Although the big businesses are likely to survive in this scenario, small businesses will be much harder hit. This would significantly alter the character of the Strip for the worse, serving to increase the number of abandoned and run-down buildings in the area.

Predicting the future of the Strip District is not an easy task but this area has the potential to truly become one of Pittsburgh's most prosperous and viable communities.

The Pink Building: A Case of Adaptive Reuse

There are a number of cases of adaptive reuse in the Strip District. Whether it is for retail, commercial or industrial uses, adaptive reuse is a good way to use the existing physical assets of a neighborhood while preserving historic buildings. One such successful case of adaptive reuse in the Strip is the Pink Building, located on Smallman Street next to the 31st Street Bridge.

The Pink Building was built in 1871 and functioned as the Springfield Schoolhouse until 1945 when the school was closed to the public. In 1950, Crucible Steel bought the building to use as their corporate headquarters. Unfortunately, due to renovations during their tenure, some of the original beautiful architecture was lost. In 1961, the building was bought by Robert Kalwasser and used as the location for World Salvage Company, a railroad/freight salvage outlet. In 2000, Bonn and Art McSorley bought the building and have turned it into the self-named Pittsburgh Decorative Center. The building currently houses Equitor Furniture, Techline Furniture, The ARTificial School, Fine Art on Commission, Headwater Films, LLC, Jackson/Clark Partners, and Schoolhouse Yoga.

When I spoke to Bonn about how she chose this space for her company, Equitor Furniture, as well as the location for the Pittsburgh Decorative Center, she said she had originally been looking for a warehouse to house the overflow furniture from her other business, Kool Kitchens. She located her first business in the Strip, because she thought it was the most interesting place in the city, combining old and new at the same time. Bonn saw the Strip as an area that attracted people who were willing to take a chance, and Bonn was interested in not only a business, but also an adventure.

When Bonn went looking for her second location, she looked at many spaces without success. They were either too rundown and/or did not have suitable parking. While she was looking, the Pink building was slated to be turned into lofts. However, the project fell through, because it was going to be too expensive. Six months and two bankers later, the McSorley's bought the building, mainly attracted by the unique space, interesting architecture, and historical significance of the building.

But Bonn was looking for more than just a location for her new business. She had a vision of drawing in creative people to fill the space. She wanted the building to be a place where people would come and feel good. Bonn is not just a business owner, but has become a member of the community. In fact, currently about half of the building is vacant, but Bonn is selective about her tenants. Whenever someone comes looking for space, she asks herself, "Is that [use] conducive to what my philosophy is for the building?"

While Bonn is unique in the way she runs her business and manages her building, she provides a good model for other people interested in investing in older buildings in the Strip. There can be more to adaptive reuse than just preserving the edifice of a building. Highlighting the history and uniqueness of buildings in the Strip will help to preserve the area. After all, it's obvious to Bonn that people are interested in Pittsburgh's history as evidenced by all the people that keep coming into the store to tell her what used to be in the building. Bonn's philosophy is that she is just a caretaker of the building. It is her job to improve it and eventually pass it on after she is done with it. In this way, history in the Strip District will live on.

CHAPTER V -- GREENING OF THE STRIP

A “Green” Strip is a “Healthy” Strip

River restoration projects are an important way to restore and celebrate the unique cultural characteristics of urban neighborhoods and bring needed green space to developed downtown areas (EPA 1996, 149).

Rivers play a major role, both naturally and economically, in the restoration of urban areas. The City of Pittsburgh witnessed this phenomenon first hand with the Station Square redevelopment project along the Monongahela River. The aesthetic improvements of the project led to better water quality and a more attractive neighborhood, which in turn improved economic conditions. This chapter examines ways to improve the Strip’s environmental aspects.

Although rivers serve as a valuable asset in the development and restoration of urban areas, urban development can also have a negative impact on environmental quality. It is essential that cities consider the impact development will have on surrounding water bodies and the ecosystems they house. The following are often results of urbanization:

- Loss of trees that once absorbed rainfall
- Loss of depressions that once held rainwater due to grading and filling
- Destruction of vegetation due to construction of roads and pavement
- Mass shoreline erosion
- Contamination of groundwater and soil

Bacteria, oil and grease, heavy metals, toxic substances and chlorides, and debris are pollutants which cities add to rivers (see Table 5.1).

Table 5.1 Common Pollutants in Urban Rivers

Pollutant	Negative Impacts
Bacteria: fecal streptococcus, fecal coli form	Contaminated drinking water; human contact with water limited
Oil, grease and petroleum based substances: hydrocarbons	Degrade fisheries; lower dissolved oxygen
Heavy metals: lead, copper, cadmium, zinc, mercury, chromium	Toxic to aquatic life; contaminate drinking water
Toxic substances and chlorides: paint, cleaning materials, chlorides, salts	Toxic to aquatic life; contaminate groundwater
Trash and debris	Contaminates water; interrupts water flow

Source: EPA NEPA, July 1996, p.14

Current Environmental Problems in the Strip District

Problem 1: Unpleasant aesthetics

The Strip District is well-known for its industrial past. Evidence of this history still lingers in the form of large, deteriorating, vacant, former factories.

Decorating the empty factory buildings are tons of concrete in the form of walls, barriers, and retaining walls.



Authors' photos



Photo courtesy of Carnegie Library of Pittsburgh

Other areas that are in need of infrastructure improvements remain dirt lots overgrown with weeds.



None of these characteristics present a warm, welcoming neighborhood that invites people to come. Some people come to the Strip to appreciate the unique mix of industry and “Pittsburgh” character. However, if the Strip is going to attract new patrons, new residents, and create in them the loyalty necessary to have an economically self-sustainable neighborhood, someone must take pride in the appearance of the Strip. Currently, there are no markers or signs that even let patrons know they have entered the Strip. Instead, they are greeted by the cold, concrete wall of the 10th Street Bypass or the vacant, overgrown lots of Penn Avenue. With the recent media frenzy of “crime in the Strip,” it is even more important that the neighborhood find ways to soften its image.

Problem 2: Environmental hazards

Residual pollution: Hiding underground are numerous chemicals and metals that have been there since the heyday of the Strip District’s industrial era. Appendix C1 has a list of the chemicals found at least 15 feet deep in the soil under new Seagate building. The Seagate property is a typical case for the neighborhood. None of the chemicals pose an immediate threat to people in the area, but they do pose a threat to the groundwater supply if disturbed.

Combined sewers create polluted rivers: Communities across Southwestern Pennsylvania are facing the problem of Combined Sewer Overflows (CSOs). A CSO occurs when too much water enters the system of pipes that carry both waste and storm water to water treatment plants. The region’s aging infrastructure coupled with Pittsburgh’s extreme weather cause serious health, environmental, and economic hazards for the city and surrounding areas. During wet weather, 414 combined storm and sanitary sewer outfall pipes dump 16 billion gallons of raw sewage and storm water into area rivers on an annual basis (Hopey & Cohan, 2002).

Fixing the sewage problem within Southwestern Pennsylvania will involve a collaborative effort among 83 governments and sewer authorities, all of whom control parts of the sewage system (Hopey & Cohan, 2002). Table 5.2 compares Southwestern Pennsylvania’s CSO problem to the nation as a whole.

Table 5.2 Comparison of Water Loss and Water Produced

Water Supplier	Percent of Water Loss from Water Produced
Nation Wide	10
Pittsburgh Water & Sewer Authority	15
Pennsylvania-American	20

Source: Pittsburgh Post-Gazette, July 2002

Because of the CSO problem, following heavy rainfalls people must limit their contact with river water for health reasons and many establishments along the water are forced to close outside portions of their venues. An even more serious threat exists in the form of polluted drinking water. Rivers and streams in the area account for almost 90% of the region’s drinking water (Hopey & Cohan 2002, A8). (For an example of a city that has begun to solve its combined sewer overflow problem, see Chicago case study.)

Problem 3: Inefficient use of space

In an urban area, space is always at a premium. Presently, the Strip has plenty of space to spare. Unfortunately, all that space is doing nothing to ensure the sustainability of the neighborhood. Lots lay vacant, costing the owner money when they could be saving, even earning a profit.



A Case Study of the Chicago River

Created in the 19th Century, Chicago's sewage system was designed to handle sewage and runoff. The system overloaded approximately 100 times per year in the 1970s, which led to the direct discharge of raw sewage into the Chicago River. Not only had the river's clarity been reduced due to this discharge, but the lack of oxygen was also killing fish and other aquatic wildlife (DOE 1996, 161-162).

As a solution to the sewage overflow problem, the Metropolitan Sanitary District (MSD) created the Tunnel and Reservoir Plan (TARP). Under the project, 125 miles of tunnel were created. The tunnels ranged from 15 to 30 feet wide and some tunnels sat 150-300 feet below the ground. The purpose of the project was to trap almost the entire overflow from the existing sewers (5,000 miles) and send it to treatment plants (DOE 1996, 163). Through TARP, the discharge of sewage overflows was greatly reduced and water quality improved (DOE 1996, 163).

TARP not only improved the Chicago River's water quality but also provided the city with other benefits by increasing the amount of land space available for use along the river. As a result of water quality improvements, recreational use of riverfront land increased, wildlife returned, and the possibility for redevelopment was recognized. Citizens realized the importance of establishing an advocacy group for the protection of the river before redevelopment commenced.

In 1979, Friends of the Chicago River emerged and has since grown to well over 1,000 members. The group's activities include organizing cleanup projects, forming public and private partnerships to restore the river, and sponsoring community programs and activities such as the Great Chicago River Rescue Day where volunteers collect trash and plant flowers and grasses along the Chicago River (DOE 1996, 163).

Friends of the Chicago River worked with the Chicago Department of Planning to develop a set of urban design guidelines for the downtown corridor that were environmentally friendly. The guidelines were used by the city when reviewing waterway development proposals. The main objectives of the guidelines include: (1) to create a walkway along the river (2) to create green space (3) to use the downtown river areas to create a high-profile tourist operation and source of recreation (DOE 1996, 163-164). Sources of funding for Friends of the Chicago River include grants, foundations, membership fees, and individual donors.

Improving the Strip: Improving water quality can have tremendous impacts on the development of a city. *Plans for redevelopment in the Strip District must take into consideration the importance of water quality and river life.* As buildings are renovated, trails are constructed, and new businesses enter the area, a clean river will draw in more patrons and community members thus increasing recreational activity and business along the river.

Environmental scorecard

Three main options surfaced to mitigate and solve the Strip District's unpleasant aesthetics, environmental hazards, and vacant industrial property problems. These options include environmental remediation, riverfront trail development, and superficial aesthetic improvements. Each option is evaluated on its effectiveness, cost, political feasibility, and administrative feasibility (see Table 5.3).

Option 1: Environmental remediation

Over the past two centuries, the wastes and pollution associated with the Strip's previous industrial production have contributed to the contamination and environmental degradation of many properties. Under Superfund, owners of contaminated or environmentally hazardous properties had very few incentives to cleanup sites for future reuse because of the costs for cleanup, the liabilities associated with public health and environmental hazards, and the complicated procedures involved. As a consequence, properties sat vacant or unused. On May 18, 1995, Pennsylvania passed the Land Recycling and Environmental Remediation Standards Act, known as Act 2 (35 P.S. §§ 60626.101- 60626.909) to clarify cleanup liability, establish a framework for environmental site remediation, assign compliance and governance powers, and create a fund available to aid industrial site cleanup. This Act has proven to be a key tool for future development in the Strip District.

Table 5.3 Comparison of Greening Options for the Strip District, A-C Range

Options	Effectiveness	Cost	Political Feasibility	Administrative Feasibility
Environmental Remediation	A Highly effective mechanism to clean up industrial sites for reuse (650+ sites in PA) Attracts jobs through new development of remediated sites and through cleanup procedure (attracted over 17,000 jobs to PA.)	C+ Costly, depending on level of contamination and cleanup procedure. State financial assistance available -- grants or low interest loans to cover up to 75% of costs incurred under Pennsylvania's Industrial Sites Cleanup Fund.	A Legislation already enacted. Wide support for cleaning up environmentally hazardous sites and for the reuse of the sites for development needs.	C Requires property owner to initiate process and requires willingness to spend money or seek financial assistance for remediation. DEP involvement in planning and implementing cleanup.
Riverfront Trail Development	A Highly effective way to connect the neighborhood to rivers and provide green space for current and future residents. Does not help with entire neighborhood feel because limited to riverfront.	C Dependent upon number of amenities desired on trail sections-Seagate trail cost \$356,500. Funding already secured for trails to 22 nd St., but need funding to connect to 43 rd Street trailhead.	A Widely supported by the Mayor's office, numerous community organizations, private property owners, and the public. Plans drawn and published showing trails along all riverfronts.	C Requires property easements from land owners and year-long maintenance by the City or volunteer corps after initial construction is complete.
Superficial Aesthetic Improvements	Hanging Baskets B- Relatively minor way to superficially beautify area.	Hanging Baskets B Must purchase materials privately or through WPC (\$250/basket)	Hanging Baskets A Wide support for any improvements.	Hanging Baskets A- Requires volunteer pool and maintenance.
	Trees/ Planters B+ Relatively minor way to superficially beautify area.	Trees/ Planters B Grants or matching funds are available through the National Tree Trust	Trees/ Planters A Strong support as long as trees do not interfere with walkways and street vendors.	Trees/ Planters C Requires volunteer pool and maintenance by the Forestry Department
	Murals A Short term solution to soften the concrete feel of the Strip and attract more visitors/ customers.	Murals B+ Depends on size and scope of projects. Supplies expense can be mitigated by using project as a fundraiser. Compensation for artists negotiable.	Murals A Wide support for artwork to beautify the area and make it more inviting for visitors/ customers.	Murals B- Requires permits from property owner (city) and partnership with the Art Institute or other group. Fundraising requires a framework.
Volunteer Corps	Depends on number of volunteers and dedication to improving the Strip's environment.	Time.	Wide support for volunteer activities and increased community involvement	A person/ group needs to gather volunteers and organize projects.

Process of remediation: The person who proposes or is required to clean up a contaminated site and wants to be eligible for cleanup liability protection can select one or more of the environmental standard options presented in Chapter 3 of Act 2. These options include the following:

1. *Background standard-* site must meet background standards for each regulated substance in each environmental medium (*Pennsylvania Code* 1995, 9-10).
2. *Statewide health standard-* site must meet the “Statewide health standards for regulated substances for each environmental medium,” as promulgated by the Environmental Quality Board (standard levels are compared based on the proposed use of the site - residential or nonresidential) (*Pennsylvania Code* 1995, 9, 11-13).
3. *Site-specific standard-* site must meet “remediation levels based on a site-specific risk assessment so that any substantial present or probable future risk to human health and the environment is eliminated or reduced to protective levels based upon the present or currently planned future use of the property” (*Pennsylvania Code* 1995, 9, 14-18).
4. *Combination of standards-* a combination of remediation standards may be used to implement a site remediation plan and a person “may propose to use the site-specific standard whether or not efforts have been made to attain the background or statewide health standard” (*Pennsylvania Code* 1995, 9).

All of the options include some form of a site investigation “to characterize the nature, extent, direction, volume and composition of regulated substances,” a final report documenting the basis for selecting the environmental media of concern, procedures, and conclusions of the investigation, descriptions of removal or decontamination procedures performed in remediation, and summaries of sampling methodology and analytical results proving remediation has attained the standard (*Pennsylvania Code* 1995, 9-13). In addition, a notice of intent to remediate a site must be submitted to the Pennsylvania Department of Environmental Protection (PADEP). The PADEP will then inform the municipality of the intent and publish the notice in both the Pennsylvania Bulletin and in a newspaper of general circulation. The site-specific standard is slightly more complicated because it requires a final remediation plan based on the long-term and short-term risks and effectiveness of the proposed remedial action; the ease or difficulty of the proposed remediation; the cost of the remediation; and the incremental health and economic benefits associated with the remediation (*Pennsylvania Code* 1995, 15-18).

Most of the properties in the Strip District were contaminated by past industrial activities and have since been sold to new owners. The current owners are not responsible for cleaning up the past contamination of these sites. Environmental remediation is voluntary and must be initiated by the landowner or potential developer. In order to provide some incentive for site clean up, Act 2 provides a Special Industrial Areas provision to protect them and offer financial assistance in the environmental remediation process. For example, the Buncher Corporation’s four-acre plot where Seagate is now located was successfully remediated under the Special Industrial Site provision. The remediation process of special industrial areas is similar to the general procedure in that it gives the landowner or developer the same four options of environmental standards. However, persons operating under this provision must fulfill slightly altered requirements.

Pennsylvania's Industrial Sites Cleanup Fund: The fund offers assistance to special industrial area developers and any other persons who did not cause or contribute to site contamination. Assistance is provided in the form of grants or low-interest loans "in an amount up to 75% of the costs incurred for completing an environmental study and implementing a cleanup plan by an eligible applicant" (*Pennsylvania Code*, 1995, 23). Applicants are only eligible for this fund the sites were contaminated on or before July 18, 1995. The benefits of cleaning up the site for public health, safety, and the environment, the cost-effectiveness of remediation, the financial condition of the applicant, and the potential for economic development are considered when deciding who receives funding (*Pennsylvania Code*, 1995, 23-24). [See Sidebar 5.2]

Effectiveness of Act: Act 2 has been instrumental in the cleanup of more than 650 contaminated sites in Pennsylvania, with hundreds more remediation processes underway. The program also encourages development on remediated sites, creating more than 17,000 new jobs (PADEP, 2000). Three sites have undergone the environmental remediation process in the Strip District. These include the Seagate property, Walnut Capital Partner's property where Lydia's and the Sports Rock Cafe are located, and the Smalis-Penn Avenue property. The Strip District stands to benefit from the Act's liability explanation, the procedure clarification, and the funding options provided by the state. Property owners holding previously industrial sites in the Strip District must be encouraged to undergo environmental remediation in order to open lands for reuse and development, adding to the environmental "greening" of the Strip.

Option 2: Riverfront trail development

Pittsburgh markets its three rivers. From the former Three Rivers Stadium and Point State Park to Three Rivers Media, businesses and landmarks associate Pittsburgh with the Allegheny, Monongahela, and Ohio Rivers. The Strip District, running along the Allegheny, could potentially share the benefits of this association, but instead, a patron standing on Smallman Street could look across to the North Side and never know the Allegheny River was there. As long as this connection remains unmade, a large market is being lost.

According to John Stephen from Friends of the Riverfront, the city recognized the potential of riverfront development as far back as 1989 when they adopted a plan to enhance access to the city's riverfronts (Stephen 2002). Unfortunately, the initial plan lacked a broad vision and has since been revised. Two pieces of that initial plan have endured into the present. First, Friends of the Riverfront was formed to act as a liaison between stakeholders, promote Pittsburgh's riverfronts as valuable assets, and expand recreational trails in the region. Second, the skeleton of a system of riverfront trails connecting the city and allowing city residents valuable access to the rivers was formed.

In 1998, a new Riverfront Development Plan was adopted as the existing vision for riverfront development running into 2007. This plan includes development in neighborhoods throughout the city on all three rivers. The two new stadiums and the Northside Riverfront walkway are part of this plan. Recent housing developments on Washington's Landing and Summerset at Frick Park are also included. The Southside Works is a prime example of the way the plan increases the economic value of the riverfronts. The plan also attempts to add a "green"

dimension to the city. “Greening” is being attempted with the promotion of recreational trails (Three Rivers Heritage Trail and the Rails to Trails program) and new riverfront parks (Murphy, 1998). (See Table 5.4.)

The Malitovsky Superfund Site

The former Malitovsky Drum Superfund Site, located at 36th and Smallman Streets, functioned as a “cooperage facility, which cleaned, reshaped, repainted and otherwise recycled, drums” (US EPA 1984). These drums came from numerous facilities including steel mills and often contained oils, greases, sludges, and solvents (US EPA 1984). In addition to these chemicals, toxic solvents were employed to clean the drums.

In 1972, an oily discharge emanated from the Malitovsky Cooperage Co., which was infiltrating an 1874 abandoned sewer line and making its way into the Allegheny River. Further investigation estimated that about 2,000 gallons of waste material were infiltrating the 1874 sewer line each day Malitovsky operated (Marino 1973). Unfortunately, the company did not readily address the environmental concerns of the EPA, expressed to the company in a 1973 letter.

Even when the company shut down, the Malitovsky site continued to create environmental problems for the neighborhood. It was the opinion of the local safety companies that the site created a potential fire hazard. Further, the buildings on the site were deemed unsafe due to their poor condition. Health concerns were clearly in evidence for residents in the area, the closest of which lived in row houses a mere 100 feet from the site.

In 1980, the EPA set up the Superfund program to “locate, investigate, and clean up the worst [hazardous waste] sites nationwide” (US EPA). The Malitovsky Drum Company qualified for Superfund listing due to the possible immediate danger of the types and amounts of waste thought to be located on the site. Authorities originally estimated there to be 500 drums on the site that would need removal. However, work on the site included removal of over 1100 drums of hazardous materials (Stauffer 1984). Stabilization of the site was completed on August 26, 1984 (US EPA 1984).

The time between the EPA emergency clean up action and when the Phoenix Land Recycling Company (PLRC) acquired an option on the property is somewhat of a mystery. Keith Welkes, President of PLRC, only knows that the Mallet family abandoned the property. This was followed by the city of Pittsburgh foreclosing on the property and buying it at a highly reduced rate. However, when the city discovered the extent of the contamination on the land, they went to court to get the sale reversed. In addition, sometime in the mid 90s, someone went onto the property and took down the remaining buildings.

In 1996, PLRC became involved with the site. As a non-profit organization that works on brownfield sites, PLRC only becomes concerned with sites when it appears that the private sector is not going to get involved. Through optioning, PLRC has the right but not the obligation to buy the property, which will eventually be transferred to the end user.

PLRC has developed a comprehensive site assessment, reached agreements to settle back taxes, and tried to identify a possible purchaser for the site. However, clean up will only happen with the actual redevelopment. The site still has contamination in the soil and groundwater. However, because the site was abandoned, the law allows the party acquiring the site to be held to less rigorous clean-up standards, as long as they can insure that people will not come in contact with any harmful chemicals. At the time of this report, the plan is to place an office building on the site, which will cover the contaminants. Keith reported that transfer of the site will hopefully take place around the New Year and construction will begin next year.

Development in the Strip: For having such a large portion of its neighborhood adjacent to the Allegheny River, this Riverfront Redevelopment Plan is surprisingly unfocused on the Strip. Trail extension is the main development recommended/planned for the Strip District. Construction of 1.8 miles of trail that would run from 13th Street and the Convention Center up to 43rd Street in Lawrenceville is pending. Presently, enough funding has been secured to build the extension, but is not yet accessible. The trail extension would be a mixture of publicly and privately controlled sections. This extension presents some challenges for the future.

Other parts of the plan have already been completed, such as the Seagate building. The final unfinished development project in the Strip is a reuse of the Armstrong Cork Building as residential/commercial space. This plan outlined a completion date of 2000 for the revamping. However, the plan has yet to move forward, though new plans are in the early stages for residential lofts and commercial space.

Table 5.4 Comparison of Urban Riverfront Trails in Pittsburgh

Trail	Surface Type	Maintain Trails	Access Points	Distance Markers	Parking	Cost per foot	Extras
Eliza Furnace Trail (Three Rivers Heritage Trail, TRHT)	Paved	City	4	Yes	Yes—free/pay	NA	Benches, trash cans, bathroom, bike rental, food/drink Heritage signs
Southside-Riverfront Park and Baldwin Trails (TRHT)	Paved and crushed limestone	City – URA and DPW	3	Incomplete	Limited free/pay	\$90, (18 th -26 th sts) \$150 (Hot Metal areas)	Benches, river overlooks, boat/kayak launch, picnic area, Heritage signs
Sandcastle to Waterfront	Paved and crushed limestone	City -- URA	Many	No	Yes –free	NA	Trash cans, benches, water fountain, well lighted and landscaped
Seagate in the Strip	Paved	City – URA Future trail will be URA-DPW	2	No	Limited – free	\$200-\$300	Lighting, benches, trash cans
Washington’s Landing	Crushed limestone	City	1	Yes	Limited – free	\$360	Benches, well landscaped
Point State Park Riverwalk	Paved	City	Many	No	Limited – pay	NA	Benches, landscape, river Access, bathrooms

Concerns of trail development: As new sections of trails are built throughout the city, a number of issues arise. First, where should the trails go? Preferably, the trails would be built adjacent to the riverfront to take full advantage of the natural view. Until the present, property owners had the freedom to build anywhere they wanted on their property. Because of the Strip's industrial past, many of the older buildings, including the Armstrong Cork Building, were situated right on the riverfront for ease of transportation loading and unloading. These buildings are preventing trail development immediately adjacent to the river. Not much can be done about those buildings. However, much of the riverfront property is presently being used as parking lots and do not have already-existing structures. Within the last year, a statute was adopted that ensured a 50-foot corridor between the river and any new building being constructed on the riverfront (Kluz, 2002). Not only will this statute allow for future trail development, but it will also help prevent shoreline erosion. As exciting as that outcome is, all existing buildings will still be non-conforming.

One option for circumventing the already existing structures is to remove the CSX railroad that runs along Railroad Street and replace it with a trail around the Cork Building. Presently only one customer uses the line on a regular basis. A recommendation would be to complete a cost-benefit analysis of this railroad spur line and compare its use with the cost of transforming it into a trail and having the customer use trucks to haul its product. A second option would be to run the trail slightly away from the river into the Strip and highlight the history and diversity of the neighborhood along the way. This could be coordinated with walking tours.

After deciding where the trails should be built, the question then becomes who should build and maintain them? Right now, the choice is between public (the City) and private trail developers. Sally Ann Kluz, a consultant for Riverlife Task Force informed us that a property owner has the choice between granting the City the responsibility for public access development (in the form of easements) or hiring contractors and landscapers to develop and maintain it privately. The most popular option seems to be the former (Kluz, 2002). The City has partnered with the Department of Conservation and Natural Resources and Friends of the Riverfront to ensure that trail development is done in an environmentally friendly fashion and the trails are maintained to the highest quality. Because of these partnerships, granting the City access seems the most feasible, cost-effective option. The Buncher Company has granted the City access to their property for the purpose of building a trail from 13th Street to 22nd Street (Rogers, 2002). This is a very positive step for riverfront development in the Strip.

If the property owner decides to take on the development privately, then they must comply with certain regulations as to the width, grade, surface type, and accessibility to the trail (Kluz, 2002; Stephen, 2002). These regulations combine the Americans with Disabilities Act with environmental protection acts. The Riverlife Task Force is in the process of finishing a guidebook for property owners who want to develop environmentally friendly trails. The guidebook will include things from the regulations on grade and width to a list of native plants that would be most suitable for landscaping. This book will help developers maintain the continuity and pleasant aesthetics desired from riverfront development.

A final concern that developers face when considering trail development is liability for

injury. A property owner would be rightfully skeptical about allowing public access on land where industrial buildings and warehouses present dangerous situations. However, a clause in the Recreational Land and Water Use Act excuses the property owners from liability if they allow the public to use the land free of charge. The only thing they would be liable for is the upkeep of the trail/access point. If the trail were to go into disrepair, with holes and various objects such as tree roots sticking up and a user injured themselves, then the property owner would be liable. This is another benefit to granting the City a public access easement - eliminating the responsibility for upkeep on the trail.

Option 3: Superficial aesthetic improvements -- quicker, easier, cheaper

A theory among community organizers is that there is a different sense of security between rural and urban areas. Rural areas, characterized by greenery and natural things, create a sense of comfort and safety. Urban areas, full of concrete and buildings, produce a sense of anxiety and fear. Based on this theory, a very urban neighborhood such as the Strip would benefit from simple improvements to green the area. Hanging baskets, tree-lined sidewalks, and softening concrete walls would help turn the image of a “crime-filled city neighborhood” into a pleasant place to spend the afternoon or evening.

- ***Hanging baskets:*** Hanging baskets can be obtained by purchasing the materials and planting them privately, or purchased through the Western Pennsylvania Conservancy (WPC). WPC has a number of programs for neighborhoods. The Strip would need a core group of volunteers who would be willing to plant and maintain the baskets (water, prune) for the course of the year before WPC would agree to help with the project. Furthermore, WPC will match funds put up by a neighborhood to pay for the baskets and upkeep, if the Strip raises their half of the cost. An average price for a hanging basket like those found downtown is \$250 per basket (Grogan, 2002). Hanging baskets would be recommended for the major portal areas and areas of highest pedestrian traffic.
- ***Tree planting/planters:*** There are several options for greening the Strip with trees. Trees can be added to the neighborhood along sidewalks, as natural fences separating property lines or parking lots, lining portal areas, or in planters decorating the front of businesses. The costs will vary depending on the labor involved, whether sidewalks need to be cut, or planter boxes need to be built. The type of tree also plays a part as different types require varying amounts of maintenance. A common deciduous shade tree in a planter (no concrete cutting involved) would cost \$330 (Vizetti 2002). The cost covers initial the planting as well as a one-year warranty for maintenance (watering, pruning, mulching). The Department of Forestry (DOF) maintains all street trees, except within the Central Business District, which includes the Strip. In the CBD, tree maintenance falls to the DOF, the Mayor’s office, and the Department of Engineering and Construction. Due to the large amount of coordination required, the administrative feasibility of planting street trees is very low. There are other options for cheap trees, however. If a volunteer group of citizens or private business/property owners were willing to plant and care for the trees, the National Tree Trust would provide free seedlings. Plus, the City actually has a Shade Tree Commission created for the purpose of greening urban neighborhoods. The trees could be planted in vacant lots, planters, or

given to private business owners. The main challenge for the Strip neighborhood is finding a volunteer core to keep the trees alive and thriving. Unfortunately, tree planting does not fall high on the government priority list for funding or time. The Department of Forestry is highly overworked and understaffed, making it difficult for them to do the necessary upkeep on any new tree planted.

- **Artistic improvements:** There are two visions for softening the concrete feel of the Strip. The first one is from Becky Rodgers at NITS (2002), who proposes commissioning murals, one on the side of the 10th Street Bypass and others along the concrete wall of Seagate trail section. The proposed murals could incorporate the ethnic diversity of the Strip District and the surrounding city (as a complement to the International Center idea) with local icons and natural elements. Funding for the murals could be obtained through a fundraiser where local merchants pay a fee to have something characteristic of their business included in the mural (ie. fee for advertising).

Students of the Art Institute of Pittsburgh completed a similar mural project during the construction of the new Plaza water feature at PPG Place in downtown Pittsburgh. Charlene Langer Holt, a faculty member at the Art Institute, served as the creative advisor for the project. According to Ms. Holt, the Art Institute of Pittsburgh would be delighted to participate in the proposed mural projects in the Strip District. Holt says that she is always looking for opportunities for local artists and art students to beautify local areas through the use of artistic medium. Local artists at the Art Institute often paint icons and symbols for businesses or other clients, a necessity if NITS decided to use the mural project as a fundraiser. In past joint Art Institute projects, artist compensation has taken many forms, including work-study credits or mere coverage of expenses for supplies. Since the Art Institute is willing to partner with NITS, the feasibility of this aesthetic improvement is very high. Grant money from foundations for the arts and the use of the project as a possible fundraiser are viable options for NITS.

- Janet McCall at Contemporary Crafts has proposed a second idea. Contemporary Crafts is mainly focused on three-dimensional arts. Her vision is to turn 21st Street into a portal that connects the Strip District to the Allegheny River (McCall, 2002). She would like to see a contest held for contemporary artists to draw up proposals for the street, possibly stretching down the proposed riverfront trails of the future, for a project that would bring people from the river to the Strip and vice versa. This contest would be a high-profile contest done by professional, experienced public artists, judged by well-renown artists. Funding for the artist and judges would come from private donations and possible fundraising activities involving the community. The winner would be commissioned to complete their plans.

Recommendations

Pursue short-term options with an organized volunteer core. NITS, residents, businesses, and the City of Pittsburgh should pursue the “quicker, easier, and cheaper” superficial aesthetic improvements. Hanging baskets, tree planting and landscaping, and murals are relatively simple “greening” projects that could soften the concrete, unsafe feel of the Strip and improve the

aesthetics. The most cost-effective method of achieving these improvements would be to mobilize a core group of volunteers with ties to the neighborhood and vested interests in making the Strip a pleasant place to visit or live.

First, it provides a cost-saving alternative to paid labor. Second, volunteers will take ownership in the project. If the community is actively involved in environmental management projects, there is a good chance that citizens will go out of their way to ensure that the neighborhood remains in as pristine a condition as possible. This group would then be in charge of caring for any landscape enhancements. Watering, weeding, and pruning would be their main responsibilities. Organizations in the Hill District, Lawrenceville, residents of the Strip, and students are possible groups from which to recruit volunteers. Third, it builds a sense of unity within the community that is valuable in solving any problem that would arise in the neighborhood.

To aid the effort to improve environmental and water quality along the river, community support and involvement is essential. Community volunteers can clean up litter and plant flowers, trees and grass along the river. Involving the community has many benefits.

Pursue long-term options for the future. This includes the environmental remediation of properties in the Strip. “Green” developments have proven not only to be aesthetically pleasing, but highly effective and productive financially over the long- run. Site remediation is the first step in the “green” development process. An example of a smaller-scale, long-run solution is to complete a cost-benefit study of the CSX spur line that runs along Railroad St through the Strip. Then, the efficient use of the property would be ascertained and the neighborhood could make more informed decisions about trail, residential, or industrial development.

Build and enhance community-organization relationships. The neighborhood needs to continue to build unity internally between residents and businesses as well as seek out partnerships with organizations outside the Strip. Numerous non-profits exist who are concerned about the environment and the economy of the city and would be assets as the Strip struggles with development. For example, *Find the Rivers!* is a group working to reconnect Pittsburgh’s hillside districts with the three rivers. Cooperating with this group could help reestablish ties with the Hill District, increasing the desired loyal customer base for the Strip. This is just one possibility of many that exist and should be explored. Other partnerships should be formed regionally to deal with the CSO problem as it is a hazard to multiple neighborhoods.

Assess the environment prior to more riverfront development. As more development surfaces in the Strip, it is imperative that the environment be considered. To this point, the only environmental assessments that have been done are those initiated when a developer wants to build a new structure. The current riverfront development plan was created without ever doing an environmental impact study of all the proposed structures. This is not acceptable. The quantity of hazardous substances found just below the surface of the neighborhood presents a real danger and obstacle. The effects of these substances should be known and considered before the future of the Strip is sealed. It is recommended that an environmental assessment be done for at least the riverfront areas, ideally for the presently industrialized areas as well. Residents have the right to know what is close to their water supply. Currently, only two assessments have been

filed with the Department of Environmental Protection. An environmentally conscious neighborhood appeals to a population that is concerned about the future and willing to care for the things they have in the present-the type of population that values the uniqueness of neighborhoods like the Strip District and its small business.

Conclusion

Overall, the “brown” problems in the Strip District are rectifiable with some time and effort. Environmental remediation, riverfront trail development, superficial aesthetic improvements, and the creation of a volunteer core are viable “greening” options for the Strip District. As previously discussed, some options offer long-term solutions to environmental problems. The more short-term options offer ways in which the community can work together to soften the industrial feel of the Strip District to attract more customers, residents, and visitors. The Strip’s proximity to the newly constructed convention center and the river are assets that are currently underutilized. In order to realize the full economic potential and showcase the unique atmosphere of the Strip, “greening” steps must be taken, starting with the options presented here.

CHAPTER VI – IN, OUT, AND ABOUT THE STRIP: TRANSPORTATION

Transportation plays a vital role in the development and sustainability of communities. Transportation in the Strip District is no different. When discussing transit and other citizen services, there is one factor that always must be understood: residents dictate political policy and objectives. The Strip District, however, is different.

A general political mindset

Transit, like most city services is created through political pressure by groups of constituent residents. It is the fiduciary responsibility of political leaders (i.e. elected officials) to respond to the concerns of their constituents. The creation of alternative transportation is no different. If the residents desire transportation, they can get it, if they constitute a large enough political voice to be heard and answered.

When complaints about transportation to and from the Strip District arise, (“the busses take too long,” “it is impossible to get to (or from) the Strip from here,” etc.) it is important to have an understanding of why the transit situation is the way it is. There is no political voice to dictate change in the Strip District. A political voice is created in many ways, most notably through a resident base. The Strip has very few residents, therefore the amount of political clout they hold is quite small compared to surrounding communities, as discussed in Chapter II.

The Strip’s current population is 266 residents. This is a far drop from an approximate high of 18,000 residents 85 years earlier in 1915 (Uhl, 1994). Because of this small residential body, transit options are provided, but not to the degree that most involved in the Strip wish. The best transit options are provided to those areas with a political voice.

Neighbors in the Strip was created to provide a voice for the Strip District. It has begun to create the connections necessary to foster new transportation solutions, but change takes time.

An understanding of the strip’s current transit situation

Currently, the mix of transportation in the Strip consists of buses, automobiles, and pedestrian circulation. Although each is currently operating in the Strip, there are certain factors that hamper transit patterns. This chapter will briefly analyze the transportation patterns of the Strip District, provide insight into the benefits and constraints of each means of circulation, and present recommendations outlining future transit opportunities.

Automobile circulation

Main vehicular arteries: The Strip District consists of three main transit arteries: Liberty Avenue, an east-west roadway that links Lawrenceville and the central business district boundary of the District, Penn Avenue leads west into the central business district, and Smallman Street leading east and west sets the Northern boundary. Both Liberty Avenue and Smallman Street provide two-way traffic through the Strip while Penn Avenue is one-way through the heart of the shopping district (16th to 21st Streets) heading west.



Figure 6-1: Map of Strip District Roadways (http://www.neighborsinthestrip.com, arrows added)

Providing the visual boundaries of the Strip District are the 16th Bridge and the 31st Bridge. Penn Avenue provides an entrance to each, which connect the Strip with the North Side across the Allegheny River. Studies have found that drivers tend to use the access points to gain entrance into the Strip or to pass through to various city neighborhoods and to reach the Downtown (Brean, 2001).

Pedestrian circulation

Walking is the main form of transit most urban areas. Most driving into the Strip



Where did the Sidewalk go?

is



Sidewalk Ending Forcing Pedestrians into Traffic

within tend to park where it

available, and then proceed to walk to the intended destination within the District.

The sidewalks located within the Strip District are busy throughout the day with commuters who work in the Strip or Downtown, shoppers frequenting the various retail venues and grocers in the Strip, and patrons of the restaurants and clubs (Brean, 2001). Due to high volumes of pedestrian traffic, one would assume that pedestrian access would be excellent and well maintained. Unfortunately in the Strip, this is not the case. The sidewalks are uneven and cracked. Some are narrow forcing the pedestrian into

traffic and some even end abruptly without warning or alternatives causing pedestrians to walk in the streets with the cars, busses and tractor trailers.

A Comment on Strip Transportation
by Jessica Hatherill

After a pleasant morning in the Strip District, my friend, Mike, and I needed to catch a bus back to Shadyside. We knew that we could take one of four possible buses: the 77D, 77F, 77G, or 86A. What we didn't realize, however, was the danger we would be facing by catching the bus on Liberty Avenue.



Liberty Avenue, along with Penn Avenue and Smallman Street, is one of the main thoroughfares through the Strip. Mike and I made the mistake of crossing Liberty Avenue at an intersection without a bus stop. At first, we didn't think that was a problem. After all, we thought we could just walk along Liberty to the next bus stop a couple of blocks away. The closer we got to the bus stop, the more treacherous our position became. The sidewalk narrowed from traditional concrete to a 12 inch-wide path of uneven chunks of gravel and concrete. On our left side, cars, tractor trailers, and SUV's whizzed past; on our right, a towering stone wall prevented us from distancing ourselves from the traffic. Concerned about our precarious position, we decided to cross Liberty Avenue again and walk on the other side of the street until we reached the next bus stop.

Once we reached our desired goal, we thought the danger had passed. How wrong we were! We gathered around the bus stop only to find that the small area that constituted the bus stop was, in reality, no more than a patch of asphalt. There was no curb protecting us from oncoming traffic. Furthermore, a stone wall obstructed our view of approaching buses. Every so often, one of us would stick our head around the wall to see if our bus was coming. Luckily, we were able to take the second bus that passed, the 77D, home without any further complications.

Our experience on Liberty Avenue is the same that many commuters face on a daily basis. Unlike bus stops in Oakland or Downtown where bus stops are set back from the road, a safe distance does not separate the road from the bus stops along Liberty Avenue. As a result, people who utilize mass transit are exposed to situations where they are more likely to be injured.

For the Strip District to attract more visitors, serious attention must be paid to improving the safety and aesthetic aspects of the Strip. These efforts could include widening and repairing sidewalks, increasing the number of pedestrian crosswalks, raising the number of stops signs and/or traffic signals, and improving the condition of the bus stops by building shelters. With these improvements, the Strip will become a friendlier and more inviting destination for all types of visitors.

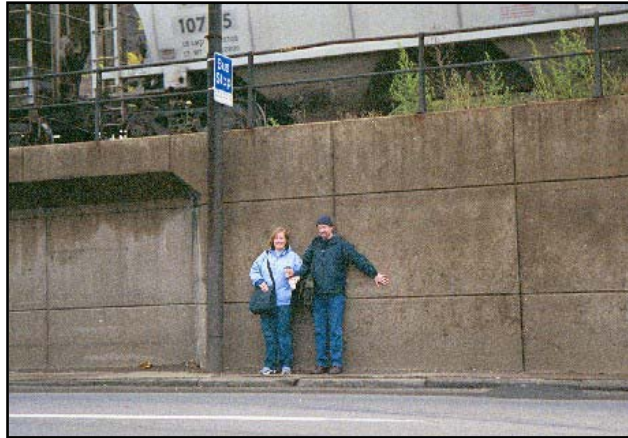


Public transit through the Strip District

The Strip is served by public transit routes that travel to many locations throughout the city. The bus routes that run through the Strip are the: 86 A, B (From Downtown Pittsburgh to Wilkinsburg), 91A (Lawrenceville, Aspinwall, Sharpsburg), 91 S (same as 91 A except for Sharps Hill). The 77 D, F, G, all run through the Strip District and to Highland Park, Friendship, Morningside, and Stanton Heights. The 54 C is the only bus that will take you to the Strip District and offer a direct route to Oakland. The 6 B, C also travel through the Strip District and offer connections to Downtown, Spring Garden, Allegheny Center, East Allegheny, Spring Hill, Summer Hill, Reserve, Troy Hill, and North Catholic High School.

The Port Authority does not send buses along Smallman Street because there are too many stop signs and it is too close in proximity to the stops on Liberty and Penn Avenues. Fred Mergner of PAT, explained in detail the numerous buses routed through the Strip District and the possible improvements of the 17th and 21st street bus stops off of Liberty Ave.

These bus stops offer limited room and are dangerously close to the road. These two stops serve on average 100,000 riders per year (Mergner, 2002). There is also the possibility of a new bus stop in front of the convention center that would provide an additional link to the Strip District Information. The Port Authority believes that the ridership on the bus system is more than adequate. PAT is not planning on adding any additional routes because the existing ones are efficient for the amount of ridership (Mergner, 2002).



After a discussion with PAT, we believe that the transit authority has underestimated the efficiency and ease of traveling to the Strip via bus. The 54 C is the only direct link from Oakland to the Strip. This is an inconvenience that cannot be overlooked. Many students and professionals living in the Oakland have only one bus route to get to the Strip. The East End of the city especially seems to be neglected, lacking adequate transportation to the Strip. The current PAT system treats the Strip as a pass-through neighborhood rather than a go-to neighborhood.

Parking

“We need to address the parking issue Downtown. Even today it’s not a good situation, and it will just get worse if we’re successful in bringing more activity in the city.”
--Tom Murphy, Mayor of Pittsburgh, November 2000 (Barnes, 2000)

General observations: The current parking situation facing the City of Pittsburgh is nothing new, especially to the Strip District. Downtown workers have been parking in the Strip District and walking in to work for years. Because of this situation, parking in the Strip District has caused nothing, but headaches for the everyday shopper and business owners.

When discussing the Strip District, one topic that always seems to come up is parking. Parking in the Strip District is seen as being in short supply to many of those coming to Strip from other areas of the City and surrounding suburbs. A better understanding of the Strip District’s parking issue would be one that notes that “good” parking is in short supply. “Good” parking meaning spaces close to the business one wishes to frequent. The Strip has plenty of parking; 3,365 spaces in private lots (Barnes, 2000), it just may be further away or more difficult to find than say a ten story parking garage in the heart of the shopping district.

The Strip District’s parking situation can be summed up with an examination of the two types of parking options the Strip currently has. These options are: surface parking lots and the infamous “on-street” parking either at a meter or on a side street closer to lower Lawrenceville.

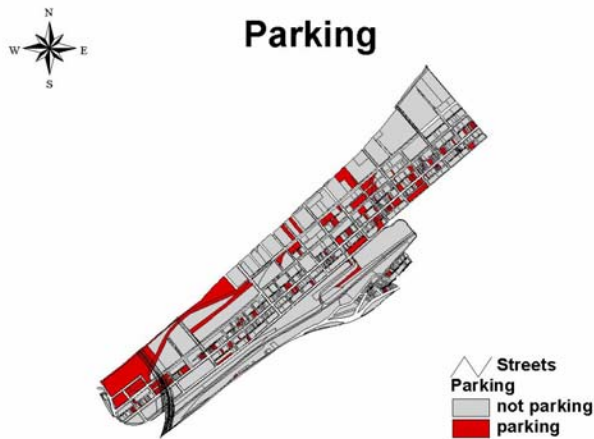


Figure 6-2: Strip District Parking

Surface parking lots: The surface parking lots are located throughout the Strip in various gravel and asphalt squares that once occupied buildings. The most noticeable and frequently filled lots are located under the Veterans Bridge next to the History Center. These lots are filled by city workers throughout the week, but are empty at times on weekends. For those not patronizing the History Center or the small number of restaurants located within the next block, these lots tend to be undesirable to most due to their price and distance from the main shopping district on Penn starting at about 16th Street and the night clubs beginning at 16th and Smallman Streets. There are a few surface lots located within the shopping district on Penn Avenue that do very well (i.e. are quite filled) throughout the week and on weekends.



On-street parking: On-street parking is found throughout the Strip. Every street except Liberty Avenue has on-street parking located somewhere on its length. The on-street parking located within the shopping district provides those lucky enough to get a space there with the ability to park for two hours at a time at a meter. Because of this length of time, the turnover of spaces is limited throughout the day for the “drive-by” shopper, but the time limit on the meter prevent commuter parking.



Other parking options

Parking garages: There are currently no parking garages located within the Strip District although a garage has been approved by the City of Pittsburgh Planning Commission to be constructed on a land parcel next to the History Center.

Park and walk: There is the always the option for those of young mind and stature to park further up in the Strip toward lower Lawrenceville or within lower Lawrenceville and then walk

to the Strip destinations. The same goes for parking closer to the city. This seems to not be the desired option for the older crowd, but many of the younger patrons of the Strip don't seem to mind the walk. After all, walking of some sort within a city should be expected.

Possible parking solutions

Parking issues within the urban environment are difficult to solve. The space within cities is very limited and change is slow. Immediate improvement should not be expected, but there are possibilities to "test the waters" for parking changes. In order to gauge public favor for parking options, NITS should organize and conduct a self-parking study.

- *Parking Study*: This is not a typical study carried out by a consulting group, but one in which the merchants themselves try new solutions. Change the time limits on the meters, form partnerships with the surface lots and validate parking tickets to provide an incentive to the shopper to park there and patronize the establishments, provide maps indicating the parking options throughout the Strip and distribute them in businesses.
- *Promote current parking options*. Provide maps and/or pamphlets for patrons and visitors to the Strip within current businesses. Set up kiosks or delivery systems (similar to what newspapers are placed into to purchase on the street) to provide maps and brochures about the Strip, where to park, and its businesses.
- *Indicate* parking options on the *Neighbors in the Strip* website.
- *Communication*: If the Strip (merchants and residents) desire a parking garage, keep lines of communication open between merchants, the city, and the Parking Authority.
- *Promote* alternatives to the automobile – bus, bicycle, walking.
- *Shuttle*: Promote a shuttle system from some of the larger lots located in the Strip, the Golden Triangle (the Cultural District), the North Side (PNC Park Lots) and the South Side (Parking Authority, 2001).
- *Valet*: Promote valet parking for clubs and restaurants. If a valet system can be set up between businesses and parking lots throughout the Strip, Lawrenceville, and other neighboring communities, parking in the Strip can be mitigated. Valet prices can not be set at much higher levels than parking currently is, or the system will become cost-prohibitive (Parking Authority, 2001).

Strip District traffic

Within the past two years, Pittsburgh has experienced increased congestion due to reconstruction projects surrounding the Fort Pitt Tunnel and Bridge. Even though traffic conditions have greatly improved since construction has finished, certain areas of the city are still experiencing problems. The Strip District is currently suffering economically due to prolonged construction. The continued closure of the 10th Street Bypass and recent 16th Street

Bridge construction have hampered the business leisure activities provided throughout the Strip District. The following section will outline the traffic problems hindering the Strip District and discuss possible solutions.

10th Street Bypass: The 10th Street Bypass was constructed to allow easy access for trucks to support the wholesale and retail operations to the District. Although the wholesalers have decreased in number, the bypass still serves as an important gateway to and from the Strip District business owners. The bypass not only provides a and easy way for trucks to enter the Strip District, keeps the majority of traffic from going through heart of downtown Pittsburgh (Phillips, 2002).



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In February 2001, the 10th Street Bypass was closed for the construction of the Pittsburgh Convention Center. Although delays in construction of the Pittsburgh Convention Center have kept the bypass from reopening, reports state it should be accessible sometime around mid-January. This has become increasingly important due to the closure of the 16th Street Bridge. “Strip District businesses are eagerly awaiting the reopening of the bypass, because it will become a vital entry into the Strip when the 16th Street Bridge closes Monday (Nov. 4th) for 10 months of repairs” (Barnes, 2002).

However, Mayor Murphy may have plans to close the 10th Street Bypass permanently (Barnes, 2002). Although, Penn DOT owns the bypass, political pressure to close the bypass has increased. The Sports and Exhibition Authority, owner of the Convention Center would like to extend Allegheny Riverfront Park.

Becky Rogers, of NITS asked, “a park is lovely, but should it come at the expense of travelers? It's important to have ease of transportation if we want to keep businesses” (Barnes, 2002).

Limited access to the Strip has affected business location decisions. The Pennsylvania Macaroni Company has moved its operations to Carnegie due to traffic problems caused by the closure of the Bypass (Barnes, 2002). Also, Consumer Produce Inc., a company that moves 231 trucks daily, is also experiencing problems (Barnes, 2002).

Although a final decision has yet to be made, the thought of the 10th Street Bypass permanent closure seems to be circulating throughout the city. If this became a reality, the vitality of the Strip District might be in jeopardy and could possibly cause more businesses to leave the area, not to mention adding further congestion on downtown streets.



16th Street Bridge Construction: On November 4, 2002, Allegheny County closed the 16th Street Bridge for approximately 10 months. This 79-year-old bridge will go through a \$10 million repair and renovation project with expected completion next September. Currently, the bridge has been estimated to accommodate 11,000 motorists daily (Grata, 2002). Closure will force alternative routes for travel access between the Strip District and the North Side.

Becky Rogers is also very concerned about the closures and the possible affects they may have on Strip District. “Some places have already gone out of business. If you can’t get here, if it’s not easy, people are going to go other places” (Ritchie, 2002). With both the 16th Street Bridge and 10th Street Bypass now closed additional congestion problems will occur, possibly keeping travelers from the Strip. And one can only speculate how this closure will affect the liveliness and longevity of the Strip District in the future?

31st Street Bridge: “If work on the 16th Street Bridge is finished on schedule next September, Penn DOT intends to shut down the 31st Street Bridge for repairs...” (Grata, 2002). This 74-year old bridge is in dire need of construction and renovations, but its closure would cause additional traffic access problems.

Downtown Pittsburgh: A bypass is generally constructed in order to keep traffic from occurring form certain areas, such as, the 10th Street Bypass. The current construction on the 10th Street Bypass and 16th Street Bridge is causing additional traffic to the city streets. These closures are forcing commuters to gain entry to the Strip via Penn and Liberty Avenue, congesting our downtown streets and delaying our public transit system.

Possible traffic solutions:

- *Rework traffic lights* – Traffic lights throughout the downtown area could possibly be reworked so the timing patterns could ease traffic situations during rush hours.
- *Reopen the 10th Street Bypass during rush hour* – Allowing traffic to use the 10th Street Bypass during rush hour would reduce the number of trucks, buses, and cars using the city streets. Even if one lane of the bypass could be reopened, this could help to ease traffic conditions. (Rogers, 2002)
- *Rework traffic patterns throughout the Strip District* – There are numerous one-way streets in the Strip District that are experiencing congestion due to the latest construction. These streets could be reworked in order to ease traffic flows during rush hour. Also, the possible reversal of direction on Penn could be an option assisting the current traffic congestion experienced on Liberty Avenue (Farmer, 1985).

- *Promote public transit and car pools* – Penn Dot could provide incentives for people who use public transit or car pool during rush hour.

Current Alternative Transportation

A phrase often heard and hoped for, but rarely seriously considered is finally here in Pittsburgh, alternative transportation. Pittsburghers are use to the bus system, but during a late night on the town, the bus just doesn't cut it most of the time. The bus schedule becomes erratic at night, stopping only at certain times with long waiting periods. A night owl has the option of taking a taxicab, but now there is a new option, the UltraViolet Loop.



(www.uvloop.com)

The UV Loop is provided through a cooperative effort between Port Authority of Allegheny County and the non-profit UltraViolet Advisory Board. It's funded through a combination of public and private funds (UltraViolet 2002).

The UV Loops operates Friday and Saturday night between 7 p.m. and 3 a.m. The fee is \$3 for an all night pass (Grate 2002). Riders can board buses every thirty minutes in the clockwise or counter-clockwise direction to travel within the following UV Loop.

UltraViolet Loop: The UV Loop is a new urban bus loop, which links several unique Pittsburgh neighborhoods, including: Downtown, the Strip District, Lawrenceville, Bloomfield, Garfield, East Liberty, Shadyside, Oakland, South Side, and Station Square. UV Loop buses provides rides to popular nighttime destinations(Grate 2002).

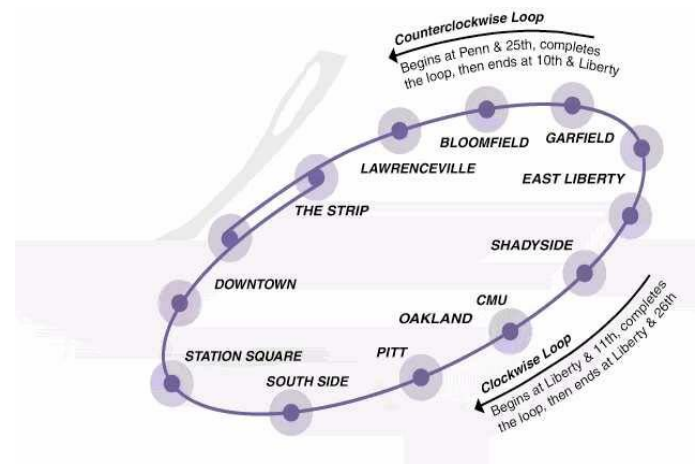


Figure VI-3: UV Loop Destinations (www.uvloop.com)

Possible Future Transportation Routes and Suggestions for the Strip District and Metropolitan Pittsburgh

There are numerous transportation options that would provide not only additional modes of transportation to the Strip but also improve on the existing bus system.

- **East Light Rail Transit:** There are possible transportation extensions into the Strip District that are currently being studied. As part of the East Light Rail Transit concept there is a proposed route of commuter trains leaving from the Steel Plaza stop downtown, proceeding to the new Convention Center and then heading North with a direct connection in the Strip District. The East LRT from the Strip District would then connect to the busway corridor further east. If a new train station were built at the Convention Center it

would possibly be under 11th Street. The Strip District would also have a new transit station built but an exact location is still undetermined (ELRT study p1-3).

- **Philadelphia Phlash Style Tourist Shuttle:** The UV Loop has just begun service in Pittsburgh and links several neighborhoods. The UV Loop, however, only operates on Friday and Saturday nights and the average wait at each stop is 30 minutes. The UV Loop is a start, but only a start because of its limited hours of operation. The city of Philadelphia offers a more comprehensive shuttle alternative called the Phlash.



The Phlash operated by Southeastern Pennsylvania Transit Authority runs seven days a week, year round, 10 am to midnight and from Labor Day through Memorial Day 10 am to 6 pm. It is shuttle service that is completely wheelchair accessible. The Phlash makes a total of 34 stops with an average 10-15 minute wait at each stop. A single ride costs \$ 2 and day passes and family passes are available. Senior citizens ride for free. The Phlash rides throughout all downtown Philadelphia and a complete tour takes approximately an hour. Riders include commuters and tourists (Philly, 2002).

(www.phillyplash.com)

The City of Pittsburgh could use a similar shuttle. This would be more tourist friendly, especially for Convention Center visitors. The shuttle would have a specially designed loop that would take riders around the city with many stops. Basically the shuttle could have stops throughout the city. This new shuttle system would always provide a few direct stops in the Strip. A brochure would be designed for shuttle riders describing the many historical areas of the city of Pittsburgh. The costs would have to be determined by the operator but in comparison to some of the other transportation options this may be one of the most affordable and viable options.

Photos courtesy of Carnegie Library

- **Inclines:** According to the Port Authority, the possibility of building a new incline from the Strip District to the Hill District is being considered. The site being considered for the placement of the incline is at 21st Street in the Strip and would extend up the hill and



17th and Penn Incline Before 1953



Present Day

connect near the Bedford Dwelling HOPE VI project in the Hill District (Wohlwill 2002). It has been indicated that this project could proceed much faster than other Port Authority projects tend to (the time, from design and study to breaking ground, averaging ten years). The project could go through in as little as three years with proper and sufficient community support and public and private funding (Wohlwill 2002). The development of

Crawford Square and the Bedford Dwellings would almost certainly increase ridership. (PAT incline brochure).

It is the advice of this report to support such a project and communicate clearly and effectively with the Port Authority and city government while rising community awareness and participation (see sidebar).

Water Taxis- Will they Float into the Future?

By Jamie Van Epps

It is not a new concept. Baltimore, New York, Vancouver, Seattle, Rotterdam, and Venice find them highly efficient and profitable. So why aren't there more in Pittsburgh? We are talking about water taxis--small crafts that could make use of the natural highways this city has while relieving some of the boggling congestion on the paved highways. It seems like such a logical idea. Build a few docks along the Monongahela, Ohio, and Allegheny rivers in popular locations and shuttle people around downtown. Not only would you have a great view during your commute, but you also would not have to worry about someone cutting you off, tailgating you, or inflicting his or her road rage on you. What could be better? More than just a pleasant ride to and from your destinations, water taxis would eliminate the stress of parking.

If it is not a new idea and sounds so great, why are there not more taxis in Pittsburgh? A few brave souls have attempted to start up water taxi services over the years. A company called Three Rivers Charters, started in 1991, made it a few years shuttling a small number of downtown commuters before succumbing to the floods, poor weather, and lack of facilities. According to Sally Ann Kluz from Karen Brean Associates (Kluz, 2002), Three Rivers Charters is not the only water taxi venture that hasn't stayed afloat. Two or three other companies have tried to capitalize on river transportation. All of them sank.

The Post Gazette reported in a 1999 article that the latest water taxi pioneer is Wayne Dean (Jones, 1999). His company, Waterways, Inc. started in 1993. It began as a boat-rental service and has evolved into mainly a shuttle to and from Heinz Field, PNC Park, and the Boardwalk in the Strip. Dean envisioned expansion into a commuter shuttle service from McKees Rocks, Homestead, and Lawrenceville in 1993.

Today, he has expanded his services beyond the sporting event shuttles (\$4 round trip) to renting out his fleet for private parties or excursions. His vision of park-n-ride services for commuters also took off in May 2001 (Jones, 2001). He offers commuter services from the Millvale Marina to downtown with various stops in the downtown area. With three boats running that accommodate up to 49 riders at a time, his business appears to be floating rather than sinking. Will his business be able to stand up to the seemingly insurmountable resistance of Pittsburghers to change, the unpredictably harsh winters (short profit seasons), and slow bureaucratic processes to get adequate facilities built? Only the future may tell.

If you are excited at the prospects of having water taxis in your area, visit Wayne's website online at www.pghwatertaxi.com and take the survey offered for public opinions on the subject. More information about the current services of Wayne's company can be found on the website, by calling 412-WATERTAXI, or by emailing Wayne at wayned@sgi.net.

Conclusions

The transportation issues facing the Strip are long standing and difficult to correct without an effective population base. *NITS* needs to continue developing itself as a voice for the Strip, in order to gain the lobbying power to be heard. Make connections and demand inclusion in decisions regarding Strip development. Without creating a voice to be heard within the city, transportation in, out, and about the Strip District will remain a second thought for those in power.

There are some simple strategies that *NITS* can adopt to improve transit issues in and through the Strip. The two most simple of them all are communication and education.

Public Transit: The Strip is currently served by numerous bus routes (see Appendix D). It has been concluded that these routes do not provide the necessary access to other areas of the city and surrounding communities. The bus stops are inadequate and dangerously close to the road. The improvement of the 17th Street and 21st Street bus stops has been proposed but nothing is currently underway. NITS should maintain contact with the Port Authority to ensure bus stop and route improvements.

Parking: Parking in the Strip is limited and seen as difficult for those coming for other areas of the region. This inadequacy both limits and deters the current and future vitality of the Strip District. NITS should promote current parking options and alternatives via their website and/or signage in order to ease parking woes.

Traffic: Construction congestion has plagued the Strip for the past year or so due to the closure of the 10th Street Bypass and the recent closing on the Sixteenth Street Bridge. These closures force commuters, buses, and business trucks to gain entry through already congested city streets. NITS should encourage proper planning and timing for road construction while promoting alternative transit opportunities on their website.

The Future of Transit in the Strip: The unique location of the Strip District provides various transit alternatives including:

Summary of a current strip transit study

Eastern Corridor Transit Study: The Eastern Corridor Transit Study, (ECTS) begun in February 2002, examines alternative transportation routes and expands the existing infrastructure. The ECTS is conducted by the Port Authority of Allegheny County (PAT), Westmoreland County Transit Authority (WCTA), and the Southwestern Pennsylvania Commission (SPC) are all transportation organizations participating in the Eastern Corridor Transit Study.

The ECTS is also being coordinated with additional studies, which include the 20/20 Vision, Airport Multimodal Corridor Study, and the Pennsylvania High-Speed Maglev Project. Final recommendations are due spring 2003. There are several proposed routes that would travel through the Strip District, including: Allegheny Valley Commuter and Light Rail and the Mon Valley Light Rail. If the proposed routes through the Strip District are implemented then this would provide an additional mode of transportation into the Strip (Eastern Corridor Transit Study, 2002).

- Light Rail- Current studies are being conducted testing the feasibility for a light rail transit extension directly connecting and proceeding north through the Strip (ELRT study p1-3).
- Tourist/Commuter Shuttle- Shuttle success has been established in the City of Philadelphia with the creation of the Philly Phlash, a tourist shuttle stopping at various locations throughout the city and making a loop. In Pittsburgh, the UltraViolet Loop has been renewed for further study. Currently the loop only operates Friday and Saturday nights between 7:00 P.M. and 3:00 A.M. in order to gauge potential future ridership. NITS should encourage this form of transportation and promote the establishment of a daytime shuttle with opening of the new Convention Center.
- Water Taxis- With a location adjacent to the Allegheny River, water taxis, with proper promotion, are a feasible option for commuters who wish to avoid the current congestion and parking issues facing the Strip. Promotion and education of such

ventures can lead to further development and prosperity of water taxis throughout Pittsburgh.

- Inclines- Inclines were once considered a viable transportation option for city residents. Currently there is no longer an incline in the Strip, but according to the Port Authority the possibility of constructing an incline at 21st Street and extending up to the Hill District is being considered. NITS should support and promote such a project in order to establish additional access to the Strip. Meetings should be promoted to inform, educate, and encourage community participation throughout the planning process.

The Rise and Decline of Pittsburgh's Inclines

By Starry Kennedy

The story behind Pittsburgh's inclines begins during the late 1800's industrial heyday. At that time the plains by the rivers were crowded and polluted. Housing and farming developed on the surrounding hills, but the transportation infrastructure serving the steep hills was limited. The German immigrants living on today's Mt. Washington (then known as Coal Hill) grew tired of trudging up and down the steep paths. They remembered the funiculars of Europe and saw them as a very practical way to transport people and freight up and down the hills (Port Authority n.d.). Many different plans were made and eventually engineers, local landholders, and enterprising individuals banded together through legal and funding issues to bring to fruition the inclines.

As seems to be typical, once an idea catches on, it seems that everyone wants to have a part in it, and the advent of the inclines was no exception. Between 1870 and 1900 at least 30 companies were chartered for the purpose of building inclines in Pittsburgh. Though not all of these companies were very successful, their combined efforts resulted in 15 major inclines being built between 1870 and 1901. Their initial costs ranged from around \$47,000-\$55,000 for the Duquesne Incline to \$320,000 for the Penn Incline that connected the Strip District to the Hill District. For the most part, the inclines became immensely popular, with *Scientific American* magazine reporting in 1880 of the Duquesne Incline that "on Sundays during the summer, 6,000 passengers are carried during the day and evening, the cars ascending and descending as rapidly as filled and emptied (Early History of the Duquesne Incline n.d.).

Four people—John J. and Caroline Endres, Samuel Diescher, and John H. McRoberts--were responsible for the design of 13 of the 15 inclines. John McRoberts, a native Pittsburgher responsible for the Pittsburgh Knoxville curved track and St. Clair inclines, was best known and respected for his dedication to mentoring young engineers. John Endres, known as "a famous Prussian engineer living in Cincinnati", had a part in the design of at least three of Pittsburgh's inclines. While in Pittsburgh, his daughter Caroline met and married Samuel Diescher. Samuel Diescher, born in Budapest and educated in Germany and Switzerland, designed most of the inclines in Pittsburgh. Diescher also engineered inclines for cities from Johnstown, and Cincinnati, to places as far away as Canada and Columbia, South America. Finally, despite the fact that women were not accepted at engineering schools at that time, Caroline Endres Diescher learned enough to help her father develop the plans for both the Monongahela and Mt. Oliver Inclines (*A Century of Inclines* 1976).

Designed by Samuel Dreischer, the Penn Incline connected Liberty Ave. at 17th Street to Ledlie Street in the Hill District. 840 feet long and rising a total of 330 feet, it was purposely made an impressively massive structure to be able to transport 20 tons of coal per car up from the plain to the hill. Unfortunately, by the time it was completed in 1883 natural gas had almost completely replaced coal as a main source of energy. Though the incline did also evolve to transport passengers and other common freight, its enormous weight-bearing capacity was quite unnecessary. By 1891 commentary notes "the amount of travel has never been equal to expectation (*A Century of Inclines*, 1976)." The Penn Incline was noted as having "a superb view of Allegheny and the northern side of Pittsburgh (*A Century of Inclines*, 1976).

It closed in 1953. Advances in infrastructure technology had improved roads and added other options, such as trolleys and electric streetcars. Yet, perhaps the biggest factors for the decline of the popularity of the inclines were the increasing prosperity of the Hill residents and the affordability of the car.

Today, inclines are still running in many parts of the world as diverse as Paris, Hong Kong, South Africa, and Chile (Cohen, 2000). Yet due to the prohibitive cost and lack of substantial amounts of regular riders, construction of urban inclines in the United States is a rare event. One recent project was the 1995-1996 restoration of the Angel Flight funicular in Los Angeles. The incline, originally built in 1901, was dismantled in the 1960's by the city, who

promised to restore it one day. Though the new construction is 60 percent composed of the original materials, it still cost \$4.1 million (Trinidad, n.d.).

In Beacon, NY a historical society, the Mt. Beacon Incline Railway Restoration Society, has formed to try to restore an incline to Mt. Beacon. Destroyed by fire in 1983, the original incline cost to build the original incline in 1902 was \$165,000. One would hate to guess what the cost would be now. For five years now the society has been gathering funds, and promoting awareness of the area as a place where the Hudson River artists used to travel to for inspiration. The organization has also put a lot of effort into gaining the support of Scenic Hudson. It appears that Scenic Hudson—"a non-profit environmental organization and separately incorporated land trust" (Scenic Hudson n.d.)-- fairly recently acquired the mountain. The society is hoping to soon reach an agreement that will give them management rights to the incline property and to obtain a statement of Scenic Hudson's support for the society's incline project (Mt. Beacon Incline Railway Restoration Society 2002).

Given the high cost of new construction and the disasters that have befallen other historical inclines in the U.S.A., the two functioning inclines in Pittsburgh should truly be considered precious gems. Changes in state law concerning county mass transit ownership required that PAT purchase both the inclines in 1964.

Since then PAT has taken responsibility for operating and maintaining the Monongahela Incline. PAT has restored the stations, updated the propulsion and braking systems and made the cars wheelchair accessible.

Showing due respect for the efforts of Duquesne Heights citizens in raising \$15,000 for the Duquesne Inclined Plane Company to repair and reopen the Incline in 1963, PAT leases the Duquesne Incline to the Society for the Preservation of the Duquesne Heights Incline for \$1 a year (which PAT donates back to the Society). As such, the Society is wholly responsible for the operations and maintenance of the Duquesne Incline. Through volunteers and a small paid staff of incline operators, conductors and maintenance workers, the Society has worked hard to preserve the original cherry wood cars, amber glass in the transoms, and the experience of riding a 19th century incline car (Port Authority n.d.).

CHAPTER VII —FUTURE DEVELOPMENT IN THE STRIP DISTRICT: THE CASE OF PUBLIC MARKETS

This chapter will study public markets that have been in operation throughout the United States and examine whether a public market may be a feasible addition to the Strip District.

A public market in the Strip District would be an opportunity for the private, public and nonprofit sectors to work together for their mutual benefit, and for the overall benefit of the Strip District. Part of this chapter is a series of case studies of successful public markets in the United States and their promising practices that may serve as models for the Strip District.

“A public market is a civic amenity with public goals; quite distinct from the kinds of markets generally being built in urban centers today, including the South Street Seaport, which itself was built around the soon-to-be vacated Fulton Fish Market in New York. Instead of being a ‘festival marketplace’ or an area generally strictly meant to encourage tourism and commercial activity, a public market is seen and felt by the citizens to be a true public amenity, providing both a variety of local and culturally significant products and experiences, as well as being a public space where all ages, income, and ethnic groups mix to enjoy the city.” (People for Public Spaces, “A Public Market for Lower Manhattan: Preliminary Feasibility Study,” October 2002).

The explanation here of a “public market” was included in a recent study to determine the feasibility of the city of New York opening a public market close to the site of the former World Trade Centers. The markets studied for this chapter are all successful public markets.

Public market case studies and comparisons

Public markets are first “public”; that is, they are public spaces owned by a public entity, and they serve public goals. One of the important goals of modern public markets is that they focus upon small independent businesses as their primary tenants. This is not to say that a public market cannot serve both small, locally owned businesses and national chain stores, but the primary impetus for public markets today is to provide affordable commercial space for small businesses and be “incubators” for new commercial ventures.

In Pittsburgh, one need only to look at what is happening in the Walnut Street commercial district of Shadyside to see that small businesses are being forced to leave a successful commercial area because they cannot compete against national retail chain stores for the limited retail space. There is also a saturation of private retail developments in the Pittsburgh area: the Waterfront, the Waterworks, the Downtown, and the suburban malls. A public market would allow small businesses to cluster in an affordable commercial space, would serve as a magnet for customers to come to the Strip District, and would ultimately benefit all businesses in the area.

Functions and forms of public markets

A public market can serve different uses or have different functions, and the use or function of the marketplace will determine the form or structure of the market. A public market can be:

- Wholesale market,
- Retail facility,
- Farmers markets
- Imported or specialty foods,
- Prepared foods for take-out, or
- Non-food markets, such as antiques, souvenirs or handicrafts.

The structures for the public markets can be:

- Open-air places,
- Covered sheds,
- Enclosed temperature controlled great halls, or
- A mixture of all of these structures.

Modern markets may be located on publicly owned property, but nonprofit corporations manage the operations of the markets. It is also possible that a public entity may contract with a private management company to handle the operations of a public market. Only one of the successful public markets we studied is managed by government agency, Cleveland's West Side Market, and all the remaining are managed by nonprofit corporations. The New York City feasibility study noted that management by a nonprofit corporation enables the market to be accountable, competitive and responsive.

There have been some suggestions that the Strip District should, in some form or another, develop a market place to showcase its assets and history of providing fresh fish, meat and produce to the Pittsburgh region. In order to illustrate the effectiveness of a public market, this section will provide brief case studies on a variety of markets found throughout the country. Case studies are provided for the following city markets: the Pike Place Market in Seattle, the Reading Terminal Market in Philadelphia, the West Side Market in Cleveland, and the French Market in New Orleans. Each case study provides a history and suggestions for operating and functioning that the Strip District could mold and develop into a successful market for the Pittsburgh region.

Pike Place Market, Seattle



Source: www.pikeplacemarket.org/learn.html

The Pike Place Market is a nine-acre historical district that is a mixture of the different uses of a public market and structures enclosing the market. There are day-stalls, in which farmers sell their produce and craftspeople their handcrafted items. In enclosed areas, 180 commercial

tenants are divided in three areas: “Food Basket” for wholesale foods, retail foods, and some prepared foods; “Dining Out” for cafes, restaurants and fast foods; and “Mercantile” for non-food items.

Pike Place Market has existed since 1907, but it was nearly razed in the name of urban redevelopment in the 1960’s. In 1973, the City of Seattle established the Pike Place Market Preservation and Development Authority to manage the various components of the market. It attracts nine million visitors per year, who come to see the farmers, craftspeople, commercial businesses, and performers that comprise the Pike Place Market today.

The Pike Place Market has an unusual feature in that it includes residential space as well as commercial space. This is an interesting feature that the city of Pittsburgh may study since the Strip District is not only a commercial district, but also a residential district. The housing for Pike Place Market is aimed at low-income residents. As noted previously, the Strip District is home to many low-income residents who have been forgotten or ignored. The Pike Place Market and the Pike Place Market Foundation, which raises money to provide a number of human services to the low-income residents of the marketplace and Seattle, should serve as one of the models the city of Pittsburgh should consider for a public market.

Reading Terminal Market, Philadelphia

The Reading Terminal Market is a produce and food market located in downtown Philadelphia. The market opened 1892 and is currently home to 86 merchants who rent stands. Three present-day merchants are descendants of the original stand-holders for this market. The original site of the terminal had been a popular farmers market, and it was moved indoors to a space beneath the elevated train tracks when the terminal was built.



Source: www.readingterminalmarket.org

The Reading Terminal Market is located at 12th and Arch Street, next to the Pennsylvania Convention Center. The market is located in one of the most ethnically diverse areas of the city; Chinatown is less than a block away. Its location within center-city Philadelphia, beneath a train station, and its proximity to the Pennsylvania Convention Center have enabled the market to flourish with activity, especially on weekends and during lunch hours.

The Reading Terminal was privately owned until the 1990’s. In 1994, the city of Philadelphia formed the Reading Terminal Market Corporation, a non-profit organization formed to lease and manage the market. Two-thirds of the market’s budget comes from tenant rents, and the other third is achieved through revenues generated from resale of electricity, tenant utilities, late fees, work-orders, ATM withdrawal and telephone commissions. Any surplus generated goes directly into the market’s capital budget.

West Side Market, Cleveland



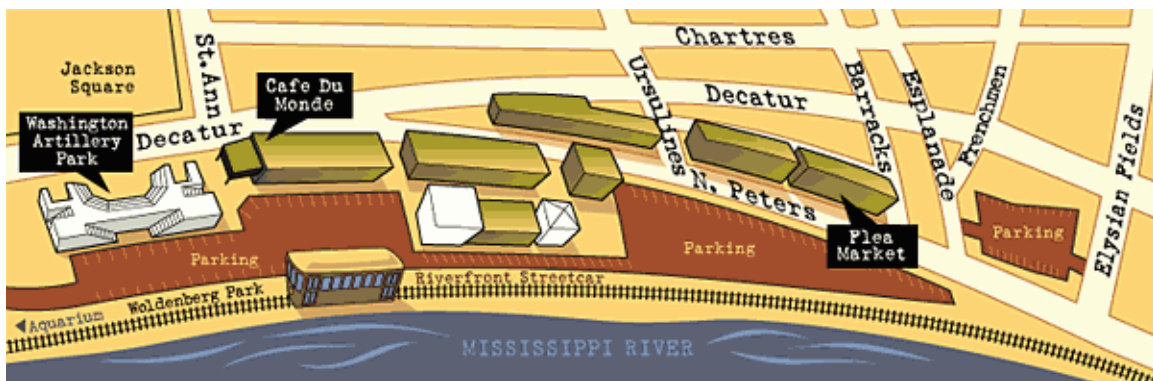
Source: westsidemarket.com

WEST SIDE MARKET CLEVELAND OHIO

The West Side Market is Cleveland's oldest public market. Created when two individuals donated the land to the city on the condition that it always is used as a public marketplace, it came into being in 1840. Later gifts of land enabled the marketplace to grow for a few decades, and in 1868 a building was erected to house what was then called the Pearl Street Market. As demand increased, the city bought additional land to expand the market. Inside this yellow-brick building there is room for 100 stalls. An outdoor arcade area contains 85 stands.

In 1915 the West Side Market Tenant's Association was organized. This association has played a significant role in improving the marketplace. These improvements include modernization and renovation projects in 1953 and the 1970's ranging in cost from \$1.1 to \$5 million. The city has subsidized the rent of tenants, however with budget crunches in the late 1980's the tenant rent was raised. This was necessary to cover the costs of maintenance and improvement projects to bring the building into compliance with the most recent building and sanitary codes.

French Market, New Orleans



Source: www.frenchmarket.org/map.html

New Orleans and Pittsburgh have a lot in common. Both cities have lost about 20% of their population since 1980, and both cities have seen the collapse of key industrial components of their regional economy. Pittsburgh lost steel manufacturing, and New Orleans lost the oil and gas industry. New Orleans has managed to reinvent itself as a major convention destination for the United States. New Orleans has also managed to develop private and government-owned retail and entertainment markets within close proximity of each other.

The French Market has existed on the same site in the French Quarter of New Orleans since 1791. The French Market is all commercial space, but the French Quarter is primarily a

residential area with over 4,000 residents. This particular market is a combination of uses and structures spread throughout seven buildings over a 5-block area.

The French Market Corporation manages the French Market pursuant to an operating agreement with the City of New Orleans. The French Market Corporation is a 501(c)(3) nonprofit public benefit corporation organized by the city of New Orleans. The Mayor of New Orleans appoints all 12 board members, 3 of whom must be city council members. All board members serve at the will of the mayor.

Businesses apply for 10-year leases with the French Market Corporation. Because the French Market Corporation feared litigation, leases have no Louisiana-residency requirement for tenants and no prohibition against national retail chains. No national retail or food chains operate in the French Market, and this may be because the average size of each shop is about 1,200 square feet. This is too small for most national retail chains that usually seek 5,000 to 10,000 square feet of commercial space. The largest rented space in the French Market is 6,000 square feet for the Bella Luna Restaurant.

Rent is comparable to the market rate, based on a market survey or appraisal. The rent is recalculated after the first five years of the ten-year lease. The French Market does not control rent to foster small businesses, probably due to the area being prime commercial property for generating revenue from tourists and convention visitors. The City of New Orleans receives much needed revenue from operating the French Market. This is a valid public goal of any public market.

Lessons for the Strip District

The study of these public markets can teach the city and NITS some valuable lessons about successful public markets.

The New York City study (Project for Public Spaces, October 2002) noted that public markets serve public goals such as:

- Being profitable or at least sustainable
- Incubating small businesses
- Serving tourists, visitors, residents and nearby workers
- Promoting the diversity of the city
- Providing basic services for nearby residents
- Serving as a true “public space” for the public to gather and mix for shopping, dining, entertaining and relaxing

Other best or promising practices that should be considered if a public market were to be created include:

- ***Creation of a clearly defined mission.***: The City of Pittsburgh should invite representatives of the community of the Strip District to participate in developing the mission or goals of the public market.

- **Designation as a historical district:** Maintaining the historical architecture of the Strip District could be achieved by less restrictive and less costly means such as building codes or ordinances.
- **Consideration of location:** The location of the public market close to the newly expanded convention center will create the same advantages as that of the Reading Terminal in Philadelphia.
- **Generation of revenue:** A public market can generate revenue by innovative means, and not merely from rents paid by tenants.
- **Public markets must be flexible:** A public market must be able to evolve, yet maintain its special character as a public market. The French Market and the West Side Market are good examples of public markets succeeding by adapting to new tastes and demands.

Nonprofit corporations, formed by public entities, manage the public markets studied. The mayor or governing body maintains varying degrees of control over the corporations through the power to appoint and remove members of the board of directors. In this way, the corporation is held accountable to the elected representatives of the people of the city. The New York City study by People for Public Spaces recommended management by a private nonprofit corporation since it would be more responsive, competitive and accountable.

The city may want to create a single site such as a great hall like the Reading Terminal, but this is an expensive project. A market district like the Pike Place Market or French Market would be a combination of open-air, covered sheds and enclosed buildings; however, the two examples cited are market districts located within a contiguous area. The city may experiment with a “scattered-site” market that would consist of different buildings or locations spread throughout the Strip District. The advantage to this scattered-site plan would be that the city could purchase existing tax-delinquent properties

Proposal for International Cultural Center

The evolution of the Strip District can be defined by the waves of immigrants from various ethnic and racial groups who have passed through this area. Encouraging people of diverse ethnic backgrounds to locate in this region could increase the city's social capital and potential for growth. One of the suggestions made by Becky Rogers, executive director of NITS, was to develop an international cultural center and marketplace for the Strip District.

International Marketplace within public market:

- Goals – Serve as a “hub” or gathering place for ethnic and racial groups living in Southwest Pennsylvania.
- Format - Sell crafts and souvenirs from various ethnic and racial groups living in southwest Pennsylvania. Through sales of these goods, visitors and locals would be educated about historical roles of various ethnic and racial groups living in southwest Pennsylvania.
- Funding – Supported by rent from ethnic groups using kiosks or temporary stalls to sell goods or by grants.

Due to the number of ethnic grocery stores in the Strip District, the area is familiar to people of many backgrounds, especially new immigrants and international university students in search of fresh foods. A cultural center that offered support and assistance for internationals could encourage them to come to the Strip for more than just groceries, and perhaps persuade them to stay in Pittsburgh longer.

An international cultural center has the potential to be something more than an exhibit or market; it could also contain an International Visitors' Center. In this manner, the international cultural center would serve as a support system for recent immigrants, international visitors, and students.

or condemned properties, and these properties could be adapted for use as commercial sites, or these properties could be exchanged for more suitable sites within the Strip District.

Finally, the city must not forget that the creation of a public market should not harm existing businesses in the Strip District. The public market should foster new businesses, and attract customers to existing Strip District businesses. The determination of how much to charge as commercial rent should take into consideration the needs of start-up businesses and existing businesses. The public market should not subsidize commercial ventures that will compete with existing businesses in the Strip District.

Conclusion

A promising plan for economic development for the Strip District would be to create a public market. This public market would enhance the existing wholesale and retail businesses in the Strip District, foster newer small businesses and serve the needs of residents and visitors. This case study of existing public markets can serve as models for NITS and the City of Pittsburgh.

Recommendation: The Public Market Collaborative

Project for Public Spaces (PPS), a nonprofit technical assistance, research and educational organization, formed the Public Market Collaborative to help market sponsors who are interested in creating new markets or improving existing ones. NITS may find valuable assistance from this network of individuals and organizations involved in the planning, design, development and operation of public markets (www.pps.org).

	<u>Location</u>	<u>Management Structure</u>	<u>Housing</u>	<u>Historic District/ Building</u>	<u>Funding</u>	<u>Revenue</u>	<u>Shopping</u>	<u>Rents</u>
Reading Terminal Market	Philadelphia, Pennsylvania	Non-Profit	No	Yes	Self-sufficient	2/3 Leases, 1/3 Utilities Misc. Revenues.	Retail - Food (Produce, Meats), Nonfood wares (Clothing, Trinkets, Flowers	Approx. \$32-\$62 per square foot
Pike Place Market	Seattle, Washington	Nonprofit	Yes	Yes	Self-sufficient	\$9.1 Million – 51% commercial; 13% Housing/ 12% day stall; 24% other	Food (Produce, Meats), Dining, Nonfood wares	Approx. \$9.25-\$27 per square foot
Cleveland Markets	Cleveland, Ohio	Government agency	No	Yes	Subsidized rents	Rent.	Food, flowers, nonfood wares	Approx. \$15 per square foot
French Market	New Orleans, Louisiana	Non-Profit	NO	Yes	Self-sufficient	Rent and fees.	Wholesale, retail, food, and entertainment, food, wares	Approx. \$18-\$32 per square foot

Table 7.1 Market Comparisons

CHAPTER VIII – CONCLUSIONS AND RECOMMENDATIONS

Throughout this capstone, our research teams have identified major themes concerning obstacles to overcome in order for development of the Strip District to take place. We are certainly not the first to study and propose plans for the neighborhood, and we have recognized some of the same problems that still exist despite over 20 years of studies.

Persistent Problems in the Strip

- There is a diversity of stakeholders in the neighborhood. This includes, but is not limited to, all business owners, whether their businesses are large, small, wholesale, retail, or something else, investors, developers, city officials, property owners, and residents, whether they are upper, middle, or lower class. This group represents a diversity of interests, needs, and wants, which is one of the key factors making the Strip the unique destination that it is. However, diversity within the stakeholder group often leads to conflict, which has resulted in the lack of a unified voice and a disjointed vision for the future of the Strip District. While Neighbors in the Strip has attempted to create a unified voice and vision, due to the conflicting interests among key players, a haphazard fashion of development has resulted thus far.
- The Strip has a variety of underutilized resources. The neighborhood has an abundance of both natural and physical resources. For example, many possibilities for development exist along the riverfront, but this natural resource has remained largely untapped. In addition, the Strip's numerous vacant lots and underutilized riverfront property could be transformed into parks to compensate for the lack of greenspace. This would effectively improve the overall aesthetic of the neighborhood. In terms of physical resources, the Strip is home to many overlooked, available and unique spaces in close proximity to downtown. For example, former industrial buildings and warehouses have the potential for adaptive reuse, especially for housing. Additional housing units in the neighborhood would build on the Strip's current population and add vitality to the neighborhood. The word "potential" cannot be overemphasized when describing the Strip District.
- Aside from the purchase of the Produce Terminal, the City of Pittsburgh has taken a largely hands-off approach regarding the future development of the area. All levels of government seem to overlook the Strip, whether it is the city government regarding political representation and constituent consideration or the county government regarding issues of transportation.
- In terms of mass transit, the Strip District is viewed as a "pass-through" to downtown. The lack of connection to other areas of the city maintains the neighborhood's isolation, both physically and politically. Apart from the lack of adequate mass transit, other transportation issues, such as congestion and parking, reveal a greater need for the city to advocate for improved accessibility of the area, as well as to promote the integration of the Strip with other areas of Pittsburgh.

It is true that most of the problems identified above have been issues in the Strip for many years. So, why should this report be any different than other reports making suggestions for the Strip? Unfortunately, we cannot give you an answer. We can only hope that this report has highlighted the ongoing nature of the problems and potential in the Strip and that, despite

their persistent nature, stakeholders in the community will recognize the immediacy of these problems.

Recommendations

Specific recommendations have been offered in each section of the report and will not be repeated here. However, a number of general steps can be taken in order to insure that stakeholders in the neighborhood move closer to effecting significant and lasting change in the Strip.

- The Strip District needs a unified voice and vision. Many of the problems in the neighborhood stem from conflicts between the varied uses in the Strip. Therefore, whether it is organized through Neighbors in the Strip or by an independent group, it would be to the benefit of all stakeholders in the Strip to try and put aside their differences and present a unified front. This will enable the group as a whole to be better political advocates and actually make things happen.
- Leadership is needed to act as a catalyst and provide direction for development. While Neighbors in the Strip has made a valiant effort to organize the competing interests in the neighborhood, the various stakeholders remain fragmented. Whether it is Neighbors in the Strip or another group, someone needs to step in and start making decisions. While it is likely that not all decisions will satisfy all involved parties, someone needs to begin making the decisions that will bring direction and balance to development.
- Greater cooperation and involvement from the city must be solicited in order to enact development plans and showcase the Strip's valuable assets. This is a controversial issue considering that, through our research, we could not determine a role for the city to which most stakeholders would agree. However, it seems clear that the city should be more involved in helping to preserve the Strip as a key part of Pittsburgh's history. In renovating and reworking former industrial areas in other cities, city government was key to the successful completion of most projects. Whether it is by establishing special adaptive reuse zones, buying properties, or offering tax incentives for businesses in the Strip, there are many ways for the city to become involved in the neighborhood. It is time for the stakeholders in the community to put aside their past differences with city government and work together to affect real change.
- A comprehensive plan for the area must be developed to address the problems in the Strip and plan for future development. This would take account of all aspects of the Strip, including, but not limited to, parking, economic development, and residential development. The plan could either be developed by the city in concert with the new unified voice of the Strip or by the stakeholders themselves. However, what is clear is that the piecemeal changes in the area thus far have been wholly ineffective in addressing long-standing problems.

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Appendix A-1: Strip Time Line

- Mid 1700's – Earliest record of inhabitants in what is now known as the Strip District. Shannopin's Town is a village of Delaware Indians estimated to have been located near present day Penn Avenue and 30th Street.
- 1769 – The Penns open a land office. Among the many who took advantage of the office was Thomas Smallman who surveyed “The Officer”, a 319-acre parcel of land, stretching from roughly 28th to 34th Streets.
- 1773 – “The Officer” is purchased by James O'Hara and renamed “Springfield”
- 1783 – O'Hara weds Mary Carson and brings her to live in a log cabin at Fort Pitt. Within a few years, they have built a summer home on Springfield Farm.
- 1803 – McClurg Foundry established at 11th and Smallman Streets.
- 1824 – Juniata Iron Mill established by Dr. Peter Schoenberger, which was located roughly between 14th and 16th Streets from Smallman Street to the Allegheny River.
- 1828 – Zebulon Packard built ironworks to make tools and nails at 13th and Etna Streets.
- 1829 – The Pennsylvania Canal was built around present day 11th Street, connecting the Allegheny and Susquehanna Rivers, opening a waterway from Philadelphia to Pittsburgh.¹
- 1831 – Captain John Hay and William McCully establish the Hay and McCully bottle house located between present day 19th and 20th Streets.
- 1832 – McCully establishes separate glassworks at 16th and Liberty Avenue. McCully eventually owned 4 factories in the Strip District.
- 1833 – First Presbyterian Church of the Northern Liberties erected structure on south side of Penn Avenue between 15th and 16th Streets. (The name was later changed to the 4th Presbyterian Church when the city of Pittsburgh incorporated the Northern Liberties in 1837.) Steel first produced by G. & J.H. Schoenberger.
- 1840's – Allegheny County was recognized as the center of the country's iron production.
- 1842 – The Wood and Hughes Brewery was established, later renamed Phoenix Brewing Co.
- 1848 – E.M. Hill Lumber Company established at 26th Street and Penn Avenue.
- 1850 – Pittsburgh gained reputation as the iron city with 13 rolling mills and 30 large foundries.
- 1852 – Pennsylvania Railroad Main Line between Philadelphia and Pittsburgh is completed
- 1854 – Pennsylvania Railroad's first Union Station was built on Liberty Ave. between 11th and 12th Streets. The Railroad years stretched from 11th to 28th Streets along the south side of Liberty.
- Late 1850's – 16 iron and steel mills were located in the Strip District.
- 1859 – The Citizen's Railway Co. was formed to operate a horse-drawn street-car along Penn Avenue.
- 1860* – 6 out of 13 steel mills in the United States were located in Pittsburgh. Population in the Strip was about 12,000, with approximately 70% of those residents being of German and Irish descent.
- 1861 – Andrew Kloman and Thomas Carnegie, Andrew Carnegie's Brother, establish the Carnegie Company and built the Iron City Forge. Andrew Carnegie established the Cyclops Rolling Mill, which merged with the Iron City Forge in 1865 to become the Union Iron Mill Company.
- 1862 – James Park, Jr., a major competitor of Carnegie, established the Park Brothers Company and built the Black Diamond Mill. Fort Pitt Iron and Steel Works was established.
- 1863 – The Marshall Foundry and Construction Company and the Fulton Foundry and Machine Shop were established. The glass-making facilities of William H. Hamilton and Company were established.
- 1865 – The Star Fire Brick Company, later Reed and Harbison, then Harbison-Walker, was established.

¹ Carnegie magazine. “The Strip” 1973. pg. 32

* No industrial buildings built before 1860 remain standing in the Strip District.

- 1867 – The Iron City Tool Company was established for the production of forged tools for railroad, mining, and industrial development.
- 1868 – James Parton described Pittsburgh as “Hell With the Lid Off,” due to the pollution as a result of the growing manufacturing sector in the city and especially in the Strip District.
- 1869 – Westinghouse Air Brake Company, for the manufacture of rail car air brakes, began operating on Liberty Avenue.
- 1871 – The Pittsburgh Steel and Casting Company and the Pennsylvania Manufacturing Company were established.
- 1872 – Joseph Lappan and Company’s Iron City Boiler Works was established.
- 1874 – Elizabeth Denny donates the block between 29th and 30th streets on Liberty Avenue to the city of Pittsburgh for use as a public square. During the late 19th century, this space was the only open space in the Strip District.
- 1878 – Armstrong Brother and Company, cork manufacturers, moved from downtown to the Strip.
- 1879 – Joseph T. and Albert Hamilton are established, producing flint glass bottles.
- 1880 – Allegheny County produces close to 27% of all glass manufactured in the US. Agnew and Brown’s Glass Pigeon Ball factory is opened. R. Monroe and Sons West Point Boiler Works moved to 23rd and Smallman in the Strip District.
- 1881 – The Achille D. Thomas Roll Works was established.
- 1886 – Pittsburgh produces 50% of all the glass produced in the US.
- 1888 – Charles Martin Hall and Arthur Vining Davis, with the help of Captain Alfred E. Hunt, made the first commercially produced aluminum at 33rd and Smallman Streets.
- 1889 – Firemen in the Strip District responded to an average of one fire per week. A majority of the fires were residential, but there were also industrial fires and explosions.
- 1892 – The Pittsburgh Gage and Supply Company was founded and became one of the “largest industrial supply [houses] east of the Mississippi.”²
- 1893 – The Kingsley House Association, a charitable organization, opened. The Kingsley House helped organize boys and girls clubs, a lending library, and promoted harmony among children of different nationalities, amongst other services.
- 1895 – The Civic Club of Allegheny was formed which, among other works, initiated the Legal Aid Society, promoted Parents and Teachers Associations, and drafted tenement house laws.
- 1897 – The Civic Club, in conjunction with the school board opened a summer playground at Ralston School. The first public bathhouse was constructed at Penn Avenue and 16th Street.
- 1899 – The Phoenix Brewing Company and 11 smaller breweries merge to form The Pittsburgh Brewing Company, still in existence and now located in Lawrenceville.
- 1901 – The United States Steel Corporation was founded and absorbed the Carnegie Steel Corporation and 20 smaller mills in Pittsburgh. The USS Corp. controlled 60% of the iron and steel production in the country. The first produce auction was held in the Pennsylvania Railroad yards.
- 1902 – Architect Frederick J. Osterling completed The Armstrong Cork Building. The A. W. Cadman Manufacturing Company relocated to the 2800 block of the Strip. Cadman is the oldest existing manufacturer of brass and iron valves and steam and water appliances.
- 1903 – In anticipation of the removal of the Railroad tracks on Liberty Avenue downtown, The Iron City Produce Company converted the 4th Presbyterian Church on 17th and Penn Avenue into a branch office with warehouse space.
- 1906 – The railroad tracks downtown along Liberty Avenue were removed, causing many wholesale produce businesses that had not already moved to relocate to the Monongahela Wharf and The Strip District. In the following years, homes along the Allegheny River were torn down to make

² Carnegie magazine. “The Strip” 1973. pg. 34

- way for the wholesale produce warehouses. Small neighborhood shops along Penn Avenue were turned into 4 and 5 story buildings for wholesale produce merchants.
- 1908 – Taylor and Dean, manufacturers of cast, wrought, and ornamental iron railings, specializing in decorative cemetery plot fences, was established. Connolly McAfee, a wholesale fruit seller located in the Strip and recognized as the leading fruit house in the country, built a warehouse and office building on the corner of 20th and Smallman Streets. Ayoob established as a wholesale fruit distributor on Penn Avenue.
- 1912 – Salvatore Cantanzaro relocated his produce business to the Strip.
- 1915 – Population in the Strip was about 18,000, with only 10% of those residents being of German and Irish descent. (A drop of 60% since 1860.) Over 80% of Strip residents were foreign born. The wholesale grocers of P.H. Butler Company built a warehouse at 1700 Smallman Street.
- 1922 – A Goodwill Industries factory, only the 12th Goodwill project in the country, was dedicated. The block-long five story manufacturing plant for the Standard Underground Cable Company was completed at 1600 Smallman Street. The Kirby Transfer Company built warehouses on the 2500 block of Smallman Street.
- 1923 – The Independent Fruit Auction Company was established.
- 1924 – Fairmont Creamery moved to 25th and Smallman Streets.
- 1925 – The beginning of grocery store chains in the Strip.
- 1926 – The Pennsylvania Fruit Auction Building is constructed.
- 1924-1930 – Schoenberger's Juniata Mill closed or left the Strip.
- 1930 – The concrete warehouse at 1501 Penn Avenue was built for Federal Cold Storage.
- 1928-1930 – Fort Pitt Works moved to the South Side.
- 1931 – The Standard Underground Cable Company closed or left their location in the Strip. The Ralston School closes.
- 1932 – The Independent Fruit Auction had to close as a result of the Depression.
- 1934 – James Lappan's Iron City Boiler Works was foreclosed. The Springfield School Closed and was converted into warehouse space by the Board of Education.
- 1935 – Father Cox constructs the Good Samaritan Chapel at Penn Avenue and 14th Street.
- 1936 – Great Flood causes losses by many industries located in the Strip. A gas explosion in the ripening room of the Pittsburgh Banana Company on 21st and Smallman Streets, affects businesses in a three-block radius.
- 1940 – Population in the strip numbered a mere 3,500.
- 1944 – O'Hara, the last public school in the Strip District. Closed in 1944.
- 1950's – Slightly more than 50% of Pittsburgh's wholesale produce facilities were located in the Strip District.
- 1940 – 1970 – Number of housing units in the strip falls from 852 to 359, due, in large part, to a push by the Pittsburgh Housing Authority and The Bureau of Building Inspection to raze unsafe housing.
- 1952 – 30% of produce delivered by truck to wholesalers in the Strip.
- 1959 – 50% of produce delivered by truck to wholesalers in the Strip.
- 1970's – Armstrong Cork shut down its facility.
- 1980 – Population of the Strip was 400.
- 1981 – The Urban Redevelopment Authority purchased and began renovations of the produce terminal.
- 1991 – Universal-Cyclops, which operated on a small portion of the former Crucible Steel plant, closed. The land was purchased by the city and turned into the city's Auto Pound.

Appendix A-2: Articles Database – selection only (see web page at www.pitt.edu/~strip for full list)

Date	Title	Paper	Main Ideas	Web Address
13-20-Nov-02	A River Runs Below It	CP	Description of the "Find the Rivers!" program that is trying to relink the Hill District to the rivers. Suggest rebuilding the Penn Incline, which went down to 17th Street as a way of revitalizing the Hill. Note that it would be easy to rebuild the incline, and many think that creating better linkages to the hill would allow greater opportunity in the neighborhood, including new employment opportunities. "That which makes a city more open is that which makes a city healthier."	http://www.pghcitypaper.com/archives/newsarch/feature/nz02/nz111302.html
31-Oct-02	Strip District: Woman Hit by Bus	PG	A woman was hit by the 86A bus at 14th and Liberty Streets.	http://www.post-gazette.com/neighborhood/20021031cburbsp9.asp
29-Oct-02	Mayor Looks at Closing 10th Street Bypass: Road Could Become Part of Riverfront Park	PG	Murphy's future proposal to close the 10th Street Bypass permanently and make it an extension of Point State Park. However, nothing will happen until construction on the 16th street bridge is finished. Short of closing the bypass altogether, Murphy and other prominent community figures would like to see tractor-trailers banned from the bypass. Rodgers, with Neighbors in the Strip, does not think closing the bridge or banning trucks will be beneficial to the area.	http://www.post-gazette.com/neighborhood/20021029notruckscity2.asp
23-Oct-02	Strip District Loft Apartments Planned for Armstrong Cork Buildings	PG	\$45 mil proposal to redevelop Armstrong buildings. Would include 291 luxury lofts, a restaurant, and a new parking garage with retail shops. Gives reasons why they think previous development failed and this development will be successful.	http://www.post-gazette.com/neighborhood/20021023armstrong1023p2.asp
6-Sep-02	Owners seek cause of blast at warehouse in Strip District	PG	Investigation of the blast at the New Federal Cold Storage, Inc. Building. Possible causes of explosion are an ammonia leak or an electrical explosion.	http://www.post-gazette.com/neighborhood/20020906blast6.asp
5-Sep-02	Explosion Rocks Strip District	TR	Description of blast at the New Federal Cold Storage building that caused streets to be closed within a seven-block radius.	
8-May-02	Remembering Shantytown	PG	Story of a photographer who depicted life in the Shantytown located in the Strip District during the depression. Photos could be preserved through foundation money and help from Neighbors in the Strip.	http://www.post-gazette.com/ae/20020508shantytown3.asp
9/4-9/11/2002	You Had to Ask	CP	Refers to the Railroad Riots of 1877, which occurred because of wage cuts and increased efficiency of trains leading to staffing cuts. Supported by citizens who were being taxed for the building of the railroads.	http://www.pghcitypaper.com/archives/newsarch/ask/ask02/ya90402.html

2-Dec-?	Renovations Bud Planners OK Changes in Strip, Downtown Building Projects	PG	City planning commission approved changes to the \$30 million Armstrong Square. Shifting emphasis from office space to housing aimed at young professionals. Also includes riverfront improvements and more parking which will eventually be turned over to the city.	
5-May-02	Resurrected: Former Casket Factory, Steel Mill Transformed into Modern Office, Retail Space	PG	Redevelopment of The Crucible, a former steel mill at 30th and Smallman Streets, into retail space. Touts the advantages of being close to downtown without the parking hassles.	http://www.post-gazette.com/homes/20020504commercial0504p8.asp
19-Sep	Fun is Redefined at Entertainment Complex	City Lights	Touting the accomplishments of the "Down by the Riverside" development which opened June 30. McKay, the marketing director for the development comments that it draws a wide range of people, including families. Includes short description of the restaurants there or planning to open shortly. Basically a hype article for the complex.	
2-Jul-02	Junkers Be Gone: City Considers Leasing or Selling Auto Pound	PG	Possible redevelopment of the strip focusing on the city auto pound and having the city place pressure on large landholders such as Buncher Co. Possible biotech center.	http://www.post-gazette.com/businessnews/20020702pound0702bnp2.asp
31-May-02	AIU Moving From the Strip	PG	"The Allegheny Intermediate Unit, a Strip District nonprofit that trains local teachers and tutors inmates at the Allegheny County Jail, plans to move its headquarters and 275 employees to The Waterfront." Partially based on need for parking and free access not available in the strip.	http://www.post-gazette.com/businessnews/20020531unit0531p3.asp
23-May-02	Controversial Strip District Bar Closes After Meeting with DA	PG	Voluntary closing of Bar Pittsburgh after incident of bouncers being sued for using excessive violence against a patron.	http://www.post-gazette.com/localnews/20020523barpgh0523p5.asp
29-Apr-02	"Seagate selects Blo-Lite technology for new Strip District building Maintaining, upgrading systems easier with product"	PGH Business Times	Description of Seagate company and the unusual fiber-optic cabling system, blo-lite, that they chose to install. It not only prepares the building for future technology changes, but allows minimum work disturbance during installation.	http://pittsburgh.bizjournals.com/pittsburgh/stories/2002/04/29/focus3.htm !

PG = Pittsburgh Post Gazette TR = Pittsburgh Tribune Review CP = Pittsburgh City Paper PHLF = Pittsburgh History and Landmarks Foundation

Appendix A-3: Summary of Past Plans

Strip District Charette, 11 April 1985

Five task forces formed and discussed major issues pertaining to the Strip District. Below is a summary of the issues.

1. Future of Existing Uses
 - Trend of retail gradually replacing wholesale
 - Shortage of parking
2. Amenity Development
 - Need to focus on a theme as development continues
 - Transit line needed that allows for greater access to the area
 - Pedestrian-oriented connections needed
 - Encourage street vending
 - Connection between river edge and land
 - Aesthetically enhance river's edge
3. Downtown Linkages
 - Strip should complement not compete with downtown
 - Draw more attraction to the Strip
 - Develop corridor through the Strip
 - Create a comprehensive parking plan for the area
 - Remove "psychological barrier" by creating better methods of transportation between downtown and Strip—water taxi or additional bus stop
 - Maintain historical connection of building in the area
4. Potential for New Uses
 - Generation of new image by focusing on cultural and entertainment features
 - Year-round festivals
 - Both public and private development of water's edge—fountains and paved surfaces
 - Development of lower density type office space to avoid outrageous rent levels for wholesale merchants
 - Use entertainment, water's edge, marina, and linkage to other areas to attract potential housing tenants
 - Develop a parking strategy to attract development
5. Traffic, Parking & Infrastructure
 - Maintain Smallman street's appearance and do not modernize it
 - Reverse traffic patterns so outbound movement is on Penn and inbound activity on Liberty
 - Examine 14th Street as potential for cross-movement
 - Use property not under development for short-term parking
 - Address problem of aging sewers on Smallman Street
 - Improve pedestrian access

Wallace Roberts & Todd. *Pittsburgh Strip District Study Planning Workbook*. 31 July 1985

This study lists five critical issues that plans for Strip District development need to take into consideration. These include:

1. Continuation of food distribution and sales
2. Inexpensive weekend parking
3. Addition of amenities to attract evening and weekday patrons
4. Creation of Convention and lowest business without destroying the Strip's unique character
5. Judgment of benefits on existing use vs. new development; develop a framework for mgt of the Strip

Food Distribution & Sales

Issue: The study found that the trend was a shift from a warehouse and wholesale market to a retail market. An example of the retail food market would be McDonalds at 1630 Penn Avenue. Some possible options to address food distribution issues include:

- Rezoning to “prohibit free-standing retail establishment” and “encourage conversion of existing structures” in order to ensure that current wholesale owners remain in the Strip District
- Address parking conflicts that exist between retail and wholesale groups
- Create a tax policy incentive to encourage preservation rather than demolition
- “Increase public maintenance and security during weekends and evenings”

Parking

Issue: Maintain access to parking that is close in proximity to retail businesses; Prevent property owners from demolition of existing structures in order to create commuter parking lots

Possible options to address parking issues include:

- Installation of meters on streets to discourage all-day parking which would be beneficial to retail patrons
- Creation of more parking lots with free parking for district employees
- Create more commuter parking and provide a shuttle to and from Golden Triangle
- Create a weekend ticket-based parking program
- Schedule truck deliveries to avoid conflicts with retail parking

Amenities

Issue: Encourage preservation/renovation of current properties rather than demolition and construction. To attract more people to the Strip, the study advises developing a large portion of the riverfront that is used for parking.

Possible option for additional amenities:

- Landscaping funded through public investments
- Establish private investment guidelines
- Develop river edge for public use
- Linkage of retail to river through pedestrian paths
- Street fairs and events with a food focus

Convention Business & Tourism

Issue: The study found that the current hotel and convention space was not sufficient and additional hotels and meeting spaces were necessary.

Options for resolution of convention and tourism business:

- Expand Convention Center
- Develop hotels along the river
- Ethnic festivals and similar entertainment to attract tourists
- Develop parking to meet needs after development
- Create access to waterfront

Economic Impact & Maintenance

Issue: The Strip District lacks a “management program” (similar to those developed by Baltimore’s Inner Harbor, Toronto’s Waterfront and the Vieux Carre in New Orleans). The study also recommended the creation of riverfront sites for festivals and events.

Suggestions for Strip District management plans:

- Historic structure revitalization (i.e. Vieux Carre)
- Festivals and events (i.e. Baltimore’s Inner Harbor)
- Riverfront environment
- Parking access
- Cost-benefit analysis of growth and change

Graduate School of Public and International Affairs. *The Strip District: An Examination of Changes.* April 1992.

This study focused on examining the economic and social activities of the district and what predicted changes might occur in the future. Major findings:

- No policies address manufacturing needs or aim to preserve the Strip’s industrial heritage. However, the city has supported the wholesale industry through the URA purchase of the Produce Terminal and altering traffic patterns.
- New businesses tend to benefit existing small businesses and retail operations.

- Cultural groups are attracted to the Strip because of the large spaces available for conversion into larger exhibition areas or practice facilities.
- The expanding entertainment industry in the Strip has served to attract new businesses to the area.
- New uses have not conflicted with traditional uses.

Major Policy Issues:

- The Strip is not physically well integrated with downtown or the convention center area. Improved signage is needed.
- There is a lack of pedestrian links to downtown, the convention center, and the river.
- There is need for city involvement in parking.
- The city is undecided whether new development should push out traditional and new uses.
- Live/work space should be permitted in order to get around industrial zoning, which does not allow housing.

This study also examined the opinions of stakeholder groups regarding different types of development in the Strip.

Manufacturers:

- They have concerns about how new development will affect their business. Many feel that manufacturing in the Strip will decrease with new development, because it will not fit into the new vision of the district. In fact, many manufacturers would move out if the service industry began to prosper.
- High technology companies would help the manufacturing character of the Strip survive.

Cultural:

- There is a potential for adaptive reuse of buildings, which attracts cultural organizations.
- Individual artists, small shop owners, and the Art in Craft Society oppose commercial and entertainment development.
- Officials associated with larger arts organizations think commercial and economic development is the future of the Strip.
- There is a concern over the city's failure to maintain the properties it owns.

Retailers:

- The agenda of the merchant's association is focused on neighborhood festivals, not the future of the Strip.
- They want the city to stay out of the Strip unless it involves reacting to crises.
- They want development but recognize that parking is a problem. Specifically, they worry that if current lots are developed, it will cut down on available parking.
- They feel that the links to downtown are weak.
- They see restaurants as destinations in the Strip, which can serve to draw in business.

Wholesalers:

- They are concerned over maintaining truck access to their warehouses. They have already experienced some conflict for parking between restaurants/clubs and trucks that need to unload late at night.
- They do not want to see the streets narrowed for sidewalks, especially Smallman, because of the problems it will create with truck access.
- There is the possibility that the housing and entertainment industry will eventually drive the wholesalers out who will sell their businesses in order to reap the benefits of increased property values that occur from successful development.
- Gentrification of the area could effectively serve to drive out the wholesalers by forcing compliance to codes.

Entertainment:

- The city's role in development has not been consistent with the promotion or encouragement of development. Specifically, the city should take full advantage of the potential for increased amusement tax revenues that could be generated in the Strip.
- Parking and transportation issues, specifically conflicts between different interest groups, need to be resolved.
- There is a need for a comprehensive plan for development in the Strip as opposed to the current small-scale, separate efforts.

Housing:

- The city is interested in improving housing in the strip. This can be accomplished through low-density single-family residential units on portions of vacant land or adaptive reuse.

- Since current zoning does not permit housing, there is a potential for conversion of warehouse or manufacturing space into live/work space for artists.
- There are worries about how housing may conflict with other land uses, especially parking.

Brean Associates. *Strip District Improvement Strategy. August 2001*

In developing this plan, the consultants worked with Strip District community to develop goals and strategies that take into consideration:

1. Reinforcing the Strip District's identity
2. Preservation of a balance of use while accommodating growth
3. Creating incentive and regulations in order to maintain the independent retail and wholesale businesses
4. Impact of Pittsburgh's regional planning context

When designing policies and strategies, one must be aware that as changes occur within society, those policies must change and evolve. The project team outlines several issues within the Strip and possible strategies for implementation.

Issue 1: Reinforcing the Strip District's identity by protecting and enhancing the mix of uses within the neighborhood, particularly the wholesale food industry

- Use zoning regulations, such as the Public Realm District, which provides a framework to preserve and protect places of regional importance within the city. This would require collaboration between the Department of City Planning and the Strip District community.
- Expansion of Urban Redevelopment Authority (URA) holdings. The URA could then lease space to independent local businesses, helping to protect them from rising rents and retail takeovers.
- Preservation of buildings within the Penn Avenue retail area, between 22nd Avenue and 15th Street, from development stress. Incentives could be offered to encourage retail and entertainment venues to locate in land adjacent to the retail core rather directly within the core.

Issue 2: Marketing the Strip to the community at large, including residents, businesses and tourists

- Develop an image strategy, which would be used to develop the physical components of the neighborhood.
- Develop market tools, such as brochures, that reflect the unique character of the Strip District.
- Create a guided or walking tour that focuses on the history and unique characteristics of the Strip.
- Use the internet as a tool to market the Strip.

Issue 3: Ensuring that the physical character of the Strip District is maintained

- Encourage architectural feature that enhance the unique character of the Strip.
- Collaborative effort between City of Pittsburgh, URA and Neighbors in the Strip to preserve historic structures. Property owners should be educated on adaptive reuse development issues.
- Although several buildings, such as the warehouses along Smallman Street and the commercial buildings along Penn Avenue, do not have historical significance, they add to the unique texture of the Strip and therefore should be protected along with those buildings of historical significance. A survey of these buildings and possible re-use options should be performed.

Issue 4: Address safety and attractiveness of the Strip while still maintaining the "grittiness" that adds to the Strip's unique character

- Establish a Business Improvement District (BID). This is a tool used by property owners to levy a tax on their property, which will be used for services not provided by the government, such as appearance, maintenance, marketing, and safety promotion.
- Increase safety during evening hours.
- Improve parking lot safety through increased lighting, surface improvements, and better signs that provide direction for people to find their way to and from parking lots.
- Reducing litter in public areas within the Strip District. More trashcans could be placed along the streets and a sidewalk-cleaning program could be established. Strategies should also be developed to prevent patrons of entertainment venues from littering.
- Due to the lack of pedestrian access ways, a shuttle system should be developed to transport people in a safe manner to and from parking lots and nightclubs.

- Creation of an auto theft prevention program, which was in the planning process when this study was performed.

Issue 5: Addressing pedestrian and vehicular conflicts within the Strip

- Develop pedestrian crossings, especially in the retail core. Special paving could help reduce traffic speeds and increase driver awareness.
- Sidewalk improvement is necessary along Liberty Avenue along with the addition of a bus shelter. Key cross streets need to be addressed, such as 12th, 16th, 21st, and 31st streets.

Issue 6: Improve signals and visibility of pedestrian crosswalks

- “Pressure sensitive” signals should be created for side streets. These would help to reduce traffic congestion by changing as traffic flows change.
- Improve pedestrian signs along Smallman and Penn. Crosswalks also need to be painted so that they are visible.

Issue 7: Develop better connections between the Strip and the riverfront

- A mixed-use riverfront zone should be developed between the Terminal Building and the riverfront, placing an emphasis on connecting streets.
- Incentives should be used as a mechanism to encourage large-scale development on underutilized riverfront land.
- Docks should be developed to promote use by private boaters as well as water taxis. Docking locations should also have pedestrian connections to the Strip.

Issue 8: Key connectors need to be developed to the river at the History Center, 21st Street, and 31st Street

- A collaborative effort between Neighbors in the Strip, the Riverlife Task Force, the Sports and Exhibition Authority, Transportation stakeholders, and property owners to develop open space connecting the History center to the Riverfront.

Issue 9: Connect the core of the Strip District to Downtown, Lawrenceville, and other neighborhoods throughout the city

- Renovate portals where both motorists and pedestrians enter the Strip.
- Address connections to “inaccessible” neighborhoods, such as the Hill District. Examine the option of a possible incline connection between the Hill District and the Strip District.
- Pedestrian connections need to be improved along Liberty Avenue. Streetscape should be appealing therefore encourage pedestrian use.
- Transit connections need to be improved. Neighbors in the Strip should work with the Port Authority to examine the Golden Triangle transit system continuation to 21st Street.

Issues 10: Entrepreneurship and free enterprise need to be promoted within the Strip

- Develop a tenants’ association to help increase the bargaining power of local businesses
- Develop a real estate database that identifies residential and commercial real estate opportunities
- Develop an intra-net that will allow businesses within the Strip to share information and resources with one another

Issue 11: Addressing the long-term viability and roles of Neighbors in the Strip

- Develop joint market opportunities
- Promote and advocate for safety initiatives
- Form relationships with similar organizations and community development groups across the country in order to learn from the experiences of others. Use these resources to help create a library of resources, including community plans, market research, promotional materials, articles and images.
- Advocate and implement special events in the Strip District in order to attract a broader range of people to the neighborhood

Carnegie Mellon Urban Lab. *24/7 in the Strip District A Neighborhood Design.* Spring 2002.

This study focuses on the Strip as an area for dynamic and diverse nightlife. The overall vision of the urban lab students for the Strip is to create a diverse area to draw in a young and hip crowd, especially artists, bohemians, and minority groups. They would like to see new uses and new residents while retaining the uniqueness of the area. The students have identified many opportunities available, which make development in the Strip more attractive, including the new development at the convention center putting a greater focus on downtown and surrounding areas.

This study approaches all ideas and recommendations for the Strip through three main geographic areas: The Portal Area, the Midsection and Smallman Street.

1. The Portal Area—adjoins the cultural district
 - The area as it appears now is forbidding and possibly even dangerous. The students would like to see some lighting, murals and new buildings to make this area more inviting.
 - Green space could be added with a public square at the intersection of Liberty and Grant Streets.
 - They would like to see a new design for the Greyhound Station with a hotel overhead and a connection to the Amtrak station to make the area a transportation hub.
 - The students would also like to see infill retail development with high-end national chains to target the youth market.
 - They feel that the character of the strip can be highlighted by urban elements including awnings/overhangs, street furniture, and signage.
2. The Midsection
 - The students note that this area feels empty due to the vast amount of parking lots. Replacing some surface lots with mixed-use garages that have retail on the first floor could solve this problem.
 - A pathway to the river in order to take advantage of this natural feature is key. This includes riverfront development in a traditionally urban style, unlike the Seagate building.
 - Smallman Street would benefit from some streetscaping, including widening of the sidewalks and narrowing of the streets to slow motor traffic and increase foot traffic.
3. Smallman Street
 - The students would like to see a balance struck between the needs of wholesalers and the reality of rising rents.
 - A focus on retail away from wholesalers.
 - They would like to see a removal of head-in public parking in front of the produce terminal, which would be replaced by a long public parking plaza.
 - The students also have an idea to construct a building behind the Fruit and Produce terminal, in order to create a glassed-in street for local artists, food sellers, and others.
 - There is also an idea for residential units marketed toward young professionals with integrated parking.

There are a number of ideas that the urban lab students suggested in order to make the transformation of the Strip possible. First, there would have to be a long-term plan for the area to be implemented in manageable steps with the help of the city. This also includes creating a business improvement district to involve local businesses in their future and working closely with Neighbors in the Strip and other community groups. Second, the area could be more aggressively marketed as part of a regional entertainment district including the North Side, the Cultural District, and part of the Downtown. This would include a ferry, circular bus route, or streetcar running between all the areas. Third, neighborhood festivals could be used as a good way to bring people into the neighborhood and highlight cultural celebrations.

The urban lab students also had ideas for creative spaces, which they broke down into three initiatives.

1. Artist's policy—This involves a policy of subsidized housing for artists and musicians. They would like to see this as a self-generating initiative rather than a city-sponsored one.
2. Creative Classrooms—The students saw many of the underutilized spaces in the Strip as opportunities for creative urban classrooms. These could be art spaces and/or studios connected with local universities.
3. Second Floor Artistic Space—This is another proposition for the underutilized space in the Strip as artistic living and studio space. Business owners would be willing to rent inexpensively in exchange for the artists improving the space.

Another key aspect of this study is its focus on people. Basically, the urban design students recognize that it is most important to attract people to the area since that will eventually attract industry. They have also recognized a link between diversity and economic growth.

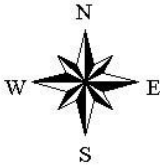
The students see a couple of immediate steps that should be taken to make changes in the Strip happen. First, the businesses should create a business improvement district to raise funds for extra services. Second, all interested parties need to create a master plan and garner public support for it.

Neighbors in the Strip. Vision 2008.

This document is less of a plan and more of an ideal vision put forth by Neighbor's in the Strip regarding how they would like to see the area by 2008. Key features in this new vision include:

- 24 hour neighborhood
- Ethnically diverse and varied shopping
- Well-defined portal areas with explicit signage
- Pedestrian Friendly
- Historical markers
- Street face improvements
- Many cases of adaptive reuse
- Expansion of the core shopping area to encompass entire 22-block community
- Well-balanced mix of “retail, wholesale, commercial, cultural and residential areas.”
- Greater and more direct involvement of city government through rent-controlled buildings and zoning.
- An international market in a rent-controlled area
- More residential development
- Well-established connections to other areas of the city
- Improved public transportation
- More parking
- Lower crime rate due to improved police activity and greater investment in the neighborhood by property owners.
- United marketing program including festivals and activities in the Strip
- Neighbors in the Strip plays a prominent role in changing the Strip by presenting a united voice of all interests in the Strip.

Appendix A-4: Land Use



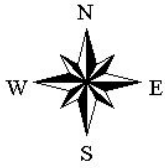
Land Use



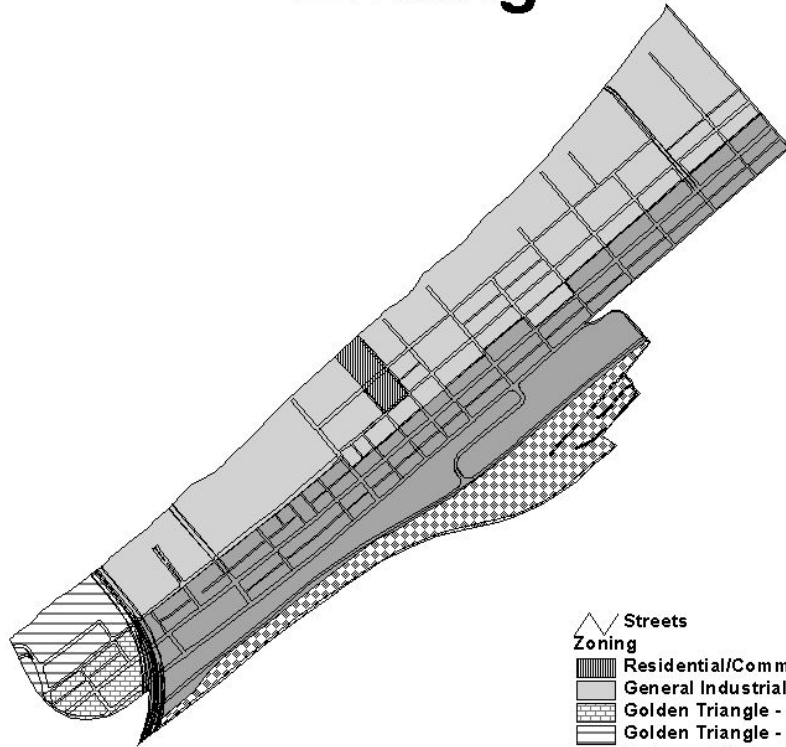
New Land Use Code	City Land Use Code
Bar/Restaurant	Bar Eating & Drinking Establishments Restaurant, Fast Food (General) Restaurant, Fast Food (Limited) Restaurant, with alcohol Restaurant, without alcohol
Commercial	Animal Care Automobile Related Commercial Uses Bank/Financial Institution Car Wash Commercial Uses Construction Contractor Laboratory/Research Facility Miscellaneous Commercial Uses Mixed-Use Commercial Salvage Yard Scrap Yards and Junk Yards Service Station Vehicle/Equipment Repair (General)

	Vehicle/Equipment Repair (Limited)
Freight Terminal	Freight Terminal
Industrial	Basic Industry Industrial Uses Manufacturing & Assembly Miscellaneous Industrial Welding or Machine Shop
MU: Other	Mixed Use: Office + Retail/Office Mixed Use: Office + Retail/Other Mixed Use: Retail + Eat-Drink/Other Mixed Use: Retail + Eat-Drink/Office Mixed Use: Retail/Office Mixed Use: Retail/Other
MU: Res/Other	Mixed Use: Eat-Drink/Residential Mixed Use: Office/Residential Mixed Use: Retail/Residential Mixed Use: Retail + Eat-Drink/Residential
Natural	Natural
Other	Billboards Cultural Service Government Office Not Classified Religious Assembly Religious Institutions Stadium, Arena, Convention Center
Office	Medical Office/Clinic Office Office Uses
Parking	Parking Structure Parking, Above Ground Surface Parking
Recycling	Recycling Collection Station Recycling Processing Center
Residential	Multi-Unit Residential Residential Garage Single-Unit Attached Residential Single-Unit Detached Residential Single-Unit Residential Small Multi-Unit Residential(4-10) Two-Unit Residential
Retail	Retail Sales & Services Sales and Services
Safety	Safety Services
Studio	Art or Music Studio
Transport	Transit Facility Transportation/Utilities
Vacant	Vacant
Warehouse	Warehouse
Wholesale	Wholesale and Distribution
Yard	Park/Yard Yard

Appendix A-5: Zoning



Zoning



- Streets
- Zoning
- Residential/Commercial Planned Unit Development
 - General Industrial
 - Golden Triangle - B
 - Golden Triangle - C
 - Parks and Open Space
 - Urban Industrial

Appendix B: Urban Development Fund Case Study

URA's Urban Development Fund (UDF): Case Study

The UDF is a loan fund operated by the URA in order to assist small and medium sized finance non-residential real estate activities in the City in order to use vacant or underutilized properties. The UDF is used for gap financing when between the equity the business is using and the bank's investment, there is still a need for capital. Allowable uses for the UDF include: in-fill construction, acquisition and rehabilitation of property. To be eligible for a UDF loan, the applying business must meet certain criteria. The business must be located in the City. Activities that are not eligible include: single-family or apartment housing developments, bars, adult entertainment, furniture/appliance rental shops and check cashing outlets, as well as non-independently owned gas stations. The applicant may not be tax delinquent or in default on any loans. Lastly, the owner, director, or partner of the business must not have been convicted of a felony.

The UDF loan may be used for the follow activities:

- A. To fund the acquisition of land, site preparation, testing, site mapping and legal costs incurred.
- B. The fund building costs, including acquisition, construction, rehabilitation, and the incurred engineering, architectural, and legal costs.
- C. Improvements to property: new construction and rehabilitation.
- D. Costs incurred from property development including legal, architectural, engineering, etc.)

For Community Development Block Grant (CDBG) eligible areas, such as the Strip District, the following guidelines apply:

- A. Loans will be made in the amount of \$25,000 to \$250,000. All projects are eligible to receive loans up to sixty percent of the total project cost or \$250,000, depending on which is smaller.
- B. Loans are typically made when there is also a private lending source. Applicants may choose to replace private lending with additional equity.
- C. The equity investment of the applicant will be at least ten percent of the total cost of the project.
- D. Loans will be secured with lien positions on at least one of the following: land, buildings, and other fixed assets.
- E. The repayment period will vary depending on the expected economic life of the real estate being financed but the term shall not be more than thirty years.
- F. The interest rate will be between fifty and eighty percent of prime, with a minimum of three percent, depending on project need and quality of credit. Lower rates will be charged to borrowers with more risky credit ratings and higher rates will be charged to borrowers with less risky credit ratings, the opposite of conventional lending.
- G. There is a fee of \$100 to apply for a UDF loan. The application fee will apply towards the applicant's equity requirements.
- H. The construction inspection fee is ½ of one percent of the construction contract. If the inspection is provided by a private lender, there will be no fee due to the URA. This fee may be eligible for financing through the UDF loan.
- I. All business loans will be assessed on annual loan servicing fee of ½ of one percent of the outstanding principle balance on the anniversary of the loan closing and may be financed.
- J. All loans carry a due diligence fee of between one and two percent and may be financed as part of the total project cost. The amount of the fee will depend on project need and quality of credit. Lower fees will be charged borrowers with risky credit ratings, and lower fees to borrowers with less risky ratings.
- K. Late charges will be applied to loans that become delinquent.

Additional Conditions of the Loan:

- A. The loan must generate at least one full time job for each \$30,000 of loan proceeds within three years of the date of disbursement of funds. New employment includes first time hires, employees not employed for more than six months or promotions of low- to moderate- income employees. If the loans is to be used to eliminate blighted conditions (also considered a public benefit), the UDF loan will not exceed the cost of removing the blighted condition.
- B. If the loans is used for renovation or construction, such as new construction or the elimination of blighted conditions, all federal and wage rates must be paid, where applicable.
- C. At least fifty-one percent of the full-time jobs created must be made available to low- and moderate-income individuals.
- D. When the project intends to create new jobs, the borrower must meet with the City's Employment and Training Division to develop an employment plan for the jobs created. For five years, the applicant must consider applicants referred by the city's Employment and Training Division or applicants that satisfy the requirements of the Job Training Partnership Act (JTPA)..
- E. Any project exceeding \$250,000 must complete a Minority and Woman-owned Business Enterprise (MWBE) Plan. This plan documents a strategy for purchasing materials and services from businesses owned by Minorities or Women. The MWBE plan will must be approved before the closing of the loan.

(Source: Urban Redevelopment Authority of Pittsburgh Urban Development Fund Guidelines.)

Appendix C: Pollutants found beneath Seagate property

Pollutants found in soil and groundwater beneath the Seagate property:

Benzene	Carbon disulfide	Chloroethane
Ethylbenzene	2-Butanone (MEK)	Methylene chloride
Tetrachloroethene	Toluene	Vinyl chloride
Total xylenes	PCBs	Acenaphthene
Anthracene	Bis(2-ethylhexyl)phthalate	Benzo(a)pyrene
Benzo(a)anthracene	Benzo(b)fluoranthene	Benzo(k)fluoranthene
Benzo(ghi)perylene	Butyl benzyl phthalate	Carbazole
Chrysene	Dibenzo(a,h)anthracene	Di-n-butyl phthalate
Fluoranthene	Fluorene	Indeno(1,2,3-cd)pyrene
Napthalene	Phenanthrene	Pyrene
Total cyanide	Silver	Antimony
Arsenic	Beryllium	Cadmium
Chromium	Copper	Lead
Mercury	Nickel	Selenium
Zinc		

Appendix D – Bus Ridership

Bus Routes	Daily Ridership	Saturday	Sunday
6B	1150	900	600
6C	250	100	100
54C	5800	3000	1700
86A	3900	3000	1300
86B	7500	5200	2400
91A	3100	2000	1000
91S	500	150	
77D	1100	400	
77F	900		
77G	600		
