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# Recommendations

## The Future of Oakland: A Community Investment Strategy

The goal of *The Future of Oakland* is to support the continuing growth of Oakland as:

- an international center for research, education, healthcare, and culture
- a magnet for technology-based entrepreneurial activity
- an outstanding mixed-income urban residential neighborhood
- a cosmopolitan commercial district with local character
- a place that nurtures and celebrates creativity and diversity
- a destination for local, national, and international visitors

In short, to make Oakland a Great Place.

In January 2002 the Oakland Task Force developed a list of projects for the future of Oakland in the following five categories: Quality of Life, Appearance, and Amenities; Development; Housing; Retail; and Transportation.

Many of the projects overlap in these five categories and also fulfill more than one aspect of the goal for Oakland. One example is Schenley Plaza, which is both a quality of life and a transportation project. Some projects, such as light rail transit, will require additional studies. Some projects can proceed immediately, such as improved housing code enforcement. Others are longer term, such as a neighborhood elementary school. All are important. However, not all can be tackled at once. All of the projects are detailed in the Recommended Projects section at the end of this report.

Given the variety of the projects, a central task of the Oakland Task Force was to review each one and to develop a coordinated strategy, or road map, which funders and implementers, both public and private, can use to focus investments in the near term while understanding how all projects fit within the overall strategy. The intent is to maximize the impact of each individual project through its synergy with other projects.

The means to accomplish this maximum impact is through four initiatives which have emerged from the Oakland Task Force's planning process for *The Future of Oakland*. Each initiative is a combination of projects, programs, and studies. All are essential as part of the larger strategy for *The Future of Oakland*.

1. Create a Sense of Place in Oakland
2. Make it Easier to Get Into and Around In Oakland
3. Stimulate Neighborhood Revitalization
4. Foster Technology Development

These four initiatives are summarized in the text below and are located geographically on maps which follow.

### Initiative 1 – Create a Sense of Place in Oakland

There is no central "there" in Oakland, no town green, no central gathering place, and no sense of arrival.

The following projects, when combined, will make a "there" in Oakland:

- redesign and program Schenley Plaza as an active public plaza and gathering place, including new traffic patterns and parking management programs
- upgrade the appearance and function of three of the gateways to Oakland (Western Gateway below Craft Avenue, Southern Gateway at Bates Street, and Northern Gateway at North Craig Street)
- make Forbes Avenue into a pedestrian-friendly traditional, commercial main street that links the universities and Schenley Plaza
- upgrade streetscapes in the retail areas and attract new businesses consistent with market studies and retail recruitment strategies already completed with particular emphasis on Forbes Avenue
- expand the Oakland Business Improvement District (OBID) to include the Atwood Street, North Craig Street/Centre Avenue, and South Craig Street business districts
- create a "Cultural Trust" type of organization to energize, promote, and market the cultural attractions and night life of Oakland
- develop a pedestrian plan for Oakland that prioritizes pedestrian safety and addresses "pedestrian cold spots," improves dangerous intersections, and helps people get around on foot with way finding signage

### Initiative 2 – Make it Easier to Get Into and Around In Oakland

Oakland is the third largest commuter destination in Pennsylvania, after downtown Philadelphia and downtown Pittsburgh. With 50,000 workers, students, visitors, and patients arriving every day, access to Oakland is of paramount concern.

There are perceptions of both traffic congestion and "nowhere to park" in Oakland. In fact, the traffic and parking problems in Oakland pale by comparison with most downtowns. Nevertheless, there are internal mobility problems within Oakland which are susceptible to remediation within a coordinated transportation strategy.

Attraction of new technology development is highly dependent on a public transportation system which is ubiquitous and easy to use (such as frequent internal shuttles) and traffic and parking systems which are efficient and easy to navigate.

Retention of students post-graduation is also dependent on outstanding public transit from Oakland to other parts of the city. Their principal means of exploration while students is on public transit. Once students explore the region, they are more likely to want to stay.

The projects listed below will make it easier to get into and around in Oakland:

- develop rapid transit service from Downtown to Oakland, including ultimately the extension of light rail transit from Downtown to Oakland
- increase direct bus routes from other regional areas to Oakland
- develop fringe/intercept parking facilities for commuters
- develop a bike trail head near Schenley Plaza and bike lanes on arterial streets
- develop an integrated multi-modal strategy for managing traffic, transit, bicycles, and pedestrian needs on Fifth and Forbes Avenue in the heart of Oakland and for addressing traffic "hot spots," particularly lower Bates Street at the Boulevard of the Allies, Forbes/Fifth as one or two way streets, and Bigelow Boulevard/ Bellefield area traffic circulation
- determine the feasibility of a universal shuttle bus system for Oakland, including connections to the riverfront and other key areas, such as fringe/intercept parking
- develop a comprehensive parking management plan for Oakland that would maximize the use of spaces

### Initiative 3 – Stimulate Neighborhood Revitalization

Many of the residential neighborhoods of Oakland are in stress, especially Central Oakland, not only from the pressures of off-campus student housing and absentee landlord neglect, but also from the lack of significant new investment in housing. Retaining current residents and attracting new families and workers to live in Oakland requires upgrading of the housing stock and investing in neighborhood amenities.

The following projects, when combined, will stimulate neighborhood revitalization:

- develop high quality single-family and multi-family housing in Central Oakland through the Oakland Planning and Development Corporation, in a mix of rehab and new construction
- strengthen existing and develop new housing financing programs to provide incentives for purchasing homes in Oakland, to provide financing assistance for facade improvements, and to finance Oakland Planning and Development Corporation's purchase of additional homes as they come on the market.
- strengthen the code enforcement program in residential neighborhoods
- provide incentive programs for rental property owners to improve their properties
- begin a planning process with the Pittsburgh Public Schools for the location and construction of a new elementary school in Central or South Oakland

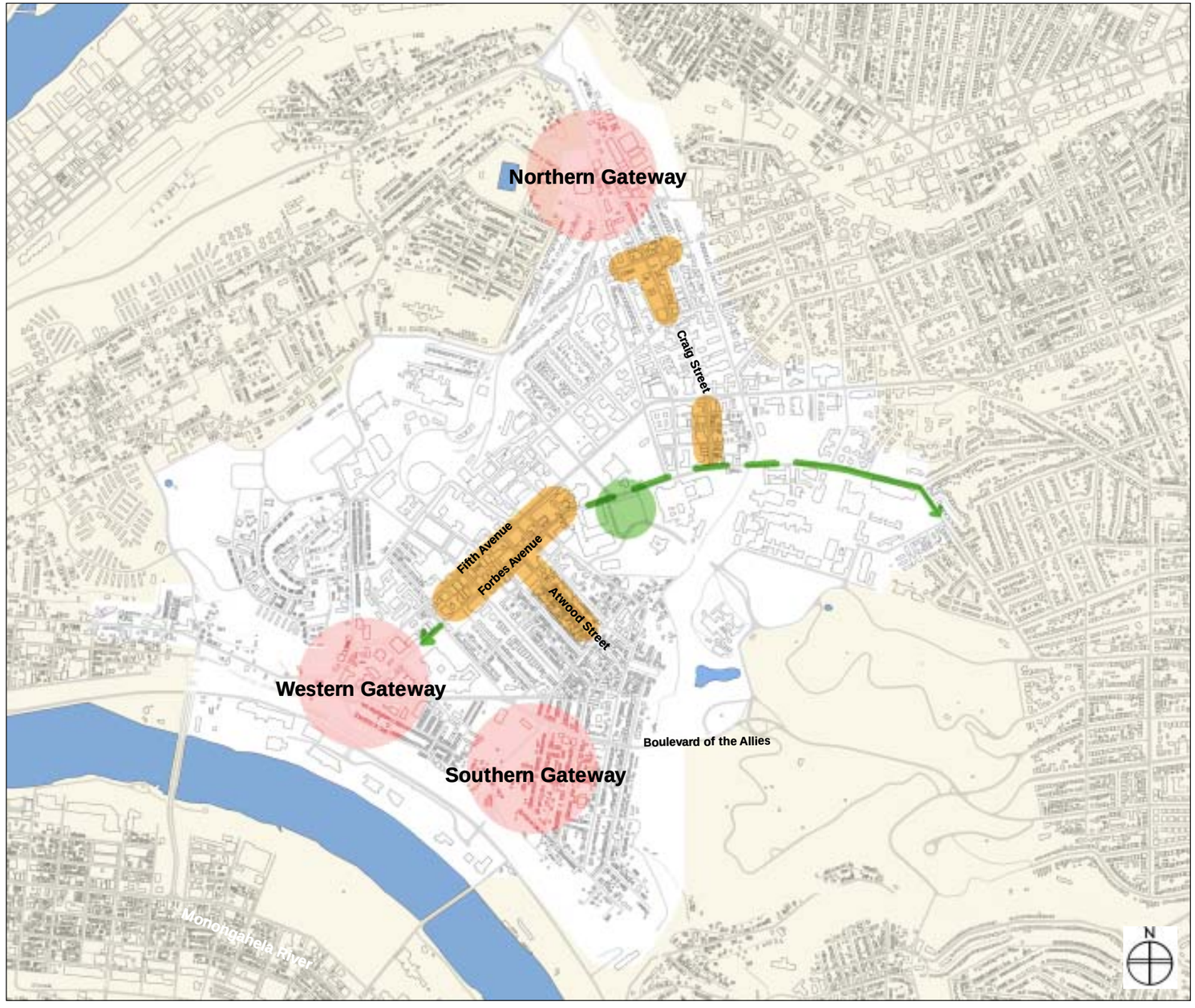
### Initiative 4 – Foster Technology Development

Oakland is the economic wellspring of the future economic growth of the region because of its concentration of researchers at the universities and hospitals, and the potential for spin-off companies. Experience teaches that spin-off companies tend to locate near the talent and laboratories of the researchers, and that existing technology companies from outside the region are also attracted to locations near researchers and universities.

These private development efforts need to be coordinated with the plans of the major institutions in Oakland because the growth and strength of the research universities and hospitals are essential to new technology development.

These projects below, when combined, will foster technology development:

- conduct a financial feasibility analysis of the Western Gateway opportunity area and consider urban design and development connections to vacant properties at the Boulevard of the Allies and Craft Avenue
- conduct a land use, urban design, and development feasibility study for Junction Hollow with the residents and property owners to identify development opportunities
- conduct a land use, urban design, and development feasibility study for technology development in North Oakland in the area of North Craig Street and Centre Avenue
- conduct a land use, urban design, and development feasibility study for technology development for the multi-block area bounded by Fifth/Forbes and Bellefield/South Craig
- explore the feasibility of developing a university inn and conference center with associated retail and restaurants
- coordinate technology development efforts with plans being developed for the vacant Hazelwood LTV site and the Baum Boulevard/Centre Avenue corridor




### Schenley Plaza

- Redesign and program Schenley Plaza as an active public plaza and gathering space
- Redesign and program new traffic patterns and parking management

### Gateways

- Upgrade the appearance and function of the three gateways to Oakland:

  Western Gateway below Craft Avenue

  Southern Gateway at Bates Street

  Northern Gateway at North Craig Street

### Business Districts

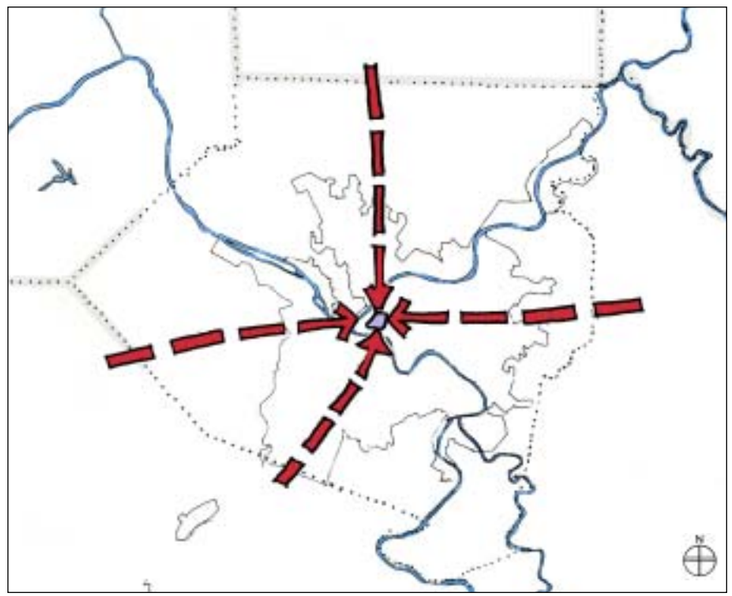
- Upgrade streetscapes in the retail areas; attract new businesses consistent with market studies and retail recruitment strategies already completed, with particular emphasis on Forbes Avenue
- Expand the OBID to include the Atwood Street, North Craig Street/Centre Avenue, and South Craig Street business districts

### Connector

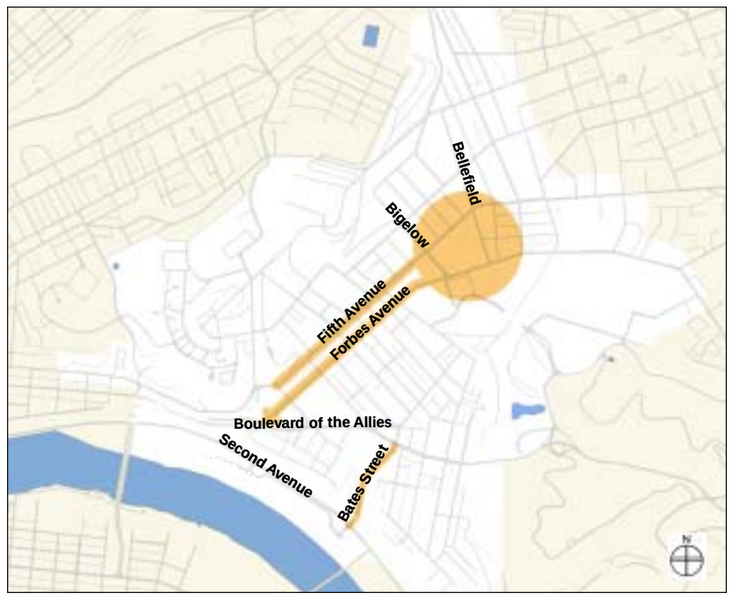
- Make Forbes Avenue into a pedestrian-friendly traditional commercial main street that links the universities and Schenley Plaza



# Create a Sense of Place in Oakland



Regional Connectors



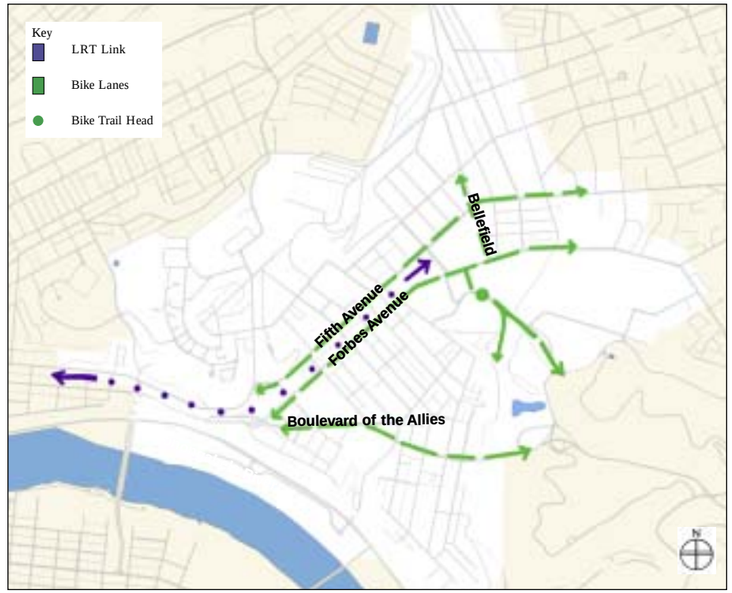

Hot Spots

### Regional Connectors

- Increase direct bus routes from other regional areas to Oakland

### City Connectors

- Develop a light rail extension from Downtown to Oakland
- Determine the feasibility of a shuttle bus system for Oakland with connections to the riverfront and other key areas
- Develop a bike trail head near Schenley Plaza
- Develop bike lanes on arterial streets




City Connectors


Parking

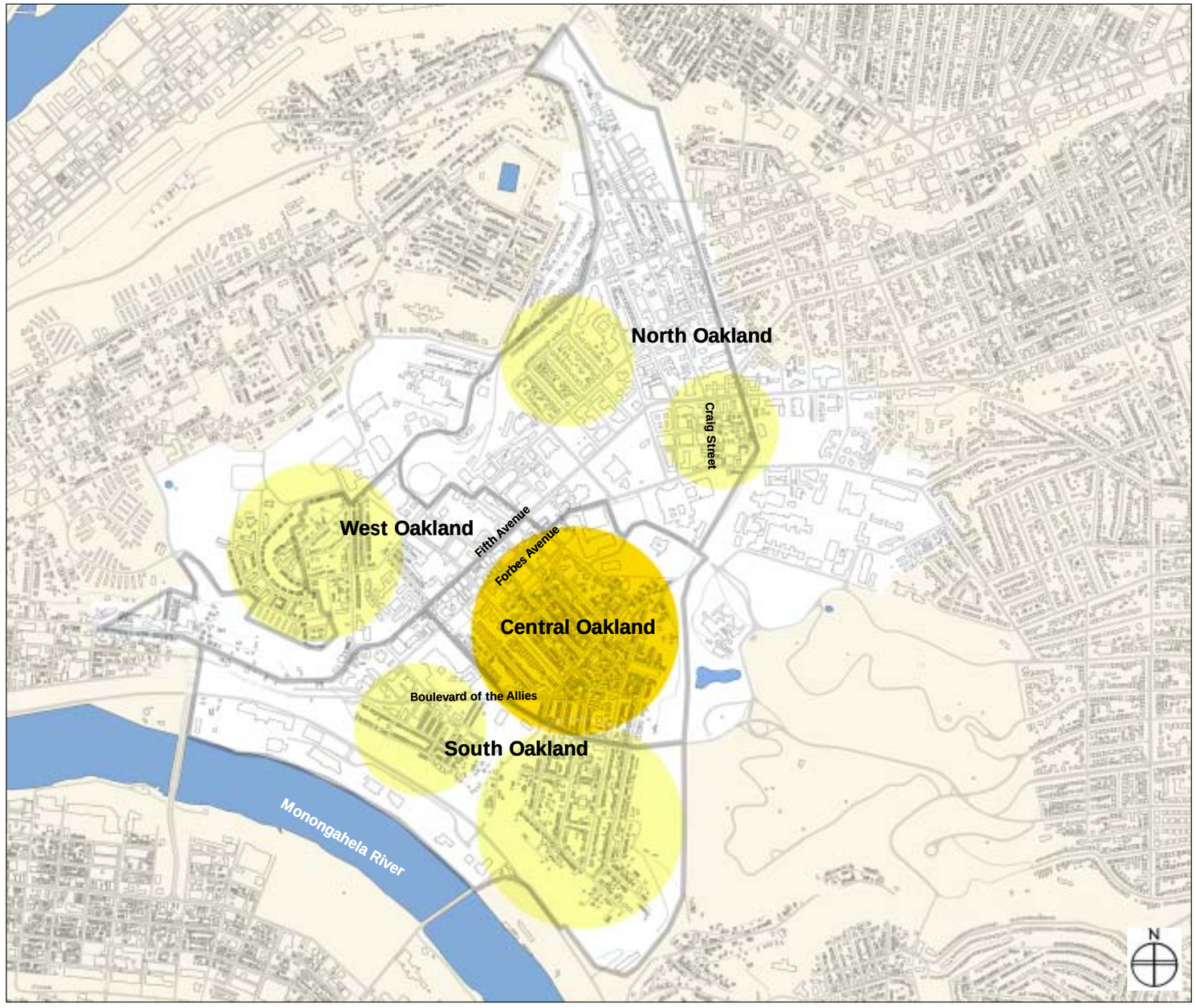
### Hot Spots

- Develop an integrated multi-modal strategy for managing traffic and addressing the following traffic “hot spots”:
  - Bates Street at the Boulevard of the Allies and I-376
  - Fifth/Forbes Avenues as one or two way streets
  - Bigelow Boulevard/Bellefield area traffic circulation

### Parking

- Develop fringe/intercept parking facilities for commuters
- Develop a comprehensive parking management plan for Oakland

# Make it Easier to Get Into and Around In Oakland




### Central Oakland

- Develop improved single-family and multi-family housing for renters and homeowners in Central Oakland through rehab and new construction

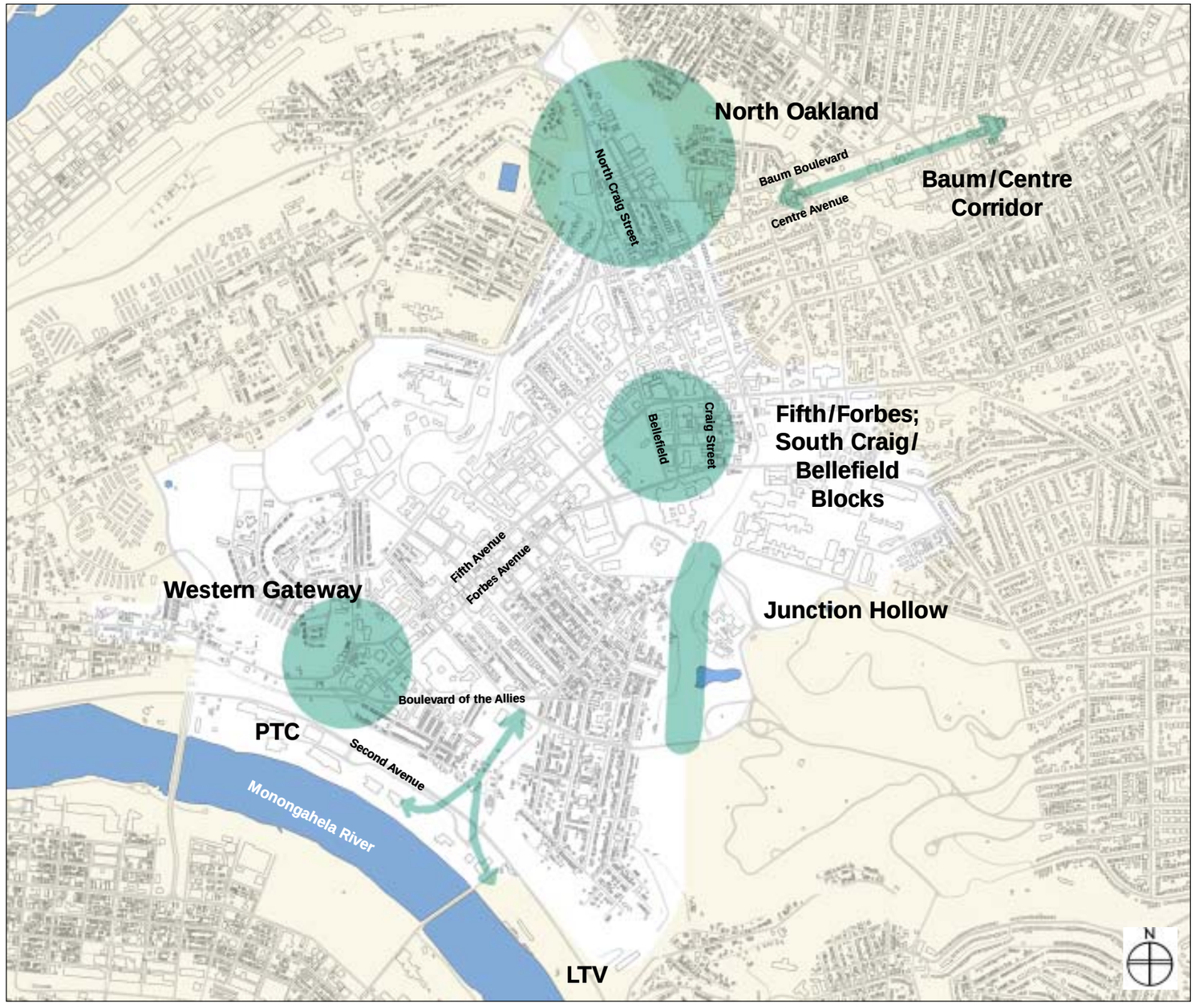
### Housing Programs

- Strengthen existing housing improvement programs through the Oakland Planning and Development Corporation, including rehab and new housing project funding
- Strengthen the code enforcement program in residential neighborhoods
- Provide incentive programs for absentee landlords to improve their properties

Neighborhood boundaries according to Department of City Planning



# Stimulate Neighborhood Revitalization




### Potential Technology Development

- Conduct appropriate land use, urban design and development feasibility studies for:
  - Western Gateway
  - Junction Hollow
  - North Oakland
  - Fifth/Forbes, South Craig/Bellefield Blocks

### Links

- Coordinate technology development efforts with other emerging initiatives:
  - Pittsburgh Technology Center (PTC)
  - Hazelwood LTV Site (LTV)
  - Baum Boulevard/Centre Avenue Corridor
- Create a shuttle bus system to connect the technology developments



# Foster Technology Development

# Oakland Strategic Visioning Process

# i Past Planning Efforts



oakland has been planned and studied extensively since its beginnings as a pioneering Pittsburgh suburb in the late 19th Century, stimulated first by horse drawn streetcars in the 1870's and later by electric streetcars in the 1890's. The donation of Schenley Park by Mary Schenley Croghan 1889 and Andrew Carnegie's gifts of the Carnegie Museum, Music Hall, and Library (1905), and Carnegie Institute of Technology (1906) were major events in the evolution of Oakland as the region's second civic center. The move of the campus of the University of Pittsburgh to Oakland in 1908 and the construction of Magee Hospital in 1912 further solidified Oakland as an institutional center. Finally, the City Beautiful master plan by private developer Franklin Nicola set the pattern for private development and established a beautiful framework of streets and civic buildings.

Oakland continued its development of gracious neighborhoods and elegant institutional and public buildings (Cathedral of Learning, Soldiers and Sailors Memorial, Forbes Field, etc.) throughout the first third of the 20th century. The Depression and World War II interrupted development. In the 1960's institutional growth picked up again and for the first time there were conflicts between the institutions and neighborhoods. The first community wide public participation plan for Oakland was developed in 1979 by Urban Design Associates to resolve conflicts over land use and transportation and to plan for the future. A consensus steering committee group, Oakland Directions, Inc. (ODI), an organization of neighborhood organizations with University of Pittsburgh and Health Center representatives, met regularly during the planning process to discuss development. In the Early 1980s, Mayor Richard Caliguiri formed the Oakland Task Force (OTF) which is comprised of institutional, government and community representatives, and has been functioning as the “United Nations” of Oakland for over twenty years.

Since 1979 a number of community plans have been produced, including:

- Oakland Issue Paper (1994) which proposed several urban design concepts for Oakland (Second Downtown; a Neighborhood; a Campus; and Pittsburgh's "Left Bank");
- Oakland Neighborhood Housing Strategy and Housing Market Study (1995 and 1997) which were the basis of the Oakland Improvement Strategy (OIS) and were appendices to the OIS;
- Oakland Improvement Strategy (OIS) (1998), an "action agenda" with a strong focus on housing issues, code enforcement, and the retail areas;
- Comprehensive Real Estate Development Strategy (2001), prepared by the Oakland Planning and Development Corporation (OPDC), which also focused on housing issues such as increasing home ownership, rehab and new construction, and relocating students from neighborhood housing;
- Oakland New Economy Connections (2001), a graduate student study by Carnegie Mellon University for OPDC which looked at the opportunities for technology growth in Oakland but in context with neighborhood and community goals; and
- Master Development Planning in Hazelwood and Junction Hollow (2001), a City of Pittsburgh sponsored public participation planning process which examined the LTV site, neighborhood and business district revitalization, connections to Oakland, and the impact of the Mon-Fayette Tollway.

In addition, two major transportation studies have been produced:

- Mid-range transportation study (1994) which looked at a number of transportation proposals for Oakland and their effects.
- Bates Street/Allies Corridor study (1994) which evaluated alternative configuration of the Allies/Bates street intersection and their effect on reducing traffic in Central Oakland.

In the last ten years several institutional master plans have been completed, including:

- University of Pittsburgh Master Space Plan (1994);
- University of Pittsburgh Facilities Master Plan (1998-2007);
- University of Pittsburgh Medical Center Master Plan (2001);
- Carnegie Mellon University Master Plan (2002).

Other institutional master plans are under development for the Carnegie Museums and Library of Pittsburgh, Phipps Conservatory, and Carlow College.

In addition, a number of special purpose plans in Oakland or affecting Oakland have been developed or are underway, including:

- The Oakland Civic District Loop (2001) by OTF to develop a consensus vision for Schenley Plaza and environs;
- Pittsburgh's Regional Parks Master Plan (2001), prepared for the City of Pittsburgh and the Pittsburgh Parks Conservancy, which included a master plan for Schenley Park;
- Forbes Avenue Streetscape Standards (2001), design standards prepared for the Oakland Business Improvement District (OBID);
- Forbes Avenue - Boulevard of the Allies “Gateway Bridge” Project (2002), an OTF sponsored engineering and aesthetic study of the overpass bridge replacement at the west portal to Oakland; and
- Oakland Western Gateway Portal (2002), an urban design study of the development sites at the western portal to Oakland prepared for OPDC.

# ii The Future of Oakland: A Community Investment Strategy



in 2001 the oakland task force (OTF) was approached by the Allegheny Conference on Community Development (ACCD) to assist in preparing a Strategy Plan for the Future of Oakland which would focus on getting plans and projects moving forward that have consensus approval and funding. The ACCD, which is an organization of the CEOs of the major corporations, institutions, and foundations in the Pittsburgh region, had identified Oakland as a key initiative area for economic revitalization of Southwestern Pennsylvania.

A document, Strategy for the Future of Oakland, prepared in January 2002 by the OTF and assisted by ACCD staff, documented a number of projects underway, pending, or in planning in the following five categories: Quality of Life, Appearance, and Amenities; Development; Housing; Retail; and Transportation. Projects were categorized as Quick Hits, Ready to Go, or Requires Further Study.

The Strategy for the Future of Oakland was then presented to the Oakland Investment Committee (OIC), made up of the four CEOs of the University of Pittsburgh, UPMC Health System, Carnegie Mellon University, and Carnegie Museums of Pittsburgh and Carnegie Library, the Mayor of the City of Pittsburgh, and the heads of the Mellon and Heinz family foundations. The OIC is chaired by Markos Tambakeras, CEO of Kennametal, a board member of the ACCD.

The OIC, and later the OTF, determined that the Strategy for the Future of Oakland, although detailed in its listing of projects, did not constitute a coordinated plan for action. It was determined that an additional concentrated planning process was required to pull the various projects into a more comprehensive strategy.

Urban Design Associates was retained in May 2002 to lead the OTF and OIC through that next step in the summer of 2002. This report, *The Future of Oakland: A Community Investment Strategy*, is the result of that effort.

## Goal

The goal of *The Future of Oakland* is to support the continuing growth of Oakland as:

- an international center for research, education, healthcare, and culture
- a magnet for technology-based entrepreneurial activity
- an outstanding mixed-income urban residential neighborhood
- a cosmopolitan commercial district with local character
- a place that nurtures and celebrates creativity and diversity
- a destination for local, national, and international visitors

## Central Theme

Oakland is considered to be the wellspring of the future economic growth of the region.

Its clear strengths are its institutions (Carnegie Mellon University, Carnegie Museums of Pittsburgh, Carnegie Library, University of Pittsburgh, UPMC Health System, and many others). Oakland also has historic neighborhoods, great classical buildings from the City Beautiful era, good public transit, and Schenley Park, a major city open space resource.

Its weaknesses are a poor image in "downtown" Oakland, some deteriorated neighborhoods, parking and traffic issues, internal land use conflicts and competing interests, and the lack of land for expansion of institutions and for private development to retain, grow, and attract technology companies.

Oakland, although strong overall, has not reached its potential as a great place to attract and retain talent and investment, especially alongside national competition with regions with similar strengths and goals.

## Planning Process

*The Future of Oakland* had three interrelated and concurrent studies:

I Refine the Strategy for the Future of Oakland (January 2002) previously developed by the Oakland Task Force, including: a study of potential linkages to adjacent and contiguous areas; and a documentation and review of the current and past master plans of the major Oakland institutions to assess their compatibility with each other and with other initiatives. Over thirty individual interviews were conducted with major stakeholders in Oakland.

II Conduct a national bench marking survey of similar university/research/creative communities. Three cities were visited in July and August 2002 by an eleven person delegation from Oakland: Cambridge, Massachusetts; Austin, Texas; and Philadelphia, Pennsylvania.

III Conduct a quantitative benchmarking study of similar metropolitan areas. Dr. Richard Florida of the Heinz School of Public Policy of Carnegie Mellon University led this study, which, although independently funded and produced, was coordinated with the other two studies above.

# Summary of Issues

# Summary of Issues



nearly all the ingredients are here for a great place: the Oakland Task Force as a unifying planning forum; many great institutions; good jobs; historic neighborhoods; a diverse population; a great city park; good transit; and there have been ongoing housing revitalization initiatives by the Oakland Planning and Development Corporation (OPDC) as well as the recent formation of the Oakland Business Improvement District (OBID).

So what's wrong? Why is Oakland not an economic development hub? Why is it not a cool place? Why is it not a magnet for culture and social activity? Why do students and faculty leave Oakland?

Some conclusions can be reached based on the analysis process described in this report and on the two benchmarking studies.

1. The Forbes Avenue commercial district is mediocre at best, and falls far short of what is needed or expected in an university district.
2. The gateways to Oakland, except from the east (from Shadyside), are uniformly decrepit (Blvd. of the Allies/Forbes Avenue, Bates Street, and North Craig Street).
3. There is very little visual or programmatic connection to the great resource of Schenley Park or to the ever expanding trail system and outdoor resources of the city and region.
4. Beyond the boundaries of the well maintained institutions, the whole district looks run down and uncared-for, except for a few pockets of excellence, such as the Schenley Farms neighborhood and the South Craig Street retail district.
5. Technology businesses, to the extent that they exist in Oakland, are invisible and seem to have no presence. A coordinated strategy to grow or attract such businesses and to develop buildings is not apparent.
6. Although the Pittsburgh region ranks in the top ten regions in the United States in university students, faculty, research grants, and patents per capita, it ranks 49th in retention of talent and 55th in job growth, indicating an inability to capitalize on its talent assets, which are primarily located in Oakland.

**Forbes Avenue**
*The Forbes Avenue commercial district falls short of what is expected of university districts.*

**Gateways**
*Bates Street at the Boulevard of the Allies*

**Run-down District**
*Outside of the institutions, much of Oakland looks unattractive and unwelcoming*

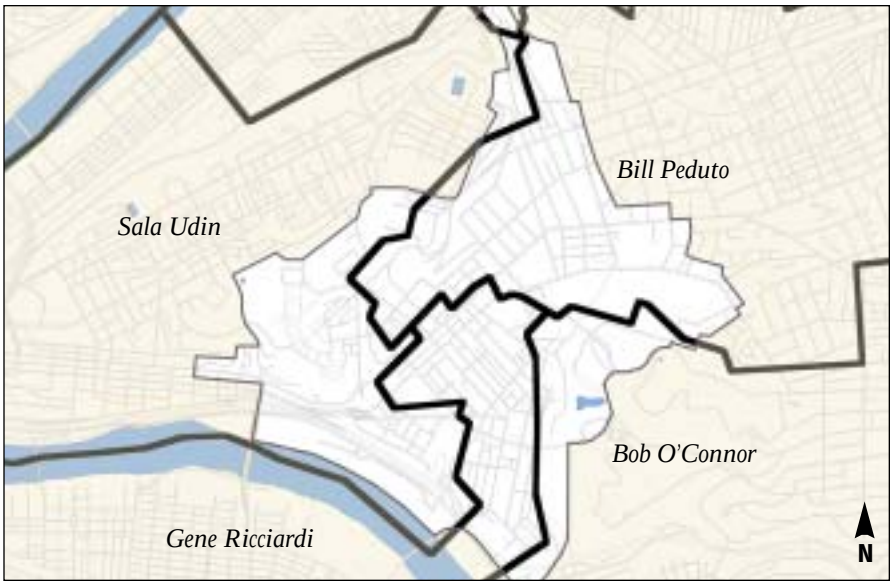
**7** There is fragmentation: seven neighborhoods separated from each other and from the retail areas by institutions, busy arterial roads, and topography, four City Council districts, four Public School Board Legislative Districts, two State Legislative districts and two State Senate districts, institutional and community competition for public, private, and foundation resources

**8** Institutional expansion and commercial development have eroded the historic residential neighborhood fabric, both by physical incursion into the edges of the neighborhoods and by market driven conversion of family housing to substandard off-campus student housing.

**9** There is a continuing decline in the number of families in Oakland due primarily to the control of affordable housing stock by absentee landlords who purchase apartment buildings and houses and subdivide them for rentals to college students.

**10** Neighborhood services and amenities to attract and retain families are lacking, such as appropriate stores and shops for residents, an elementary school, and children's playgrounds.

**11** The attractions of Oakland (Carnegie Museums of Pittsburgh, Carnegie Library, Carnegie Music Hall, University of Pittsburgh Nationality Classrooms, Stephen Collins Foster Memorial, Heinz Chapel, Soldiers and Sailors Memorial, Phipps Conservatory, Pittsburgh Playhouse, Schenley Park, and others) are not packaged as a cultural destination.




**City Council Districts**
*Oakland contains four City Council Districts*

**12** Transit service on buses to Oakland, although good, is not a "good experience."

**13** There is a perception of "nowhere to park."

**14** There is a perception of traffic congestion.

**15** There is a perception that much of Oakland is pedestrian unfriendly.

**16** There is a perception that Oakland is a dangerous place.

**17** There is no sense of where the heart of the community is – a central place, a town square.

**18** There is very little celebration of what Oakland was or is. There are few, if any, art, street, or ethnic festivals.

**19** Although Oakland is not generally seen as overtly hostile to racial and sexual minorities, there are no specific programs or groups in place to welcome immigrants or for minorities to join.

**20** Avant-garde places and activities, which usually flourish in international university districts as large as Oakland are woefully under represented – things such as live music venues, small playhouses and performance spaces, art/foreign film houses, private art galleries, independent bookstores, independent record stores, cafes and coffee shops, internet cafes, ethnic restaurants, sidewalk restaurants, gourmet restaurants, all night diners and restaurants, gay/lesbian friendly businesses, outdoor stores, boutique clothing stores, art supply and craft stores, computer and software stores, street vendors, and street performers.

**Deteriorated Housing Stock**
*Single family housing in Oakland has been converted to rental apartments for students and is not well maintained.*

# Urban Design Analysis

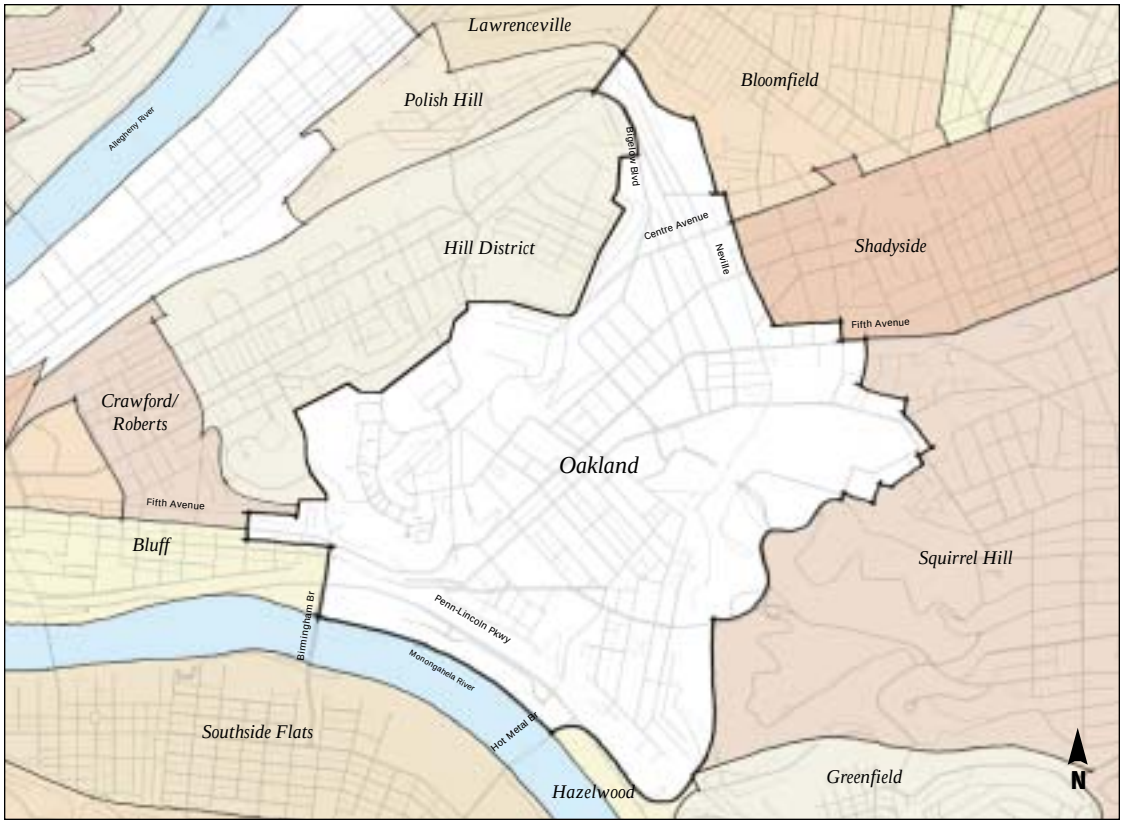
# i Existing Conditions



in order to understand the urban form of Oakland and the context of the various institutional master plans, Urban Design Associates prepared a series of UDA X-Rays$^{tm}$. These drawings extract layers of information from the existing land use plans. Each layer of information (streets, residential and commercial uses, institutions and open space, etc.) reveals patterns that emphasize the design issues for the study area.

**Neighborhood X-ray Diagram**

*The study area is bounded by nine neighborhoods and the Monongahela River and is more extensive than the traditional Oakland neighborhood boundary.*

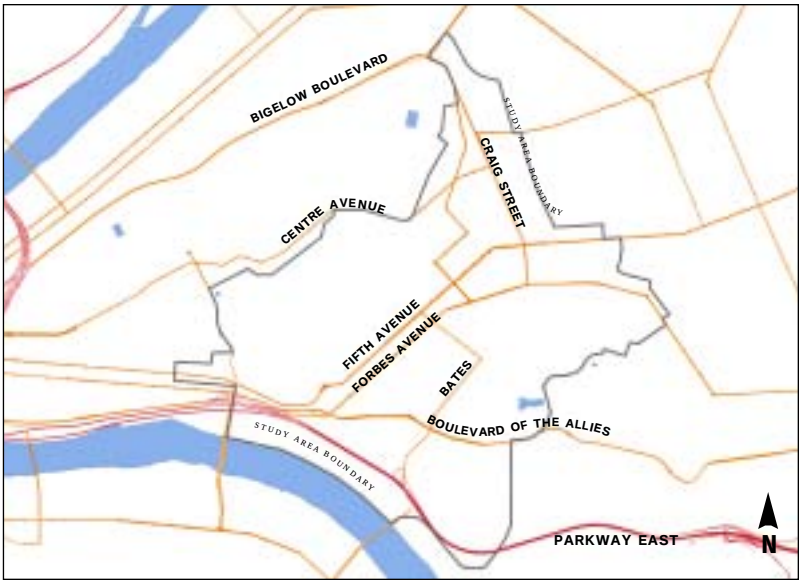



**Streets**

*The Oakland street pattern is discontinuous in comparison to the regular grid of surrounding neighborhoods. Among the reasons for this are the large institutional blocks which interrupt the grid, topography, and the shifted grid of streets related to the layout of arterials and highways.*


**Figure Ground (Building Coverage)**

*The figure/ground, showing building footprints, reveals a pattern of larger institutional buildings clustered in the middle of Oakland. Smaller footprints indicate residential uses distributed to the north, south and, west. The remaining voids are Schenley Park, the lawn around the Cathedral of Learning, surface parking lots, and steep slopes.*

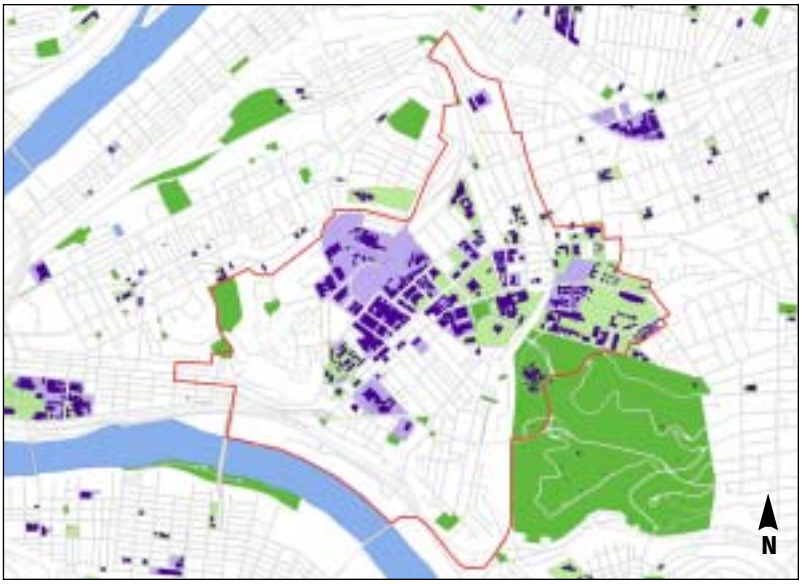



## Highways & Arterials

*Five major east/west arterial streets serve Oakland: Boulevard of the Allies, Forbes Avenue, Fifth Avenue, Centre Avenue, and Bigelow Boulevard. North/south connections are less frequent, thus the resulting traffic congestion on street like Bates Street and Craig Street. The Parkway East has two major exits in Oakland at Boulevard of the Allies from the west, and Bates Street from the east.*

Highways

Arterials




## Institutions, Parks & Open Space

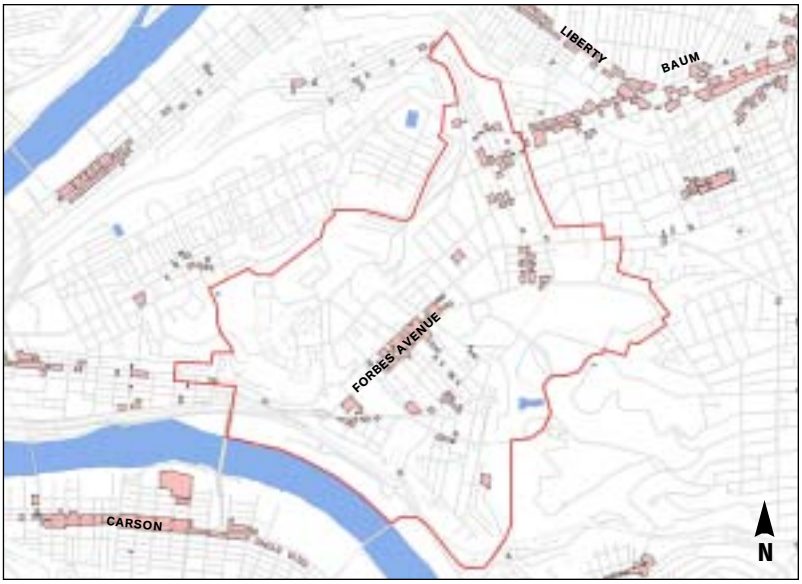
*Institutional uses dominate Oakland. The resulting density of students, staff and visitors creates parking and traffic issues. The institutions also separate residential neighborhoods in the north from those in the south. With the exception of Schenley Park, there is a lack of programmed public open space, especially in the residential areas.*

Institutions

Institutional Land

Institutional Open Space

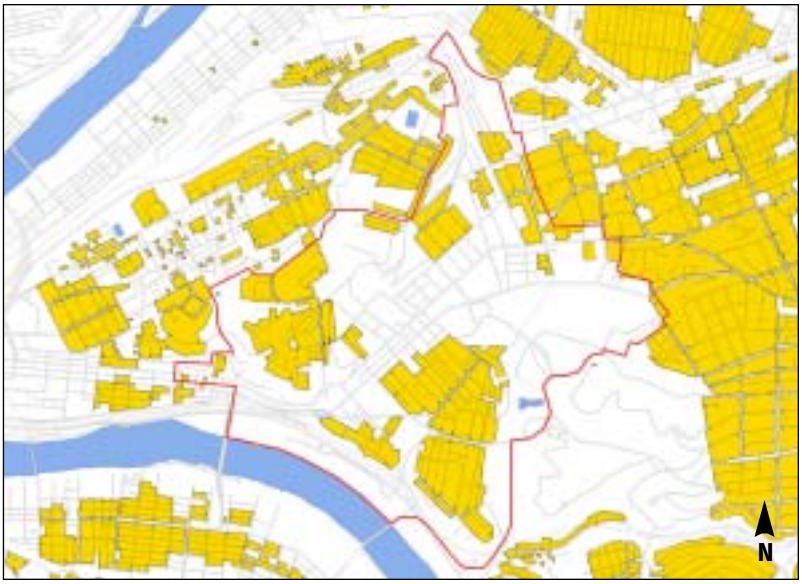
Parks




## Commercial

*Commercial uses in Oakland are primarily located along Forbes Avenue and Craig Street. In the adjacent neighborhoods, there is substantial commercial development along Baum Boulevard, Liberty Avenue and Carson Street.*

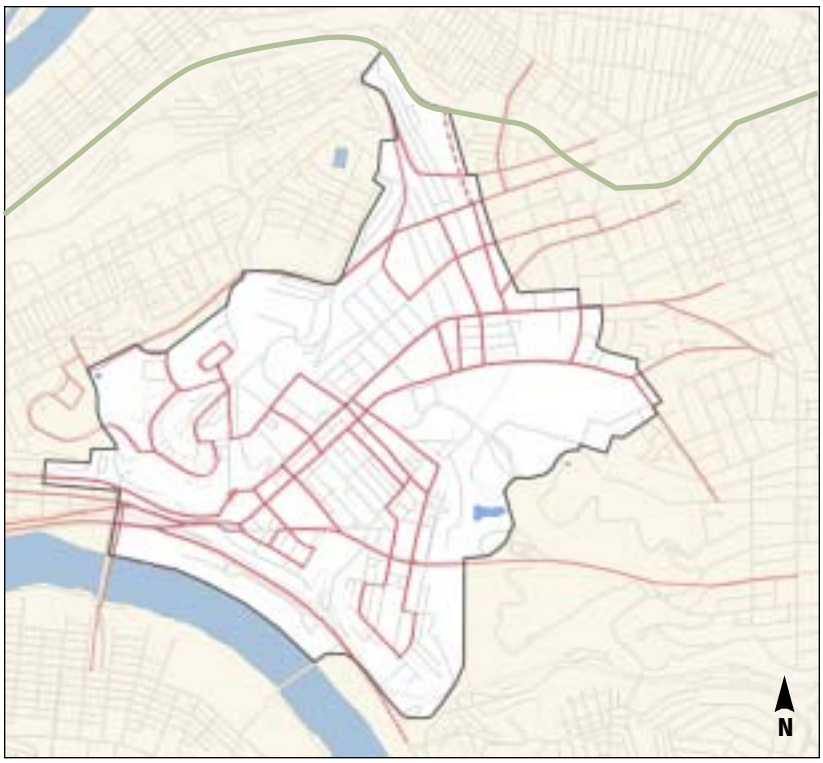
Commercial Uses




## Residential

*The neighborhoods within the Oakland study area are separated from each other by institutional uses. The Shadyside, Bloomfield and Squirrel Hill neighborhoods to the east, and the Hill District to the west, have a mix of owner-occupied and rental housing.*

Residential Uses

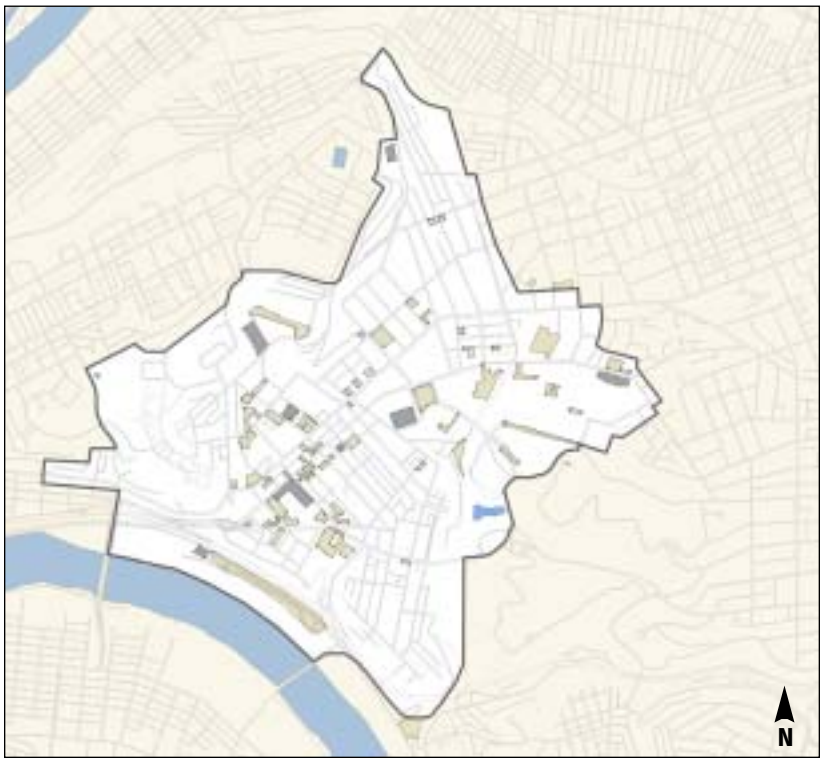



## Transit in Oakland

*Oakland is well served by buses in the east/west direction (from Downtown to city neighborhoods in the east). North/south bus lines are few and connection to suburban neighborhoods are scarce. The Martin Luther King, Jr. Busway provides express service from Oakland to Downtown.*

Busway

Bus lines

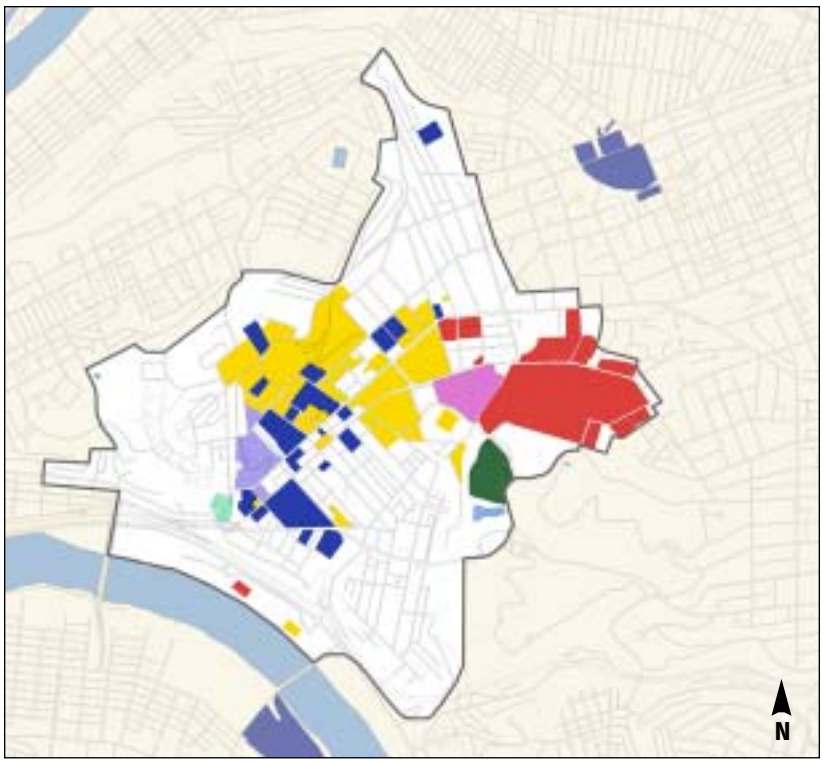



## Parking in Oakland

*There are a large number of parking lots and structures, both public and private, in Oakland.*

Parking Lots

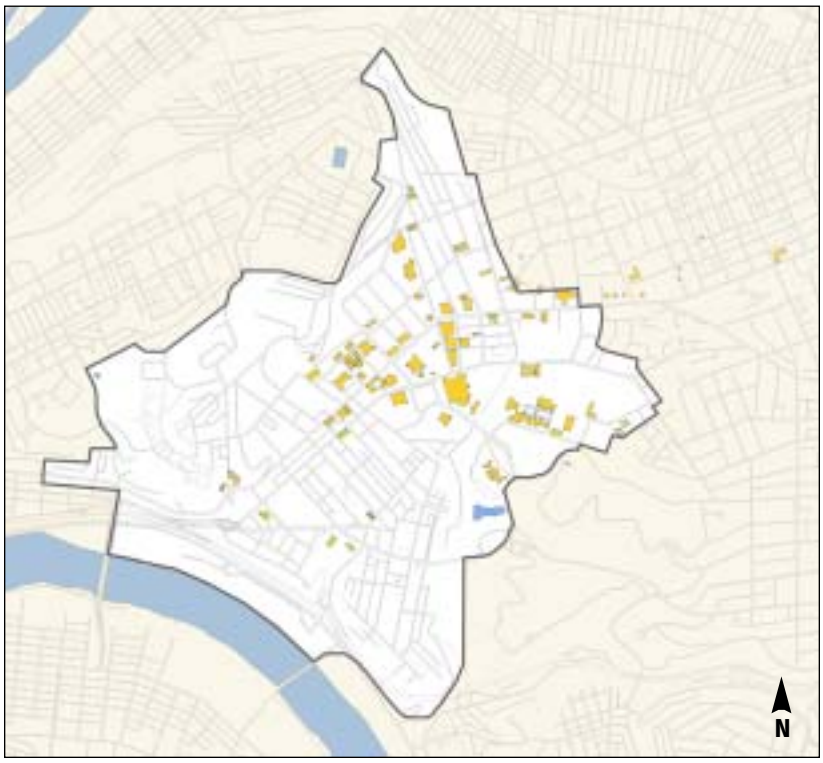
Parking Structures




## Ownership Diagram

*Institutions control large land parcels in Oakland.*

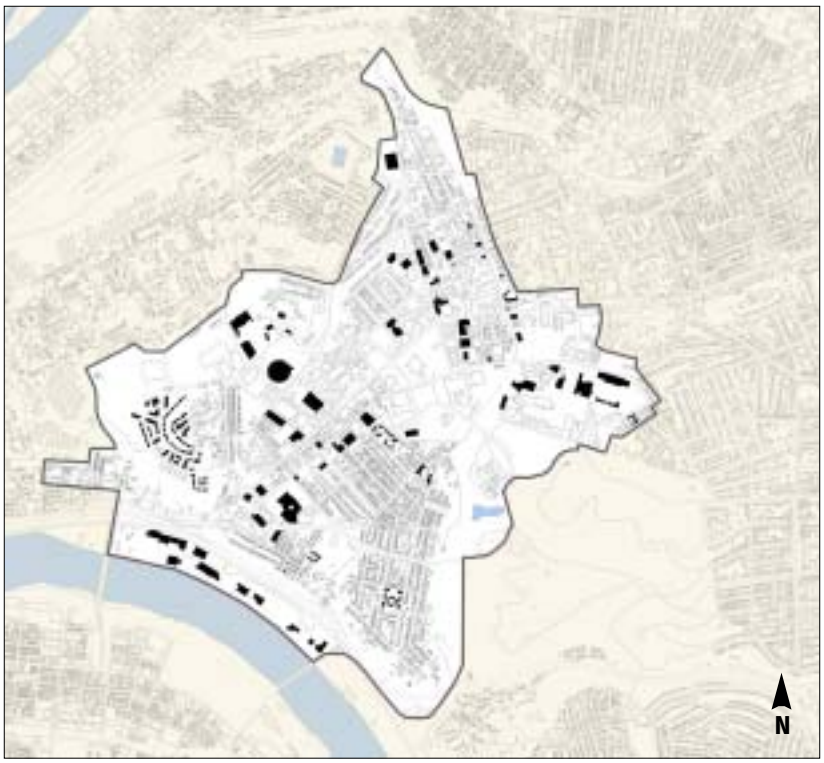
- Carnegie Mellon University
- Carnegie Museums
- University of Pittsburgh
- UPMC Health System
- Carlow College
- Phipps Conservatory
- Other Institutions




## Historic Buildings

*Oakland, like so many of the Pittsburgh's 19th Century suburbs, contains a wealth of historic civic and institutional buildings as well as historic neighborhoods and houses.*

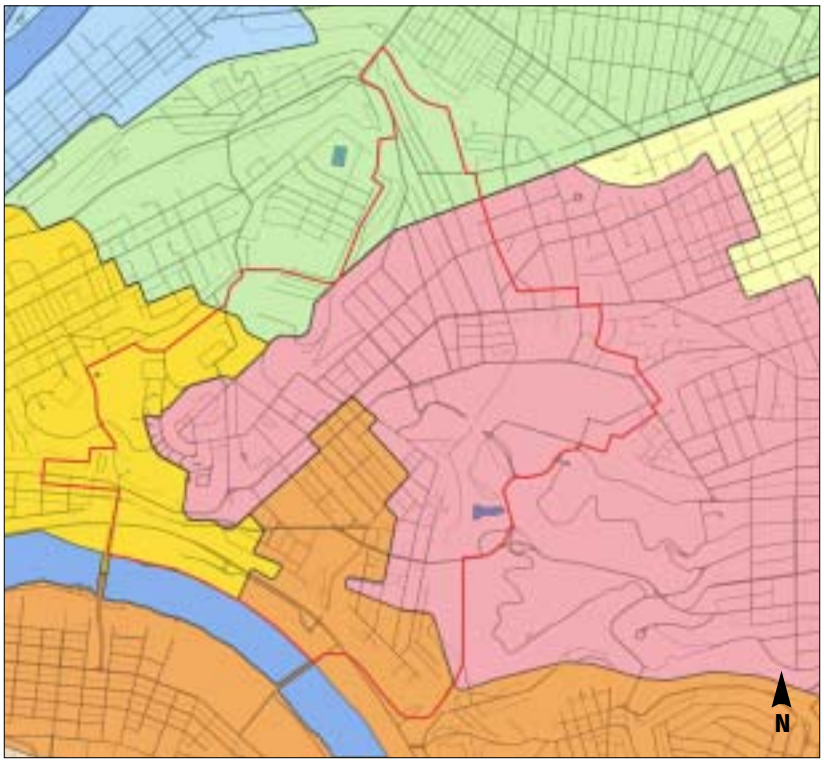
- Historic Buildings




## Buildings Developed since 1979

*Institutions have built the majority of new buildings in Oakland since 1979.*

New Buildings since 1979




## School Boards Districts

*Four school board districts serve Oakland. Students in North Oakland attend school with students from the upper Hill District, Bloomfield and Friendship; Students in South Oakland attend school with students from Greenfield, Hazelwood and the South Side; students in West Oakland attend school with students from the middle Hill District; and, students from Central Oakland attend school with students from Shadyside and Squirrel Hill. There is no neighborhood elementary school in Oakland.*

District 3, Alex Matthews

District 4, William Isler

District 5, Theresa Colaizzi

District 8, Mark Brentley, Sr.

# ii Institutional Master Plans



uda collected master plan documents from the institutions and from the City of Pittsburgh. Interviews were also conducted with the CEOs, facilities directors, and planners of the major institutions, and with the Pittsburgh Department of City Planning. On the pages following are illustrations and summaries of those master plans including:

- Carnegie Mellon University
- Carnegie Museums of Pittsburgh
- Carnegie Library of Pittsburgh
- University of Pittsburgh
- UPMC Health System
- Magee Women's Hospital
- Carlow College
- Phipps Conservatory
- Veterans Administration Hospital

## Carnegie Mellon University

Completed in January of 2002, the master plan for Carnegie Mellon University established a 20-year campus plan that creates sites for new buildings while enhancing the quality and character of the campus.

CMU's campus is comprised of an 110 acre campus with four precincts: West, East and South Campus and North of Forbes.

Three main principles inform the Master Plan:

1. Enhance quality of life as it pertains to students, faculty/staff, and visitors
2. Further develop facilities to support teaching and research
3. Create linkages to local and regional economic developments: Panther Hollow Development Corporation Building on Forbes Avenue next to the Heinz School, connections to Craig Street Retail Corridor, and improved Transportation Management

The Master Plan has identified projects for the four campus precincts, and for Forbes Avenue:

### North of Forbes

- Convert Morewood Parking Lot into athletic fields, academic and administrative buildings, or housing.
- Reconfigure fraternity houses around a campus green
- Build a "Visitor Center" at the corner of Forbes and Morewood that would also support student services and offices


COURTESY: CARNEGIE MELLON UNIVERSITY

**Continuing a Vision**
*Carnegie Mellon's Master Plan calls for new academic and student residence buildings on current University property, and reinforces campus spaces and connections*

- Identify future potential housing site near Doherty apartments that would include a 70-car garage

### East Campus

- Build new housing on Roselawn site and at the corner of Margaret Morrison and Forbes Avenue.
- Create small recreational field over parking garage behind Donner Hall
- Improve Donner Hall facade
- Construct additional parking deck on Gesling Stadium garage to provide 220 additional spaces

### South Campus

- Build a combined gallery and conference space beneath garden
- Create entrance into Schenley Park from across Frew Street
- Convert surface lots into garden parks

### Central Campus

- 'Green' the campus through the removal of surface lots, limited vehicle access, and the elimination of most traffic to and from Forbes Avenue
- Build new building to house collaborative research with industry partners and 288 parking spaces

### Forbes Avenue

- Narrow Forbes to three lanes through most of campus by narrowing west bound lanes, eliminating one of the through lanes between Doherty Apartments and Beeler Street, and by eliminating the left turn lane at Beeler Street.
- Widen sidewalks
- Plant street trees
- Establish transportation management office
- Reduce Single Occupancy Vehicle (SOV) usage through transportation management
- Close a West Campus street
- Build garages to allow for removal of surface lots

### Summary of Ten Year Plan (28 buildings total)

- Residential: 378,000 sf with a potential for an additional 100,000 sf
- Academic/Research: 546,000 sf
- Administrative: 110,000 sf
- Office/Retail: 28,000 sf

### Additional Initiatives

*Portals and Image*

- Improvements to all portals: Forbes at the east and west end of campus, Morewood near Fifth, and on Frew Street near GSIA and Scaife Hall
- Craig Street
- Collaborate with neighborhood to give Oakland more of a college town quality
- Enhance Craig Street as a main link to the campus
- Draw upon an imagery for Craig Street as a mini Harvard Square

### Carnegie Museums of Pittsburgh and the Carnegie Library of Pittsburgh

The Carnegie Museums of Pittsburgh and the Carnegie Library of Pittsburgh are in the process of submitting an Institutional Master Plan to the City Planning Commission in fall 2002. The two institutions have developed common goals for the master plan which are listed below.

#### Goals

1. Strengthen the Carnegie Museums and Library complex as the cultural and civic center of Oakland.
2. Simplify and clarify points of entry, pedestrian circulation, parking, and transit for museum and library visitors.
3. Provide flexibility for future expansion of museum exhibit galleries and curatorial, research, education, and storage space.
4. Utilize the Panther Hollow Development Corporation project to complement the image and enhance the mission of the Carnegie Museums and Library.
5. Emphasize public art and landscape design. Schenley Plaza must become a great public space.
6. Link the campus to the other institutions in Oakland, such as the University of Pittsburgh, Carnegie Mellon University, Phipps Conservatory, and Schenley Park and to the city-wide parks and trail system.
7. Resolve traffic and transit issues, such as school bus staging on Forbes Avenue and the traffic patterns on Forbes, Craig, and Bellefield.
8. Develop a parking strategy for visitors and staff, including convenient short term parking for the library.

#### Ten Year Development Program Initiatives

1. Build new 26,000 square foot Entrance Pavilion on Forbes Avenue to include ticketing, museum store, gallery space, and conference room
2. Build a 15,000 square foot Dinosaur Hall atrium for Carnegie Museum of Natural History

**3** Build a 20,400 square foot addition for collections and research for Carnegie Museum of Natural History

**4** Remodel Carnegie Library Space

**5** Add seventeen new short-term parking lot spaces North of Schenley Drive.

**6** Build Phase I of Panther Hollow Development Corporation Building, including 250,000 to 300,000 square foot of office/research uses.

**7** Build Panther Hollow Development Corporation Parking Garage, to provide parking for 750 cars, and server office and research uses.

**8** Reconfigure Carnegie Museum of Art loading dock.

**9** Retrofit Boiler Plant with more efficient gas-burning boilers.

## University of Pittsburgh

The University of Pittsburgh has prepared several planning documents over the last ten years, which build upon one another. Together they constitute the University's Master Plan.

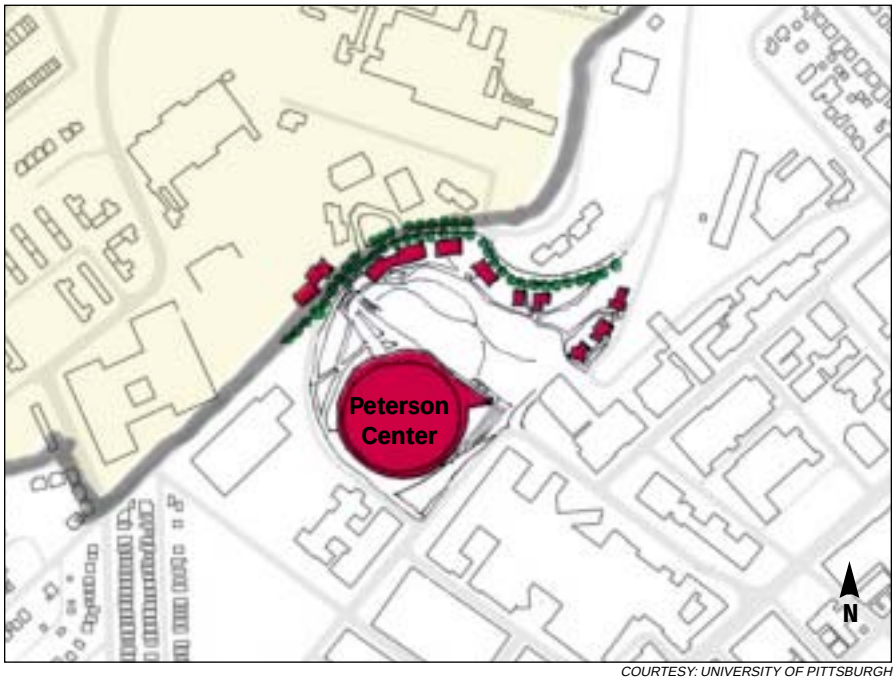
Summarized here are the Master Space Plan Transportation Study Final Report (May 95); Facilities Plan 1998-2007 (Apr 97); Master Plan 1998 Parking Plan Executive Summary; Comprehensive Housing Strategy (Jun 98, Apr 99); and Revised Master Plan (Upper Campus Component) (2000, undated)

Project initiatives in the University of Pittsburgh's Master Plan fall into three primary categories:

1. Education and research
2. Student Life
3. Transportation

## Main Objectives

- Add 100,000 SF of book storage and related space to Hillman Library
- Find additional high-density library storage space at a nearby location
- Meet needs through aggressive renovation to curtail costs
- Build 13-story Research Tower (INB3) on the northeastern corner of Fifth and Darragh for research by UPMC
- Build enough housing to offer a four-year housing guarantee and end the housing lottery
- Build suite-style buildings popular with upperclassmen, at F lot: eight-story facility; at University Drive/ Mineral Industries Building: 50 bed, four-story buildings.




COURTESY: UNIVERSITY OF PITTSBURGH

**New Housing**

*A major thrust of The University of Pittsburgh's Master Plan is student housing in the Upper Campus, reducing student density in Central Oakland*

- Provide more facilities for fraternity and sorority housing. Move those organizations out of adjacent neighborhoods and into three-story buildings along University Drive
- Rejuvenate Oakland neighborhoods through support for code reforms and enforcement, and reduce student density
- Reprogram and renovate existing apartment buildings to achieve higher usage at Forbes/Craig and Mayflower
- Meet needs for graduate student housing by working with the private market in Central Oakland and Oak Hill
- Work to improve pedestrian conditions through closure or modification to Thackeray Street and Bigelow Boulevard.
- Continue support of ridesharing, bus, shuttle and mass transit programs, including agreements with Port Authority, which have eliminated up to 2,000 vehicles daily from Oakland
- Investigate limited number of expansion possibilities, only when sufficiently near existing facilities and when there is a clear programmatic need

## UPMC Health System

The UPMC Health System Master Plan recently received approval from the City Planning Department for the central campus north of Fifth Avenue with the exception of a new parking garage across Fifth Avenue. UPMC employs over 35,000 employees of which 10,000-12,000 work in Oakland.

The recent decision to move Children's Hospital to the former St. Francis Hospital facilities in Lawrenceville will require a substantial revision to the UPMC Master Plan. The current approved Master Plan, however, proposed the following:

- New Children's Hospital Inpatient Facility. The 7- to 8-story, 520,000 square foot facility would incorporate 235 beds, and a helipad.
- New Child/Adult Ambulatory Building: 480,000 square feet, 12 to 13 stories.
- New University of Pittsburgh Neuroscience, Biology, Bio-Engineering Building: 350,000 sf, 10 to 13 stories with pedestrian bridge over Victoria and Terrace Street
- New Landmark Portal Park. Create a one acre park at the corner of Fifth and DeSoto Street and DeSoto into a boulevard.

According to the report, this medical campus would require 800-900 new parking spaces outside the planning area defined by Fifth Avenue, DeSoto Street, Terrace Street and Chesterfield Road. There are currently 2,755 off-street parking and 72 on-street parking spaces within the planning area. To help offset


*UPMC Health System Plan*

COURTESY: UPMC HEALTH SYSTEM

this parking load, UPMC has proposed a 630 car parking structure on Fifth Avenue across the street from the UPMC main campus. This structure would also provide 30,000 square feet of office space on the first floor, and an additional 160,000 square feet of office space on four floors above the garage. Vehicular access to the facility would be exclusively from Forbes Avenue, while a tunnel under Fifth Avenue would connect the UPMC main campus to the garage.

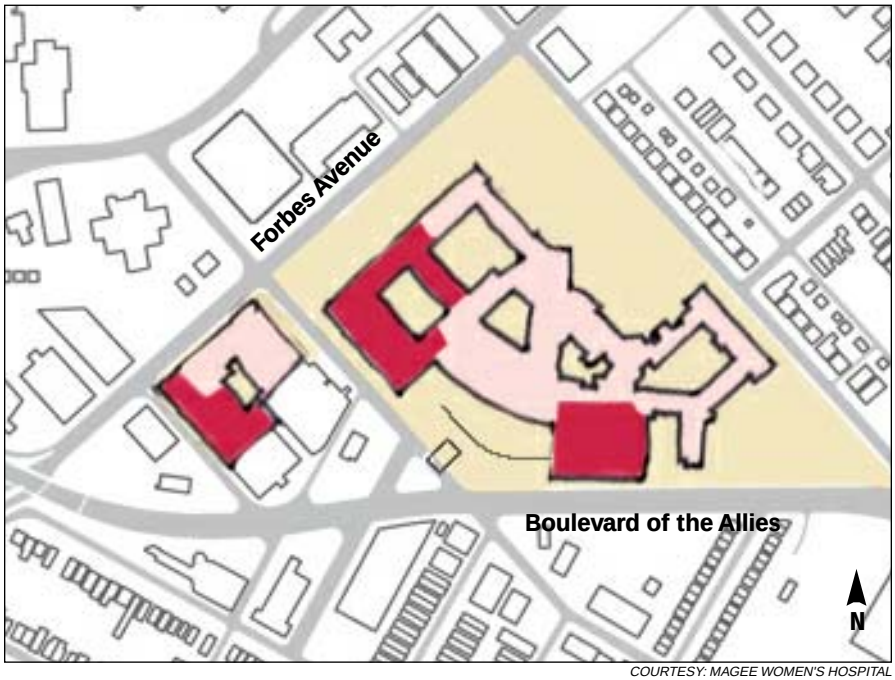
The master plan also recommends the following:

- Move staff parking to fringe parking lots to reduce peak-hour traffic
- Move main entrance into Montefiore Hospital from Terrace to Darragh Street
- Move main entrance into new Children's to Darragh
- Move emergency entrance into new Children's from Fifth to Terrace
- Change traffic signal timing and offset
- Improve pedestrian crosswalk designation
- Modify lane designations

### Magee Women's Hospital

Magee Women's Hospital is a part of the UPMC Health System, but has its own Master Plan. The master plan was completed and approved by the City in 1992. As it was projected then, the ten year plan has been completed. There has yet to be an updated master plan, but there are plans under way for expansion.

Architects have been hired to plan an addition to the Magee Women's Research Institute medical/ administration building along Craft Avenue as well as a new 70,000 sf research facility on air rights above the parking garage. These new buildings are projected for completion by late 2003 or early 2004.




COURTESY: MAGEE WOMEN'S HOSPITAL

**Magee Women's Hospital**

*Proposed location of new buildings is shown in red.*

## Carlow College

Since the most recent official Carlow College Master Plan in 1994, the purchases of two properties, St.Peter's Church at Forbes and Craft and St. Agnes Church at Fifth and Robinson have allowed the school to expand. The 1996 Plan Update included Five and Ten Year Goals:

### Five Year Plan Goals (all projects completed)

- Build Carlow Science Center at Fifth and Craft
- Remove 45 cars from Carlow main campus and driveway
- Renovate Tieman Hall to house all of Carlow Campus School
- Move Children's Center to Trinity Hall

### Ten Year Plan Goals

- Build new parking facility
- Establish pedestrian mall
- Make safety improvements to parking lot C
- Replace Terrace Street lot (parking lot C) with graduate housing/ outreach facilities

In 2002 Carlow College engaged a planning firm to develop a new Campus Master Plan.


COURTESY: CARLOW COLLEGE

**Carlow College**

*The construction of a new Science Building on Fifth Avenue has increased the visibility of Carlow College.*

## Phipps Conservatory

In October 2002, Phipps Conservatory will break ground on the first phase of a $42.5 million expansion project. Every year, 190,000 visitors and students tour the conservatory, 20% of whom are from out of state. With the expansion, the conservatory projects an annual increase of 60,000 visitors. In the future, Phipps would like to develop a new tropical butterfly conservatory, additional research and educational facilities, as well as production space. Phipps also plans to add a nature trail in Schenley Park.

The master plan proposes to:

- Calm traffic on Schenley Drive
- Improve traffic circle intersection
- Replace existing 1960s entry pavilion with historically compatible building.
- Add 188 car parking garage
- Build new production facility above garage
- Create New Entry and Entry Drive
- Create New Tropical Rainforest exhibit space
- Create new gift shop, café, and meeting space


COURTESY: PHIPPS CONSERVATORY

**Phipps Conservatory Master Plan**
*Phipps Conservatory is an integral part of Schenley Park*

## Veterans' Administration Hospital

The University Drive Division of the VA Pittsburgh Healthcare System serves as the hub for two satellite campuses (H. J. Heinz III Progressive Care Center in Aspinwall, and the Highland Drive Division in East Liberty/Homewood) and four satellite clinics (Aliquippa, Greensburg, Washington, PA, and St. Clairsville, OH).

The University Drive Division in Oakland sits on a 13.86 acres, employs approximately 1600 employees and recently completed in 2001 a 108 bed tower addition to the main facility. It also has an agreement with UPMC for sharing medical staff. There is currently no city approved Institutional Master Plan for the Veterans Hospital. The following concerns to be addressed in the near future:

### Parking

- insufficient parking for staff and visitors
- lack of convenient in-and-out parking spaces for doctors
- have discussed a joint project with Pitt to provide a 600 car garage

### Transit

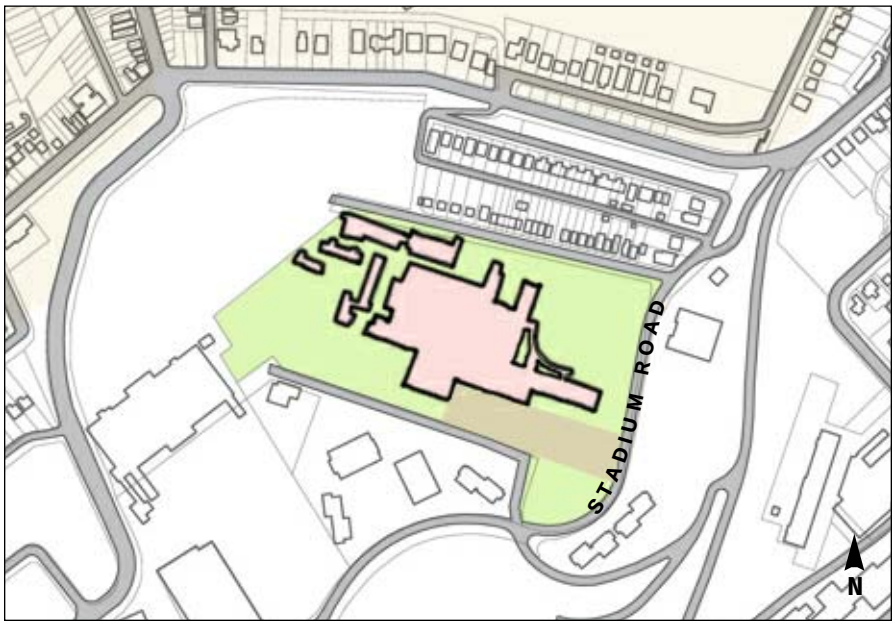
- Increased transit service needed

### Traffic

- Buses and cars dropping off students at the adjacent Falk School causes safety concerns
- Many staff drive through Pitt parking area to their spaces on the VA campus
- University Drive in disrepair

### Amenities

- lack of outdoor green space for staff and patients




**Parking**

*The Veterans' Administration Medical Center faces a parking shortage; all available parking is in surface lots at the Center's small campus*

# iii Other Master Plans and Studies



in addition to the institutional master plans, there are other relevant plans and studies which were reviewed. These plans are summarized on the following pages:

- Schenley Plaza
- Pittsburgh Regional Parks Master Plan
- Forbes Avenue Streetscape
- Western Gateway Portal
- Hazelwood/Junction Hollow

## Schenley Plaza

During the Fall of 2000, the Oakland Task Force (OTF) sponsored a planning process, the Oakland Civic District Loop, in order to develop a shared vision for improving Schenley Plaza and its environs. The OTF sees an unprecedented opportunity for a new public space in Oakland. Schenley Plaza will become a strategic link between the University of Pittsburgh and Carnegie Mellon University as well as a town square for Oakland that will be a popular spot for a revitalized Oakland "scene." The Oakland Civic District Loop process established a consensus vision to replace the existing parking lot with a new public open space. In doing so, the OTF hopes to restore to Oakland the grand entrance to Schenley Park and create a great open space amenity to increase the quality of life for everyone in Oakland.

The OTF has been working to bring this vision into reality while addressing the issues identified by the Oakland stakeholders. In March 2002, OTF retained the services of Daniel Biederman, President of Bryant Park Restoration Corporation and noted parks programming expert, to develop recommendations for the Schenley Plaza project including project design concepts, programming, maintenance, and financial feasibility. The study was completed in the Fall of 2002.

The Oakland Task Force and the Pittsburgh Parks Conservancy will facilitate a competitive selection process to hire a design professional to conduct a schematic design. This, in addition to fun rasing efforts, will move the project forward.

*Schenley Plaza*

The major programming and development principles are as follows:

1. The new Schenley Plaza will be a world-class facility to draw visitors.
2. The following amenities will enhance the visitors experience: eating and drinking kiosks, public art, historical interpretive exhibits, chess boards, moveable chairs, etc.
3. The role of the automobile will be reduced. On-street parking will be incorporated around the edges of the park.
4. The history of the site will be celebrated.
5. The abutting cultural and educational institutions will be encouraged to become involved in the programming of the space.
6. There will be wonderful landscaping, flowers, and lighting.
7. There will be two well-maintained public restrooms.
8. There will be mass transit amenities.

### Pittsburgh Regional Parks Master Plan

The City of Pittsburgh and the Pittsburgh Parks Conservancy commissioned a study in 2001 of the four major parks in the city (Schenley, Frick, Highland, and Riverview). The recommendations for Schenley Park which are relevant to the Oakland plan include:

- Redevelop Schenley Plaza as a signature entry into Schenley Park: create usable public spaces, possibly a performance amphitheater and shell, improve lighting, provide places for public art, celebrate the remnant of Forbes Field, and reestablish the axial relationship between the Mary Schenley Fountain and the Cathedral of Learning
- Link cultural and educational programmatic elements including: Phipps Conservatory, Carnegie Museums of Pittsburgh, and Carnegie Library
- Incorporate traffic calming of Schenley Drive as it leaves Schenley Plaza
- Emphasize pedestrian connections from Oakland to Schenley Park


*Schenley Park*

COURTESY: PITTSBURGH PARKS CONSERVANCY

### Forbes Avenue Streetscape

The Oakland Business Improvement District (OBID) commissioned a Forbes Avenue streetscape study in 2001.

Establishing a consistent character for Forbes Avenue is a major component in producing an improved image for the Oakland Business District. Maintaining a consistent character should not preclude variety throughout the various districts in Oakland.

The project implementation area occurs along the entire length of the avenue from the Western Portal at the Boulevard of the Allies to the eastern edge of CMU at Margaret Morrison Street. Four districts have been identified: Green Entrance, Urban Room, Civic District Room, and CMU.

The July 2001 study is currently undergoing substantial revisions. The revised report is in final draft form and will be finalized in the fall of 2002.


**Forbes Avenue**
*Forbes Avenue includes not only the central retail area but also a major portal from the west and institutional areas at Magee Hospital, Cathedral of Learning, Carnegie Museum, and Carnegie Mellon University.*

### Western Gateway Portal

The Oakland Planning and Development Corporation commissioned a study (2002) for the area known as the Western Gateway Portal, shown in the plan drawing below.

#### Design Goals

- Create strong distinctive arrival point into Oakland
- Create a new image for Oakland's economic and cultural community
- Take advantage of view corridors to and from the portal site
- Improve pedestrian links across Boulevard of the Allies, Craft Avenue and Fifth/Forbes
- Address streetscape along Boulevard of the Allies
- Create commercial edges to protect residential development
- Rehabilitate older structures

#### Development Goals

- Increase access to portal sites for commuter, transit, service and pedestrian
- Create flexible configurations of parcels in portal area to respond to development and programmatic needs
- Provide flexible space to allow mixed-use of laboratory, office, hospitality and housing
- Strengthen residential areas through responsible commercial development
- Establish portal as anchor on Oakland's western edge


COURTESY: OAKLAND PLANNING AND DEVELOPMENT CORPORATION

**Western Gateway Portal**

*The plan establishes a new street grid and creates sites for new technology development and other uses.*

- Provide parking for new development
- Possible development of intermodal site
- Integrate transportation planning into development alternatives
- Design buildings that respond to location, program and context

### Hazelwood/Junction Hollow

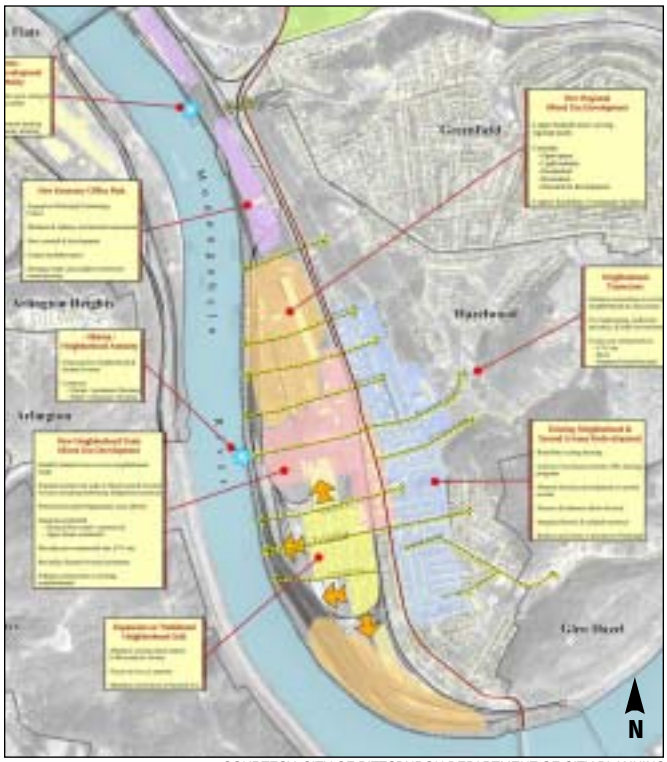
The City of Pittsburgh commissioned a study (2001) for a Master Development Plan in Hazelwood and Junction Hollow, which involved community workshops with Hazelwood and Oakland residents. Implications of the proposed Mon-Fayette following the redevelopment of the LTV site were studied, and a preferred alternative was selected.

#### Cornerstones of the preferred scenario

- LRT Transit connection between Oakland and Hazelwood through Junction Hollow, incorporating bicycle and pedestrian access
- Renovating existing Hazelwood housing
- Revitalizing commercial nodes along Second Avenue
- Marinas
- Trails and open space along river
- High-tech office park development
- Mixed-use development specifically below Hazelwood Avenue

#### Transportation

- The underpass at Second Avenue and Greenfield Avenue is a critical component in making the connection between Oakland and Hazelwood: provides potential portal entrance into a new development on the LTV site




*Hazelwood Plan*

COURTESY: CITY OF PITTSBURGH DEPARTMENT OF CITY PLANNING

- Junction Hollow could accept a transit connection between Oakland and the LTV site: transportation should be one that is sensitive to the landscape, non-polluting, and not an automobile roadway
- Mon-Fayette Tollway: seen as detrimental to the development of the preferred scheme, the site becomes one for transportation infrastructure rather than new information-based development, and an alternative alignment was explored in order to preserve homes and businesses

### Mixed-Use Development

- Creation of a regional mixed-use development that would allow for light industry, recreation, open space, research and development as well as residential
- Create a sub-area that would be a neighborhood scale mixed-use development that would accommodate smaller industry, housing and retail footprints and better serve the immediate needs of the adjacent neighborhood
- Marina development that would include: marinas, water taxi and riverfront park

# iv Concurrences, Conflicts, and Gaps



a central task of *The Future of Oakland* was to determine if there were conflicts between the institutional master plans and the Oakland neighborhood. The news is good. There are far more concurrences than conflicts because Oakland is fortunate to have three important and interrelated planning mechanisms:

- consensus plans (the 1979 Oakland Plan and the 1998 Oakland Improvement Strategy)
- the Oakland Task Force
- the Institutional Master Plan Process

Although many planning studies have been completed for Oakland, two stand out as particularly significant: The 1979 Oakland Plan, known as "The Citizen's Plan," because of the extensive two year public planning process, established clear planning boundaries for residential, institutional, and commercial use; and the 1998 Oakland Improvement Strategy, a very recent collaborative effort of Oakland stakeholders, which resulted in an "action agenda" for zoning revisions, code enforcement, traffic and streetscape improvements, and other studies and projects.

The Oakland Task Force, formed in the early 1980's by Mayor Richard Caliguiri as an outgrowth of the 1979 Oakland Plan, is in effect the "United Nations" of Oakland. It includes institutions, government agencies, and the community. Meetings are held on a regular basis to review, comment on, and advocate planning and development issues, plans, and projects.

The Institutional Master Plan Process, mandated by the City of Pittsburgh Zoning Ordinance, requires institutions to prepare a master plan showing community impact for any expansion project exceeding 25,000 square feet.

Nevertheless, there are a few conflicts and gaps, in addition to the concurrences. Below are summarized:

- Concurrences
- Conflicts
- Gaps

### Concurrences

There is general consensus by the stakeholders for a number of major projects such as, revitalization of Central Oakland housing, increased on campus housing; improved Forbes Avenue business district, enhanced public transportation combined with parking management, intercept parking, and shuttles, a redesign of Schenley Plaza as vibrant public square, and the rebuilding of the Forbes/Allies bridge and ramps; and improved gateways to Oakland.

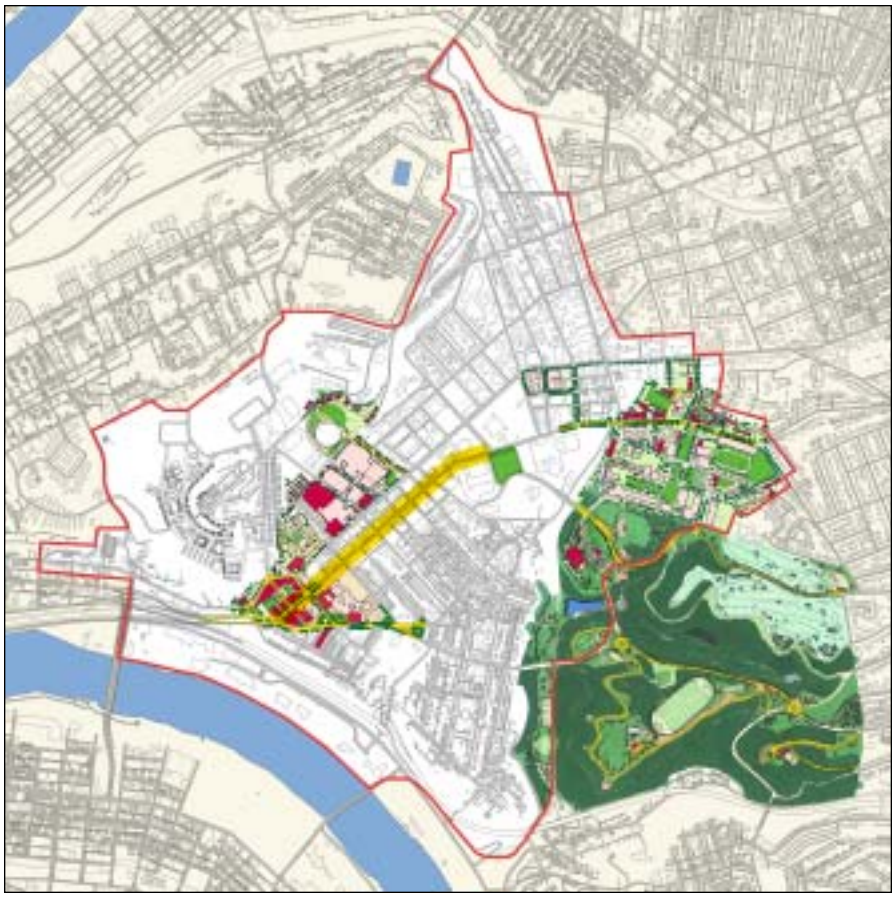
Because the institutional master plans and projects go through the Oakland Task Force review and the official approval of the City of Pittsburgh Planning Commission and City Council, the plans are well coordinated internally and externally with the community and with other institutional plans.

### Conflicts

Some proposed projects which affect the future of Oakland and which have not achieved consensus within the Oakland community include the closing or modification of Bigelow Boulevard between Forbes Avenue and Fifth Avenue as proposed by the University of Pittsburgh, Forbes/Fifth one way conversion to two

**Oakland Master Plans**

*A number of plans are in place or under development in the Oakland study area.*



way, location of Light Rail Transit, the continuing development of Junction Hollow for commercial uses as proposed by the Panther Hollow Development Corporation, the narrowing of Forbes Avenue from the Forbes Avenue/Junction Hollow Bridge to Margaret Morrison Street as proposed by Carnegie Mellon University, road or transit links from Second Avenue through Junction Hollow to Oakland, the construction of the Mon-Fayette Tollway and its ramps, replacement of Schenley Plaza surface parking, and the addition of bike lanes on arterial streets.

## Gaps

There are both physical and management gaps in the planning for Oakland.

The physical gaps include areas of Oakland for which plans do not exist or where no group has taken ownership, including the Syria Mosque (site controlled by UPMC), North Oakland (including Centre/Craig and the Melwood Avenue area), Junction Hollow, the transition area between Oakland and Soho, the transition area between Oakland and the Hill District, commercial properties on the south side of the Boulevard of the Allies from Craft Avenue to Bates Street, and the lack of a neighborhood elementary school.

The management gaps include: inability to engage absentee residential and commercial landlords in the revitalization of Central Oakland and the Forbes Avenue commercial district; and lack of involvement of the Pittsburgh Public Schools in neighborhood revitalization.

# v Areas of Opportunity



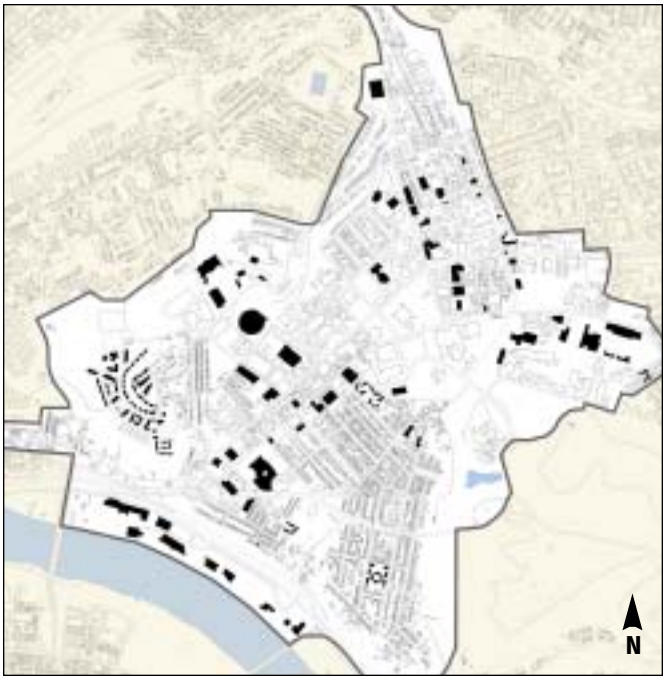
the 1979 oakland plan identified fourteen Areas of Opportunity with suggested uses. Some of these areas have been developed as recommended, such as the Carnegie Mellon Software Engineering Institute on Fifth Avenue. Others, such as the Western Portal, remain unfulfilled. For reference, the UDA X- Ray drawing shown below illustrates in black all new construction in Oakland since 1979.

The continuing development of Oakland, the shift of the regional economy from traditional Pittsburgh industries to knowledge industries, and the desire to capitalize on the research resources and entrepreneurial talent in Oakland lead to a different set of opportunity areas in 2002 shown in the illustration on the next page.

Areas of Opportunity, as defined in this *The Future of Oakland* report, are those areas where new development can take place, in some cases with new or adapted buildings for technology based companies, but in other cases with new retail amenities, such as a university inn/conference center, cinemas, shops and restaurants, while in other cases with new mixed income housing, or with a mix of all three types of development. There are eight areas of opportunity:

**New Buildings since 1979**

*Non-residential buildings completed since 1979 have, with few exceptions, been located either in the institutional areas or in one of the fourteen Areas of Opportunity identified in the 1979 Oakland Plan.*



**1** Western Gateway, including Blvd. of the Allies commercial properties and the transition area to Soho

**2** Pittsburgh Technical Center, the LTV site, and the transition into Hazelwood

**3** Junction Hollow

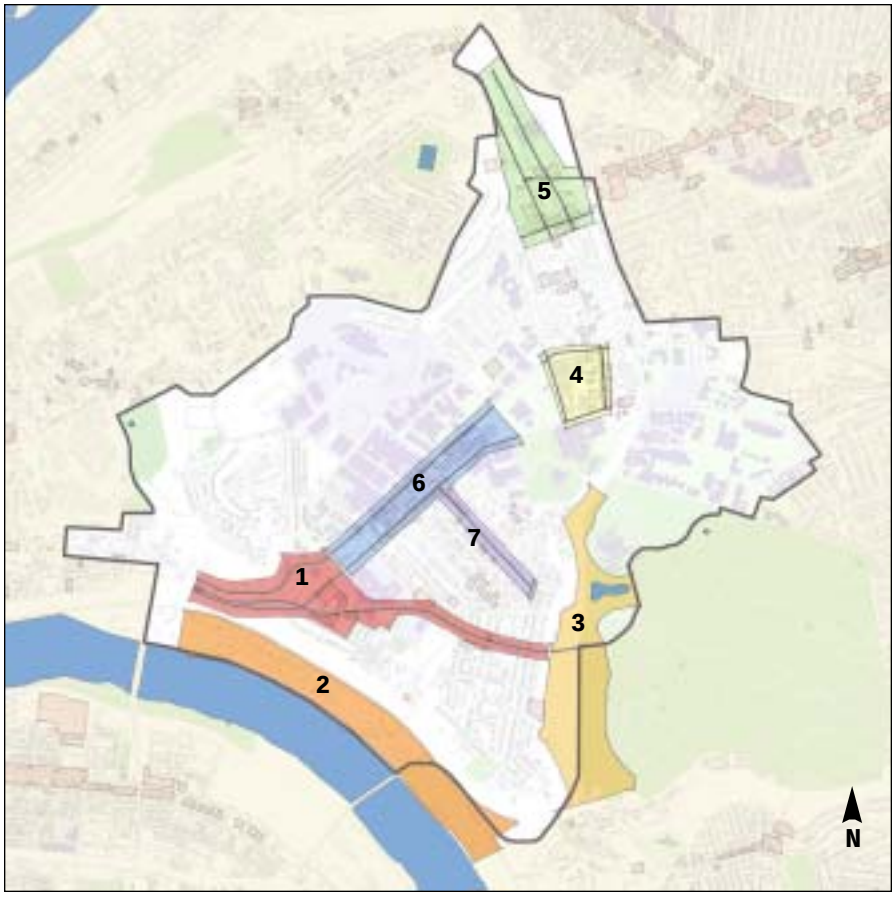
**4** The ten block area defined by Fifth and Forbes Avenues and Bellefield and Craig Streets

**5** North Oakland, including the Melwood/Baum area and the Centre/Craig area

**6** The Forbes/Fifth retail district

**7** Atwood Street

The boundaries of the neighborhood fixed areas as illustrated in the 1979 Oakland Plan should remain unchanged.




*Areas of Opportunity*

# Transportation Analysis

# i Transportation Issues



a number of working sessions were held with traffic, transit, and parking agencies, consultants, and institutional planners regarding transportation issues in Oakland. Below in this section is a summary of the key findings of the issues which arose in those discussions. The following section discusses: Transportation Guiding Principles. Transportation Recommendations are included in the last section of the report, Recommended Projects.

### A Perception of Traffic Congestion

Oakland as a major employment destination for the region – a key element of the vision for Oakland – means a large, predictable flow of peak-hour traffic. While the regional road system smoothly delivers this traffic to Oakland, a handful of peak-hour traffic problems ("hot spots") persist in Oakland: Bates/Second Avenue/I-376 (where Oakland local streets join the regional system), the continuation of Bates Street into Oakland, the area around Schenley Plaza, and the Western Gateway (Fifth, Forbes, and Craft).

These hot spots affect a substantial fraction of the daily visitor population to Oakland, and perpetuate an image of there being a consistent traffic problem in Oakland.

The perception of a traffic problem is also fostered by the many demands on the two key east/west arterials, Forbes Avenue and Fifth Avenue. In addition to serving as a route for through traffic (i.e., with neither origin or destination in Oakland), these same two streets serve as an important part of the distribution system for local destinations (hospitals and universities), serve as the address for valuable commercial fronting properties, and serve the highly unusual function of a major, high priority bus route system. While the traffic volumes are not in themselves remarkable, the combinations of these activities has a large negative impact on traffic flow, and furthers the perception that there is a congestion problem.

Finally, the blighted, unkempt appearance of almost all public streets outside the well maintained interior spaces of the institutions is a contributing factor to the sense that there is continual congestion on the streets. Generally, streets with ordinary levels of traffic, but with an unusually blighted

appearance, are perceived as traffic problems, while conversely, streets with the same level of congestion, but with a superior urban environment, are seldom regarded as traffic problems. Oakland streets fall into the former category.

### Fragmentation and Failure to Package Destinations

In Oakland's vision, the remarkable individual components – hospitals, universities, museums – cohere into a district that carries its own identity, and consequently derives great value (visitation, attracting idea industries) from this identity.

Almost every facet of transportation now works against this vision of an overarching identity for Oakland. The visitors view (by any mode of arrival) upon entering Oakland is that of blighted gateways and roads, apparently given over to moving traffic as though nothing else matters. There is little to announce the specialness of Oakland to the entering visitor, and even less to address questions likely to be dominating the visitors' attention at this point (for example, where to turn to reach their destination, where to park, where to get off the bus, etc.).

Once arrived in Oakland (successfully driving or exiting from a bus), the visitor continues to find challenges to district cohesion. Though compact, Oakland's destinations may be spaced beyond walking distance for many people. Further, the terrain may shorten almost everyone's idea of a reasonable walking distance. Yet there is no transparently convenient shuttle. Excellent shuttle systems are run by Oakland's individual entities. Unfortunately for the visitor, these services appear to be privatized (i.e., for somebody else), confusing, disjointed from public transportation, and mysterious. The sum of these services, therefore, to the visitor, is less than their parts.

The challenge to the district's cohesion is keenly felt in that component of travel common to almost all visitors' experience – i.e., walking around in Oakland. The individual grounds within the Oakland entities are, within themselves, attractive, sometimes spectacular walking environments, with a distinctive appeal. The weather-protected, multi-level indoor labyrinth of the UPMC Health System main campus, the park jewel around the Cathedral of Learning, the “streets of learning” sloping down from O'Hara Street and the grand museums looming over major streets, are but some of the examples. But there is not a good connecting "mortar" of superior walking environment holding the individual sites together, and therefore no ensemble effect of a series of individually good sites combining into a remarkable district that is more than the sum of its parts.

The spine streets – Forbes Avenue and Fifth Avenue – the obvious candidates for connective tissue, just can't seem to make it as pedestrian magnets. A series of small negatives, none fatal to a good walking environment in itself, com-

bine into a formidably negative package. Narrow sidewalks, sidewalk pavement condition, shabby street furniture, bus volumes, barricaded contra-flow bus lane, visiting drivers roaming for parking, buildings blanked out at street level for institutional use, and the milling of riders at bus stops, all add up to make the Forbes-Fifth spine a separator, not a joiner of the already-nice walking institutional areas in Oakland.

The ultimate in centrifugal pedestrian forces is centered at Schenley Plaza and the attached block of Bigelow Boulevard between the Cathedral of Learning and the Pitt Student Union. Here, the pedestrian "center of gravity" of the surrounding superior walking environments (museums, Cathedral, Schenley Park) is a 238-space parking lot. The theme of giving over central pedestrian space to noxious road use continues along the adjacent piece of Bigelow Boulevard (between Forbes Avenue and Fifth Avenue), where a 60-foot pavement (five lanes in most cities and easily six lanes in Pittsburgh) gashes through the otherwise-green jewel of the lower Pitt Campus.

### Good, not a "Good Experience"

The vision of Oakland, as an attractor of travel of downtown-like proportions, mandates that public transit play a large role. And it does. The existing volume of transit ridership in the corridor (30,000-35,000 riders on the combination of Forbes Avenue and Fifth Avenue bus routes) outranks any corridor in any of the eighteen "new start" light rail cities (i.e., cities building or committing funding to light rail transit since 1984). The frequency of service, because of the bundling together (onto Forbes/Fifth) of a myriad of routes, is excellent, with nearly waitless service (every 2-5 minutes between Oakland and downtown Pittsburgh, and short headways (5 minutes – 10 minutes) to/from the neighborhoods (Squirrel Hill, Shadyside) to the east. Policy actions to support transit (for example UPMC bus pass purchase, Pitt and CMU transit pass programs) are exemplary, and deserve more recognition as national models.

However, the vision for Oakland calls for more from public transit than it currently delivers. Since all transit service is on arterial streets, the gateway shortcomings degrade the transit riders as well as visitors in automobiles. The blighted appearance of the entry and the disquieting uncertainty regarding whether or not the transit rider has reached Oakland, run counter to the vision of Oakland as an even more powerful branded magnet for visitation. The important points where transit riders become pedestrians are nothing more than on-street bus stops, a level of accommodation grossly out of tune with the existing level of transit service and ridership, and at odds with the commendable support of transit by employers and the universities. Once a pedestrian, the transit rider encounters the same negatives as any other pedestrian: a lack of continuity between the

isolated institutional spaces of good pedestrian qualities, leaving the transit rider to negotiate a second-rate experience between transit ride (good service) and destination (good walking environment).

The frequency of service and the high volume of ridership of the existing bus service, on one hand signs of success, are on the other hand symptomatic that the service is nearing the end of the line of quality as bus-only service. The number of buses and the number of boarding/exiting passengers in Oakland produces a particularly aggravating type of transit service congestion, with buses approaching a stop being detained by other buses servicing passengers. The definitive fix to this problem – off-street stations with several parallel loading bays – is problematical, possibly unworkable in the elongated Forbes/Fifth corridor, where several such stations, possibly on two different streets, would be needed. A less comprehensive fix – buses simply overtaking stopped buses – is a partial and problematical remedy, making focused terminals almost unworkable, and bringing bus traffic and bus lane-changing maneuvers into yet another lane of street traffic, on the already-stressed lanes of Forbes Avenue and Fifth Avenue.

Bus rapid transit, a "virtual subway" for buses, an interesting idea for high-volume bus corridors, is challenged by some features unique to Oakland. Destinations spread out linearly (requiring multiple transit stops), the bundling of many routes into a single street (precluding a first-in/first-out boarding by waiting passengers) and the length of loading platform needed are all issues that seriously erode the feasibility of bus rapid transit as what at first thought appears an attractive solution to current problems and a way to take bus service to the next level.

The institutional sponsors of bus ridership share the concern that the existing bus service cannot be made dramatically better. Routes to give direct (no transfer) service to Oakland (as contrasted to routes requiring a transfer in downtown Pittsburgh) are a frequently cited need. Accommodating bus traffic, an eminently worthy goal in terms of total access to Oakland, has intruded into other travel qualities: contra-flow lane needing barricading from pedestrian crossing, removal of parking on one side of streets, heavy bus traffic adjacent to narrow sidewalks in a business district, and so forth. Further expediting bus flow (for example, through a virtual subway, would lead to more of these "takings" of other qualities in the corridor, and would conflict with most facets of the Oakland vision. It is obvious that the evolution to a Light Rail System is the correct direction to take.

### A Perception of Nowhere to Park

To the arriving motorists, parking is the most stress-prone phase of their trip. The entry to Oakland and the driving on interior Oakland streets, while not the well-announced or aesthetically pleasing experiences that they should be, are at least a fairly certain undertaking to the motorist. The landmarks (medical center, Cathedral of Learning, etc.) are prominent enough to reassure the motorists that they are in the right general area.

However, the motorists are not assured that they will find parking. The visible parking – on-street and, in Schenley Plaza – is full most of the day. "Cruising" for spaces, the normal practice for finding an available space in a tight supply, is difficult because of one-way streets and traffic congestion.

Although a large amount of off-street parking is located within Oakland, it is difficult for the arriving motorist to find it. Within some individual precincts (for example, UPMC), the location of off-street parking is well marked to the arriving motorist. However, this superior way-finding ends abruptly at the edge of precincts, and the incoming motorists on the major arterial routes (Forbes Avenue, Fifth Avenue, Bates Street) have no idea of where the available parking is located.

There is no real-time information that redirects motorists from sold-out parking facilities to other, nearby facilities with space available. Rather than being directed routinely to available parking, the motorists who are turned away at a full facility are simply on their own.

The great diversity of destinations within Oakland (hospitals, universities, museums) leads, in turn, to a wide variation in the daily profile of occupancy in parking facilities. Consequently, substantial amounts of parking are always available in the area, but in places and on schedules unknown to the visitor. Better information – both permanent way-finding and real-time availability/redirection advice – is the obvious answer.

The degraded walking environment has much to do with the perception of not enough parking. The fragmented walking environment of Oakland, characterized by nice environments within the grounds of Oakland's individual entities separated by pedestrian no-man's lands, further fuels the notion of not enough parking. Believing (correctly) that Oakland does not have a continuously vibrant walking atmosphere, motorists seek to park on the premises of their final destination. The idea of parking in available spaces at one site, and walking to a final destination on another site is unthinkable to most visitors to Oakland. Yet, this ability to fully use all the parking resource in a district by exploiting a superior walking atmosphere is commonplace in downtowns, campuses, the current generation of sports stadiums and so forth.

The spectrum of parking "products" in Oakland has a notable gap. Most downtowns and downtown-like concen-

trations (of which Oakland is certainly one) have evolved a fringe parking supply, characterized by relatively low-cost parking (compared to the interior of the district), easy entry/exit to the regional road system, and frequent, convenient shuttles from fringe parking to district center. This parking product obviously has appeal to the daily visitor (employee, student) who has a long duration of parking stay, and no need for their vehicle while in Oakland. Fringe parking well served by shuttle also appeals to visitors, who can then arrive in Oakland upon reaching the fringe parking destination. Further mobility to the final destination in Oakland is assured through the high-quality shuttle service, an essential part of the shuttle parking scheme.

### Neighborhoods Degraded by Non-residential Traffic

Large travel destinations of any sort pose transportation-related challenges to their residential neighbors, and Oakland furnishes a catalog of these challenges. The institutions' employees and students learn the local street system in detail, and find cut-through routes on residential streets. Some streets have a lot size and building type that can stand up to the presence of collector-level street traffic, and hold their value as durable residential areas. Unfortunately, most streets are not so equipped, and the volume or behavior of cut-through traffic hastens the conversion of owner-occupied single family homes to student apartments.

The most serious transportation challenges that institutions raise, however, are not the vehicular traffic impacts, but the degradation of the walking environment. Thus, paradoxically, as more pedestrians are deposited on the Oakland streets, and as a longer walk becomes necessary for a number of reasons (transit access, parking access), the very source of this additional pedestrian travel contributes to degrading the pedestrian travel experience. Blank building walls fronting streets, loss of pedestrian scale, walls and berms, fences, and surface parking lots were some of the consequences of institutional expansion that erode the walking environment in adjacent neighborhoods. Today, however, the institutions are much more aware of the pedestrian experience and the role design plays in those experiences.

# ii Transportation Guiding Principles



from the issues discussed above, from the Department of City Planning report, "Oakland Mid-Range Transportation Alternative Study,"and from extensive working sessions with the key traffic engineers from the City of Pittsburgh, PennDOT, Port Authority of Allegheny County, Parking Authority of the City of Pittsburgh, and institutions in Oakland, six guiding principles for transportation have emerged:

1. **Fix traffic hot spots.** A large amount of traffic aggravation and perception of traffic problems stems from a few fairly tractable hot spot problems (particularly, Bates Street interchange with the Parkway East, Bates Street at the Blvd. of the Allies, Central Oakland streets, and the West Gateway, including Craft Avenue, Fifth Avenue, and Forbes Avenue). Some of the traffic hot spots are also pedestrian cold spots or blighted areas, such as Bates and the Blvd. of the Allies.
2. **Intercept more vehicular traffic at Oakland's perimeter.** This not only reduces internal traffic, but also helps parking and supports internal transit.
3. **Gain more use of the existing parking supply.** Much of the perception of a parking problem is due to lack of information, not lack of spaces.
4. **Commit to developing full light rail transit.** Oakland is at the end of the line with what can be done with buses because of the high volume of daily riders (35,000). For this very reason, Oakland meets the reasonable thresholds for investment in LRT.
5. **Develop internal transit shuttles.** These are key to serving satellite job concentrations, intercept parking and resident mobility.
6. **Fix pedestrian "cold spots"** that now isolate the pods of good pedestrian environment, such as stretches of Fifth Avenue near UPMC and of Forbes Avenue near Magee Hospital.

# iii Transportation Alternatives



**Priority/Near Term**

1. Complete the Forbes/Blvd. of Allies bridge replacement project.
2. Develop a traffic and parking plan for Schenley Plaza and the Civic Loop in conjunction with the reprogramming and design of Schenley Plaza as a town square. (See diagram at the end of this section).
3. Conduct an integrated "Hot Spots" transportation study with design recommendations for lower Bates/Second/I-376 interchange; Bates/Blvd of Allies/Halket; West Gateway, including Craft Avenue; Forbes/Fifth one way/two way options; and Bigelow Blvd (between Forbes and Fifth). (See lower Bates and Bates/Allies diagrams at the end of this section).
4. Develop a recommendation regarding on/off ramp locations at Second Avenue and Bates for the proposed MonFayette Tollway.
5. Actively participate in the East Corridor Transit study being prepared for the Port Authority of Allegheny County, particularly to advocate for Light Rail Transit between Oakland and Downtown and to express preferences for Light Rail Transit alignments and station locations. (See Bus and Light Rail Recommendations at the end of this section).
6. Conduct shuttle bus demonstration trials for internal Oakland shuttles between the institutions and neighborhoods in Oakland, and for an express shuttle between Oakland and Downtown.
7. Conduct a planning study for the construction of commuter intercept fringe parking facilities for the West Portal, North Oakland, and the LTV site and the Pittsburgh Technology Center.

### Longer Term

1. Design and develop a new prototype bus station (elongated to accommodate both doors of an articulated bus) that could be a precursor to higher levels of transit technology such as Bus Rapid Transit or Light Rail Transit. The station would be attractive and weather protected, but would also allow for off-board fare collection and video and/or digital readouts indicating the next buses arriving. Vending machines, bike racks, and security cameras could also be incorporated into the design.
2. Undertake an analysis of public awareness of transit service and develop a marketing and promotion strategy to increase the general comprehension and usage of the service, with non-transit riders as focused targets of the campaign.
3. Expand existing carpool/vanpool programs.
4. Develop an Oakland wide parking management program, including intercept parking, valet parking, meter program expansion, parking cap on Central Oakland spaces, and an electronic signage system which could direct motorists from full garages and lots to garages or lots with available spaces.
5. Create bike lanes on appropriate streets which will serve commuters, and which will link to the ever growing city-wide system of bike routes and trails, including connecting to or the new trail head proposed for the redesigned Schenley Plaza.
6. Construct a bike station within or near Schenley Plaza

The following pages contain diagrams, recommendations, and alternatives for:

1. Schenley Plaza/Civic Loop
2. Lower Bates (Parkway East/Second Avenue)
3. Bates/Boulevard of the Allies (three options)
4. Bus system
5. Light Rail Transit

### Schenley Plaza/Civic Loop Recommendations

The redesign of Schenley Plaza to a public square is a consensus project of the Oakland Task Force. A process is underway to develop a program, select a design team, and proceed with a major improvement project. An important aspect of that redesign will be to accommodate the traffic that now currently drives through and around Schenley Plaza, currently a surface parking lot operated by the Pittsburgh Public Parking Authority.

Working meetings with the Schenley Plaza Steering Committee, a committee of the OTF, and with programming consultants, have led to a recommendation for traffic improvements that will be supportive and complementary to any future design for the public square. The main features, as shown on the following page, involve making Schenley Drive two-way to meet Roberto Clemente Drive, and making Forbes Avenue two-way from Bellefield Street to Bigelow Boulevard (or perhaps to Bouquet Street), which eliminates the internal service road parallel to Forbes Avenue. Diagonal metered parking is installed in front of the Carnegie Library and Hillman Library for library visitors.

### Schenley Plaza Traffic Improvement Elements

By restoring two-way traffic flow to Forbes Avenue westward to Bigelow Boulevard (or perhaps to Bouquet Street), the need for the southbound roadway within Schenley Plaza would be eliminated. If Roberto Clemente Drive was to provide two-way traffic flow, traffic from Schenley Plaza can reach most of Oakland without going around the plaza or using Bigelow Boulevard. The unneeded pavement from the existing overly wide and misshapen Roberto Clemente Drive should be reclaimed for park use. One-way, one-lane operation on Pennant Place and one-way, two-lane flow on the segment of Schenley Drive adjacent to the plaza should be retained. The alignment of Bigelow/Pennant intersection should be examined to see if southbound weaving movements can be eliminated. One lane in each direction on Roberto Clemente Drive adjacent to the plaza should be provided.

On Pennant Place, move the diagonal parking to the Carnegie Library side (36 spaces) and move the parallel parking (18 spaces) to the plaza side. Provide a crosswalk, joined by bulb-outs, between the Carnegie Library and the plaza. On Schenley Drive adjacent to the plaza, provide diagonal parking (31 spaces) on the Carnegie Museum side of Schenley Drive.

**Advantages:**

Substantial amount of space converted from unneeded road use to much-needed park space.

Roberto Clemente Drive functions as reliever to Forbes Avenue, Fifth Avenue and Bigelow Boulevard.

Compatible with downsizing of Bigelow Boulevard to a “festival street," with a narrow cartway, brick paving, and no curbs.

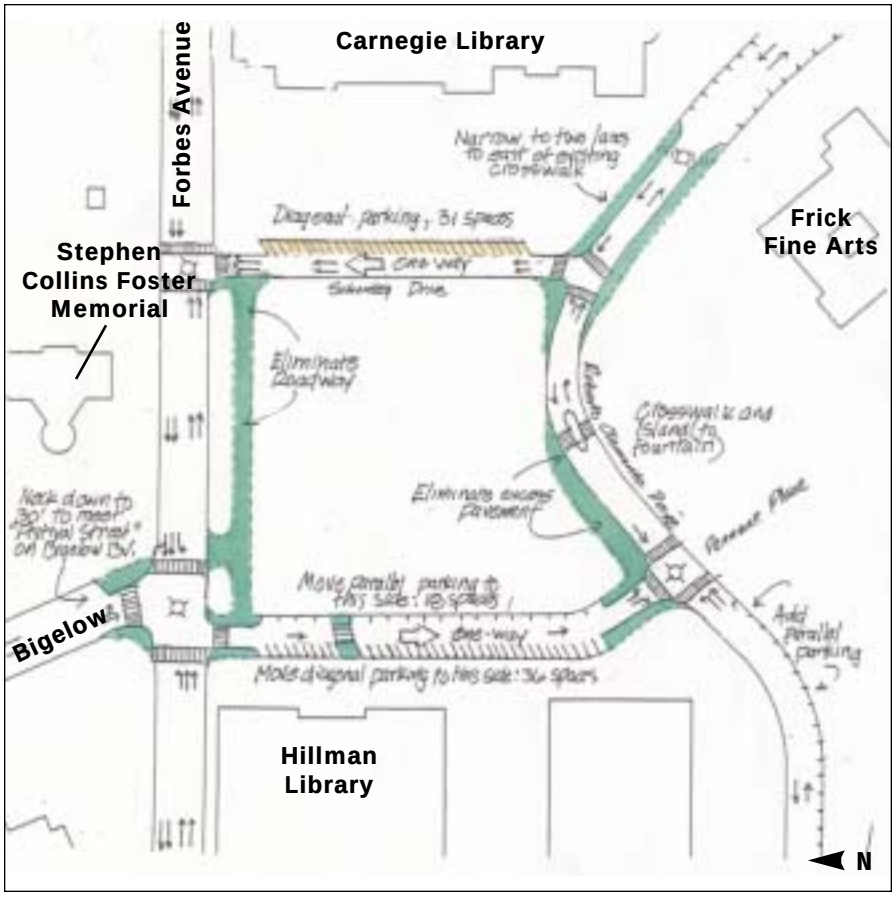
Some new parking to partially replace that removed from the plaza.

**Challenges**

Two-way traffic on Forbes Avenue slower than one-way traffic.

Roberto Clemente/Schenley Drive intersection busier than at present.

Some green area converted to parking along Schenley Drive adjacent to plaza.




*Schenley Plaza*

### Lower Bates (Parkway East/Second Avenue)

Lower Bates Street, where it intersects with the Parkway East and Second Avenue, is confusing, congested, constricted, dangerous, and unsightly.

The narrow width of the former railroad bridge, now used for the bike trail, limits the length of the left-turn lane from Bates Street southbound into Second Avenue eastbound to only three or four vehicles. This is grossly inadequate for the large demand for this movement during the p.m. peak hour. Consequently, the single available southbound lane north of the bike trail bridge is heavily congested, carrying all of the southbound Bates Street traffic (left turn, through and right turn). During the p.m. peak hour, this queue extends up Bates past the intersection with the eastbound on-ramp to the Parkway East. Thus, the large movement from Bates Street to the Parkway is denied access, further extending the backup northward on Bates Street toward the Boulevard of the Allies. A further consequence of the congestion is the inability for westbound motorists exiting the Parkway destined for Hazelwood or the South Side to enter Bates Street southbound, since the ramp junction with Bates Street is typically blocked by motorists on Bates Street unwilling to yield right-of-way to the entering vehicles.

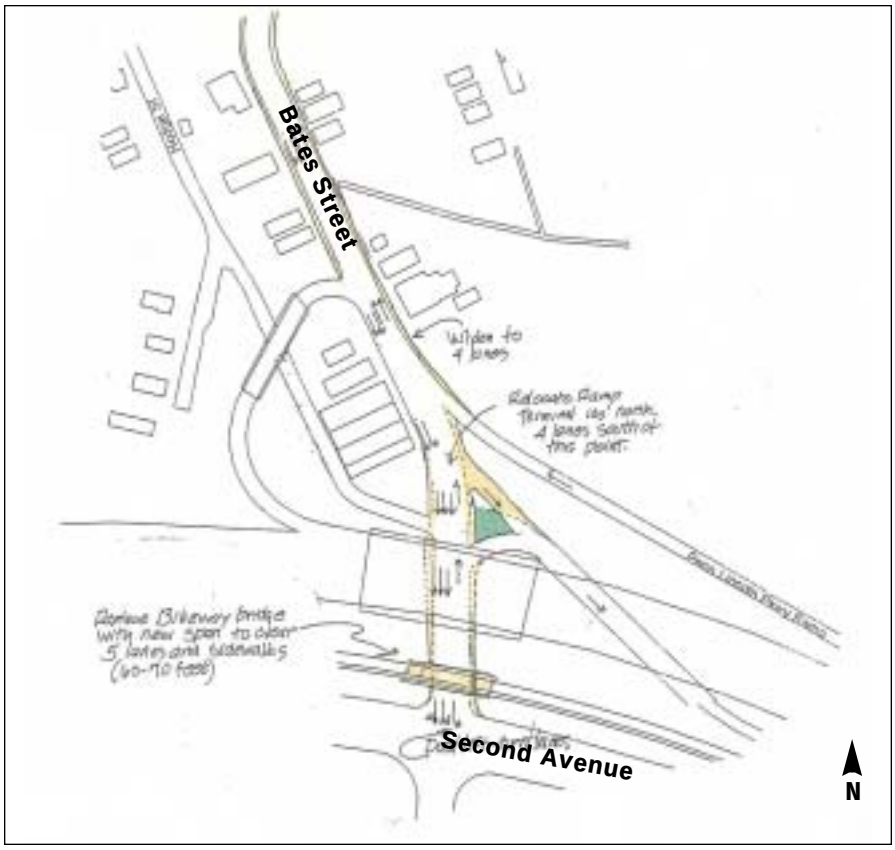
This situation is a traffic "hot spot" warranting immediate attention. Further, the hot spot, if not redesigned, will obstruct two future desirable components of traffic planned for Bates Street: (1) shuttle traffic (both transit vehicles and private automobiles) between the institutional employment core in Oakland and the employment satellites at the Pittsburgh Technology Center, LTV/Hazelwood, and South Side, and (2) access to a potential fringe intercept parking location on Second Avenue at the Pittsburgh Technology Center or a small portion of the LTV site.

#### Lower Bates Street Improvement Elements

- Replace existing bikeway bridge (old railroad bridge over Bates Street) with a bikeway bridge that can span up to five lanes of traffic plus sidewalks (60-70 feet).
- Lengthen the left-turn lane on Bates Street southbound to Second Avenue eastbound by some 300 feet, extending it to a point near the current Bates Street/Parkway off-ramp junction. This yields two lanes southbound on Bates Street, and forms the southern part of a continuous expansion of Bates Street to two lanes southbound, extending from Boulevard of the Allies to Second Avenue.
- Relocate the intersection of the Bates Street/Parkway on-ramp northward by some 100 feet, thereby: (1) providing more storage room for the improved left-turn lane from Bates Street southbound into Second Avenue eastbound and (2) favoring,

through intersection geometry, the movement from Bates Street southbound into the Parkway on-ramp.

- Realign the I-376 Oakland exit ramp to allow for the widening of Bates Street to four lanes up to the Glenwood exit ramp and eventually to the the Boulevard of the Allies.
- Improve access to the Eliza Furnace Bike Trail.
- Separate bike traffic from Bates Street vehicular traffic.




*Lower Bates Street*

### Bates/Boulevard of the Allies

The Bates Street Intersection with the Boulevard of the Allies has been studied many times. In addition to the run down buildings which are a dismal gateway to Oakland, the traffic patterns are congested and dangerous.

For motorists driving up Bates Streets to Oakland from the Parkway East or Second Avenue, the intersection is a difficult decision point at the crest of a vertical curve. Little advance information about destinations or options is available at the approach. There is a single left turn lane into what should be (but is not) the preferred route into Oakland. Instead, the view of the Cathedral of Learning draws the unknowing motorist across the intersection onto Bates Street and into the dense Central Oakland residential neighborhood, where the streets are narrow with on street parking. This confuses the motorist at the same time it degrades the neighborhood.

The Boulevard of the Allies is a fast moving high volume arterial street which dips down to meet Bates at that same critical intersection, not only with Bates, but also with Zulema and Halket Streets, creating a large area of undefined pavement and an isolated and rarely used park surrounded by commuter congested roads.

- Following are three options for redesigning the Bates/Boulevard of the Allies intersection:
- Option 1: McKee Place and Halket Streets as a one-way pair
- Option 2: Bates Street cul de sac
- Option 3: Multiple turn opportunities

The resolution of this intersection is critical. The OTF should convene a workshop to examine the alternatives and to recommend a preferred direction, including the addition of a pedestrian cycle in the traffic signals.

**NOTE**: A more detailed discussion of Options 1 and 2 can be found in the Bates Street/Boulevard of the Allies Study.

### Option 1: McKee/Halket One-Way Pair

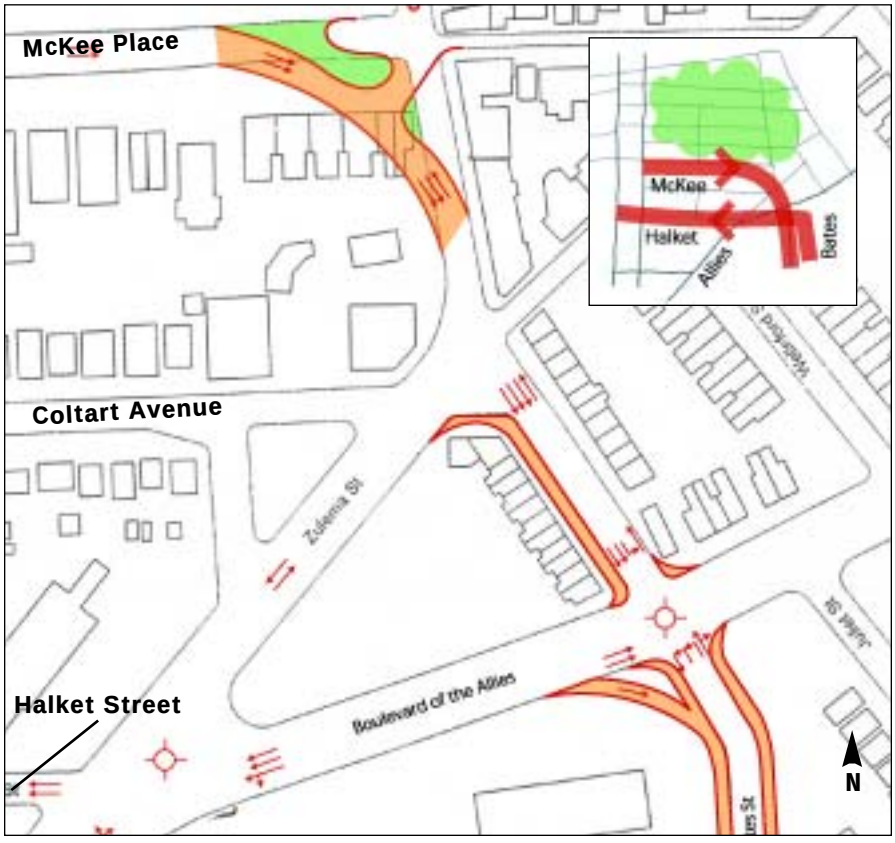
Realign Bates Street to connect with McKee Place. Forms a one-way pair, with Bates Street/Halket Street two lanes one way inbound, and a combination of McKee Place and Bates Street one way outbound. Bates Street is widened from McKee Place to at least south of Boulevard of the Allies.

#### Advantages

- Deflects inbound traffic away from neighborhoods
- Discourages through movement on Bates Street north of McKee Place
- Solves the "p.m. peak" period inability to enter Bates Street

#### Challenges

- Focuses traffic on McKee Place
- Adds to inventory of one-way streets
- Does not exploit spare capacity of Boulevard of the Allies
- One way Halket could have a negative impact on access to Magee Hospital
- Necessitates the demolition of unique row of houses on McKee Place at Bates Street




*Bates/Boulevard of the Allies: Option 1*

### •Option 2: Bates Street

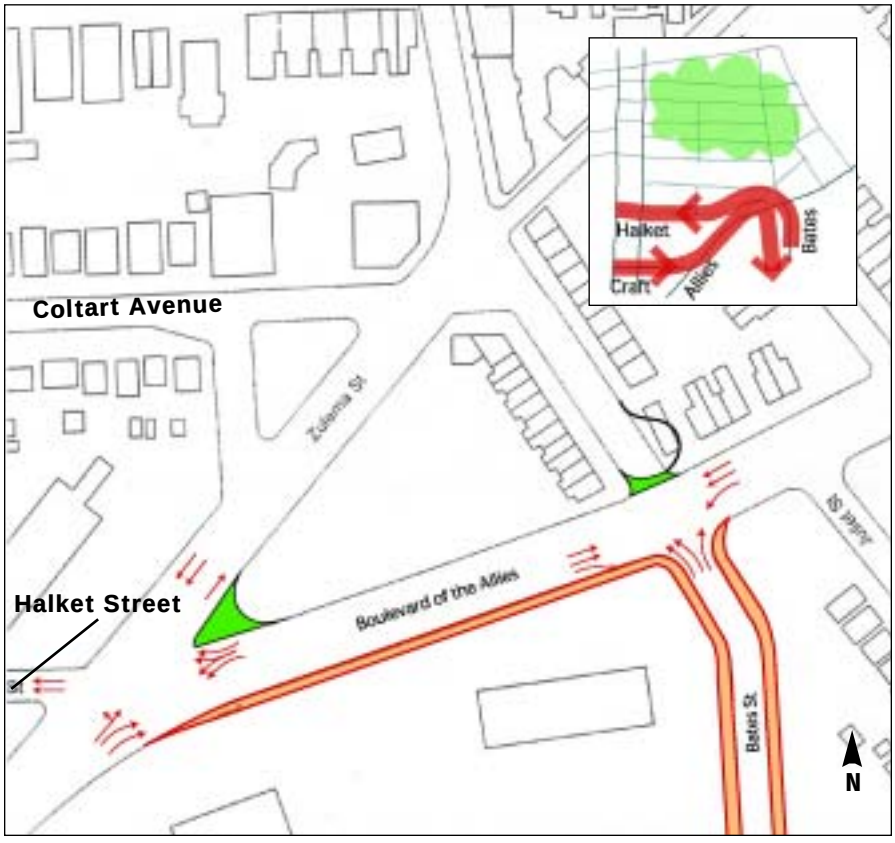
In this option, Bates Street terminates at a cul-de-sac just to the north of Boulevard of the Allies. All traffic between Bates Street (south of Boulevard of the Allies) and Oakland is therefore channeled onto Boulevard of the Allies. Halket Street and Craft Street are changed to a one-way pair to deliver the traffic from Boulevard of the Allies to Oakland.

#### Advantages

- Provides a positive barrier against cut-through traffic from Bates Street into Oakland neighborhoods
- Takes full advantage of the capacity of Boulevard of the Allies
- Distributes traffic between Boulevard of the Allies and Oakland on appropriate streets (i.e., Halket Street and Craft Street)
- Narrow streets at numerous points

#### Challenges

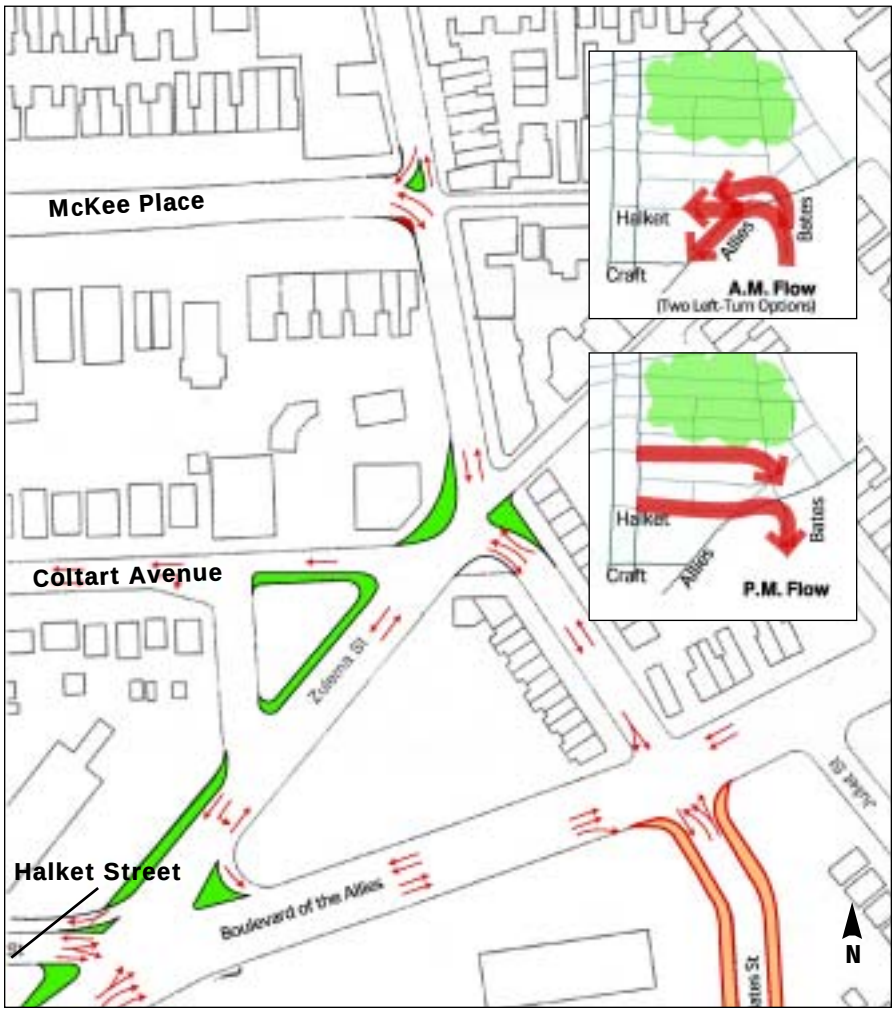
- Closes an important – even if only local – street (closure is always a problematical action)
- Redirects traffic that is legitimately on Bates Street (i.e., not cut-through traffic) onto other residential streets
- Unnecessarily large turning movements at the Allies/Bates intersection




*Bates/Boulevard of the Allies: Option 2*

### Option 3: Multiple Turn Opportunities

In this option, incoming traffic has two opportunities to turn left from Bates Street: at Boulevard of the Allies and at a reconfigured intersection on the north border of the Allies/Bates/Zulema triangle. The left turn inbound to Oakland is expedited at both places, by (1) dual left turn and signs at the Bates/Allies intersection and (2) the reconfiguration of the Bates/Zulema intersection, so that the "through" movement northbound into Oakland is diverted westward on Zulema, where it can then either join Boulevard of the Allies westbound or in a free right turn onto Halket Street westbound.




*Bates/Boulevard of the Allies: Option 3*

**Advantages**

- Two opportunities to turn left into Oakland, neither of which involve penetrating the neighborhoods along Bates Street
- Discourages the use of Bates Street for through traffic, because of the reconfiguration of the Bates/Zulema intersection
- Permits "recovery" from an unintended route choice (staying on Bates Street through Boulevard of the Allies)

**Challenges**

- Does more for inbound (a.m.) than for outbound (p.m.) traffic
- Drivers will need to be educated to the new left-turn opportunity.
- What is the impact on Coltart Avenue?
- What is the impact of a right turn onto Harket for pedestrians?

### Bus System

There are few options for improving the bus system. The focusing of bus service onto a single street (Forbes or Fifth) with rapid transit-like characteristics (Bus Rapid Transit, for example) including fully reserved lanes and elongated stops is disappointingly difficult to apply in Oakland because of the number of routes, the number of stops, narrow sidewalks, and the need for "off line" stations which would consume more lanes.

Converting more lanes to transit use, in the form of either with-flow or contra-flow lanes on Forbes Avenue, for example, provides a small increment of transit service improvement that would certainly be greatly outweighed by the negative impact on traffic flow. An underlying problem of the current bus service – loading for the myriad of bus routes – is not helped by more exclusive lanes, and could even be hindered if buses are no longer free to change lanes.

This leads inexorably to the conclusion that the bus system is maxed-out and a higher level of service is needed, such as Light Rail Transit.

### Light Rail Transit

This study did not allow for extensive analysis of the potential for Light Rail Transit. Fortunately a major investment study is being done by the Port Authority of Allegheny County (PAAC) for the Eastern Corridor, the area from Downtown to Oakland to the city neighborhoods and suburban communities to the east. Our recommendation is that the Oakland Task Force become actively engaged in the PAAC Eastern Corridor Analysis and request that the following alternatives be studied in detail:

1. **LRT underground (under Fifth Avenue)** This will establish feasibility of an underground alignment.
2. **Surface alignment on Forbes and Fifth** This split street alignment is used successfully in downtown Portland and downtown Denver.
3. **Surface alignment on Forbes in an exclusive right-of-way on a double track in a median** This will test a European-style "transit street" with automobile traffic relegated to a minor role. Fifth Avenue would carry the bulk of both through and destination traffic. This offers the ultimate in urban design potential.
4. **On surface on Fifth Avenue in lanes shared with automobile traffic** While not the ideal transit or urban design solution, this configuration provides surface LRT service with the least impact on traffic capacity. Testing this alternative helps to gauge the "price," in terms of traffic flow, for going to other options that are better for LRT and urban design.

# Benchmarking Summary

# i Lessons from Benchmarking Trips



below are summary highlights of lessons learned for Oakland from the benchmarking trips to Cambridge, Austin, and Philadelphia. One startling statistic is the size of endowments of the universities we visited – Harvard ($18 billion); MIT ($6 billion); University of Texas ($6.9 billion); and University of Pennsylvania ($4.3 billion) – when compared to those of the University of Pittsburgh ($1.1 billion) and Carnegie Mellon University ($750 million).

### Cambridge

Institutions, such as Harvard and MIT, with international reputations and "brands" are formidable attractors of talent, grants, and investment. Cambridge, with its sophisticated and diverse urban lifestyle and concentration of technology assets, when combined with those of Boston across the Charles River, is almost unrivaled for its pull on students, knowledge workers, companies, and investors. Massachusetts Avenue (especially Harvard Square and Central Square) is a prime example of the kind of retail area commensurate with world class university districts, which is welcoming of both creativity and diversity.

There is a track record of profitable university driven private development of technology buildings, but it is also apparent that having a critical mass of such activity is a necessary ingredient of success. MIT, with 10% of its endowment committed to real estate investments, developed with Forest City Enterprises a series of bio-technology buildings and the Hotel@MIT. It is also clear that technology companies want to be physically near the research professors, university labs, and pool of students. Cambridge has clusters of both bio-technology and information technology, allowing for one growing sector to offset the decline of the other. The City is able to set and maintain very high standards and design guidelines for development.

Easy to use and inexpensive fixed rail transit is a quality of life enhancement in Cambridge and Boston, which facilitates a car free lifestyle compatible with world class cities. Rigorous parking management controls are then combined with the ubiquitous transit system.

A supply of mixed income housing is essential. This is a severe problem in Cambridge, which has become a city of the very rich and the very poor (in assisted units). As a result, Harvard and MIT are finding it difficult to retain mid level faculty and staff. In addition, the community is concerned about gentrification.

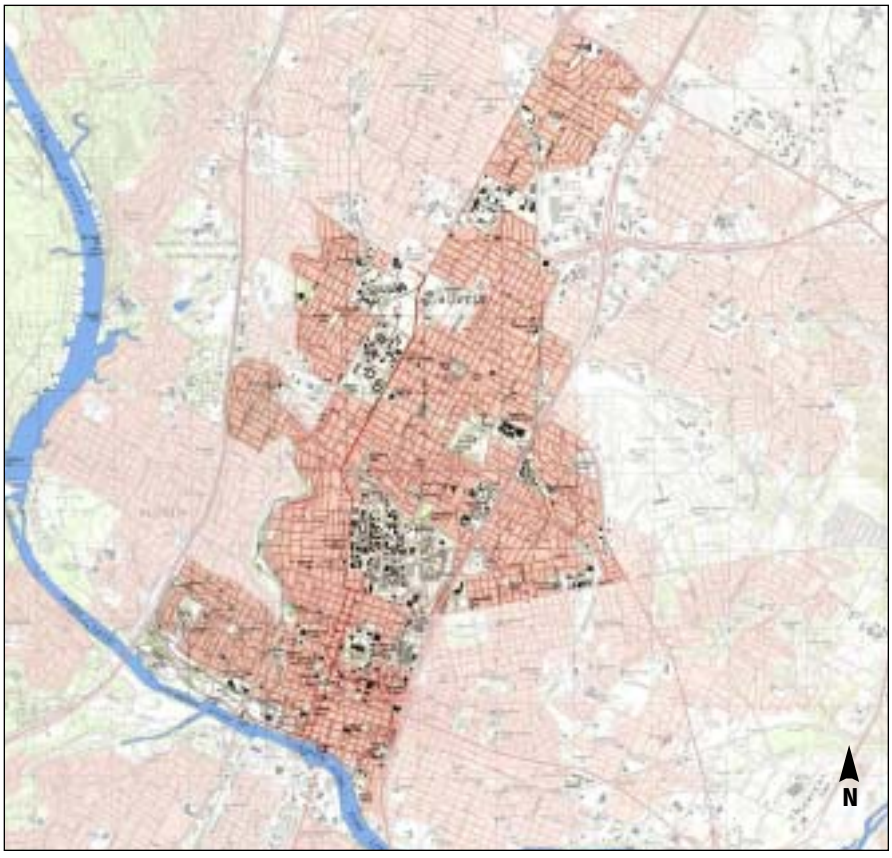
Town/gown relations must be a continuing dialogue. Harvard and MIT both had to learn this lesson the hard way, so that even though they now engage in proactive community outreach, there are still criticisms of "Harvard is the devil" and "MIT is buying up everything." The success of the Oakland Task Force stands in clear contrast.


*Cambridge*

## Austin

It is valuable to have an institution with large financial assets and unrivaled political clout – the University of Texas (UT). On the other hand, UT is the only game in town, within which reside nearly all cultural and educational resources. Pittsburgh and Oakland on the other hand, are rich by comparison in the number and strength of both cultural and institutional resources.

Having a clear and universally supported regional economic plan with a long range view can pay huge dividends. Austin and UT, starting in 1958, devised a strategy to diversify the regional economy beyond State government and the university into light manufacturing. This eventually evolved into a strategy for attracting computer, software, and semiconductor companies. Commitment to creating twenty-five new UT professorships and several new engineering departments in 1983 became the decisive move to win the national competition for the federal research institute known as the Microelectronics and Computer Corporation (MCC). A similar push led to the attraction of Sematech, the research consortium of U. S. semi-conductor manufacturers. Major facilities include IBM, Texas Instruments, Intel, AMD, Motorola, and Dell (which started in a UT dorm room).




*Central Austin*

Unquestionably, having a confident, "can do," attitude such as prevails in Austin, supports risk taking and entrepreneurship. Failure is seen as only a step to success. This attitude, when combined with the laid back (but not lazy) lifestyle of Austin creates a positive regional personality which is manifestly evident.

Entertainment and outdoor recreation are hallmarks of the Austin lifestyle. Over 100 live music venues, many fine regional restaurants, and an almost spiritual connection to nature (epitomized by their reverence for Barton Springs) reinforce the uniqueness of the place. There is a deliberate Austin ethic to support local merchants and local bands. You become an Austinite over night when you move there. It was interesting to note that very little of the vaunted Austin nightlife is on the "Drag," the rather unremarkable main street next to the UT campus.

On the negative side, Austin's economic dependence on computer, software, and semi-conductor industries make it very susceptible to fluctuations in the tech market. As a result, the 2000 Nasdaq crash hit Austin particularly hard. Austin's strategy to diversify into bio-tech is hampered by the lack of a teaching hospital or discernable bio-tech industry. The university only houses 5,000 of its 51,000 students on campus, putting tremendous pressure on the adjacent neighborhoods. It is an auto-dependent community with only a 4.9% transit penetration. Despite Austin's reputation for diversity (at least in lifestyle), the city is racially segregated and minority enrollment at the university is quite low.

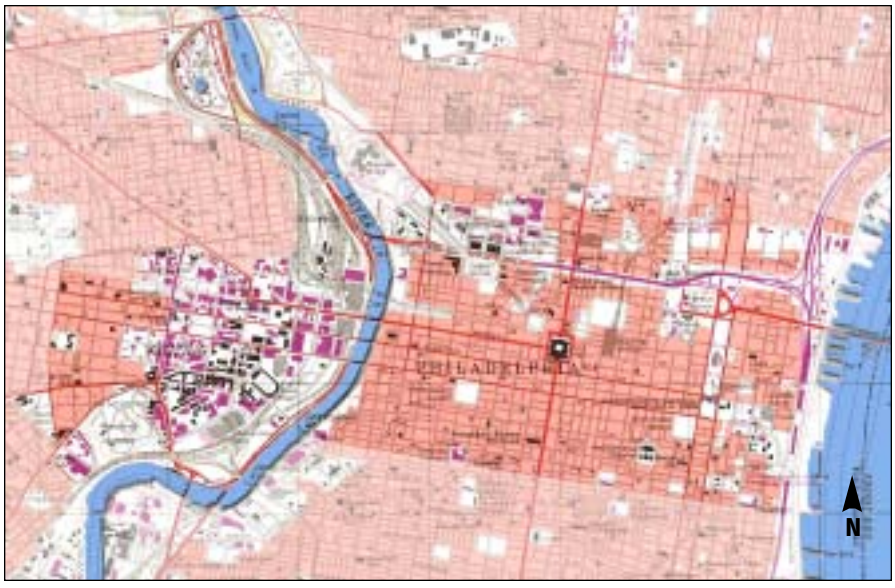
## Philadelphia

The lesson from Philadelphia is that one institution can make a difference if motivated and armed with sufficient resources. The University of Pennsylvania (Penn) has been the driving force behind the West Philadelphia Initiative (Initiative), a five part community revitalization program funded primarily by Penn (clean and safe; housing; education; retail; and development).

The impetus for Penn's aggressive program was the murder of a student in an off-campus robbery six years ago followed shortly by the severe injury of another student in a robbery. Penn saw enrollments drop, acceptances drop, and much parental concern. Penn had two choices: wall themselves off even more than they were; or reach out to the neighborhood. They chose the latter, which led to creation of a service district (the University City District), which operates like a business improvement district, but is funded solely by the institutions (Penn puts up $2 million annually of the $5.2 million budget).

As part of the initiative, Penn also financed and built a new neighborhood elementary school for the Philadelphia public schools as a turnkey project to expedite its delivery. In addition, Penn has committed to pay a $1000 subsidy per student annually for ten years to support the operation of the school. The housing component was in two parts: a home ownership grant program ($15,000) to staff and faculty who chose to live in the target area (300 Penn families have participated); and the purchase, upgrading, and management of 1000 rental units in the neighborhood.

Retail development has been significant. The center piece is Sanson Commons, a $90 million university development near t he heart of the campus which includes the 250 room Inn at Penn, the University Bookstore (man-




*Philadelphia*

aged by Barnes and Noble), an upscale restaurant, coffee shop, and stores such as Eastern Mountain Sports, Urban Outfitters and The Gap. Penn is remodeling main street buildings on 40th Street for student-oriented retail. Adjacent to that they have developed Hamilton Square, which includes a Fresh Grocer, and a multi-screen cinema.

Penn has been less successful in developing or attracting technology businesses. This is partly because the style of Penn and its hospitals is one of research for science-sake seemingly at the expense of developing a tech transfer mentality, such as exists at MIT.

One criticism heard from community activists and students, is that Penn acts paternalistically and does what Penn thinks best for the neighborhood. Even though most of those efforts have been favorable in outcome to the neighborhood, there is still a lingering feeling of "what Penn wants, Penn gets." A term used was the "McPenntrification" of West Philadelphia.

Drexel, adjacent to Penn, has not participated very much in the Initiative, other than their contribution to the service district. Drexel has just doubled their enrollment and is seeking to double it again. This has led to some town/gown friction in the adjacent Powelton neighborhood.

As in Austin, student nightlife is not on or near the campuses, but is a subway ride away in Old City or South Street in the center of Philadelphia, or a short Amtrak ride away in the center of New York City. Minority students, foreign students, and gays feel accepted at Penn, but less so at Drexel.

# ii Lessons from Quantitative Benchmarking Study



the quantitative benchmarking study led by Dr. Richard Florida of the Heinz School of Public Policy at Carnegie Mellon University compared the Pittsburgh region with fifty-five other regions in the country in size from 1 million to 4.5 million in population, using primarily 2000 census data and data from the Association of University Technology Managers. Some of the data and indices were also drawn from Dr. Florida's recent book, *The Rise of the Creative Class*.

Factors measured included: job growth; population growth; university students and faculty; university inventions, patents, licensing, and spinoffs; university research grants; creative and super creative workers; workforce education levels; and diversity measures (race, immigration, and sexual orientation).

There was good news and bad news. On the good side were rankings which put Pittsburgh in the top ten regions for:

university students and faculty per capita

university inventions, patents, licenses, and spinoffs

On the bad side were rankings which put Pittsburgh far down the list of the fifty-six metro areas:

job growth (55th)

population growth (55th)

Milken Tech-Pole index (25th)

“brain gain/retain” index (49th)

creative/super creative workers (36th)

educational attainment for workers over 25 yrs old (44th)

diversity index (56th)

Bohemian index (49th)

melting pot index (foreign born residents) (55th)

The study concludes that there is a high correlation between the attraction and retention of creative workers and job growth in New Economy industries. There is also a strong correlation between high concentrations of creative workers and high rankings on the diversity and melting pots indices.

The dilemma for Oakland (and Pittsburgh) is that the region attracts a disproportionately high share of talent to study in Pittsburgh, but that same talent and their inventions and spinoffs leave the region at a disproportionate rate. Pittsburgh has become in effect an efficient talent producing machine for other regions which have higher magnetic attraction for creative workers. The reverse flow of talent to Pittsburgh from other regions is significantly less and does not compensate for the brain drain.

# Recommended Projects

# Introduction



the purpose of *The Future of Oakland* is to make Oakland a great place. The projects which emerge as recommended should be compatible with that purpose, and should be focused to accomplish the following:

1. Create a Sense of Place in Oakland
2. Make it Easier to Get Into and Around In Oakland
3. Stimulate Neighborhood Revitalization
4. Foster Technology Development

The previous Strategy for the Future of Oakland, dated January 2002, listed forty-three projects which had emerged from the working sessions with the members of the Oakland Task Force. They were grouped into five categories: Quality of Life, Appearance and Amenities; Development; Housing; Retail; and Transportation.

One of the objectives of *The Future of Oakland* was to review the forty-three projects in light of more detailed analysis and the benchmarking studies, to recommend revisions or additions, and to suggest priorities.

On the following pages are brief descriptions of the projects in each of the four initiatives followed by project charts which list time horizon, funding type, and cost range.

The charts indicate approximate time horizons (current, immediate, mid-range, and long-range), funding type (public, private, and public/private), and generalized costs in four categories (less than $100,000, $100,001 to $999,000, $1 million to $5 million, and over $ 5million).

“Current” projects are already underway, A project was classified as “immediate” if it was a consensus high priority project and ready to go, or if it had a dependent link to another high priority project.

# a Create a Sense of Place in Oakland



**1 Redesign and programming of Schenley Plaza as Oakland's new town square**

The first step will be to hire a design consultant to work with Oakland stakeholders to prepare plans to reflect the Schenley Plaza programming study completed in fall 2002 by Dan Biederman. The implementation phase will include removal of surface parking, plaza construction, including gardens, kiosks, lighting, restrooms, chairs, tables, lawn, and a limited number of short term parking spaces to serve the Carnegie Library and Hillman Library. In addition, there will be roadway reconfigurations of Schenley Drive, Roberto Clemente Drive, and Pennant Place.

**2 Western Gateway improvements**

Continue to develop design recommendations and monitoring of the Forbes Avenue/Boulevard of Allies bridge and ramp project.

Develop streetscape designs and other public improvements in the Western Gateway area beyond the bridge and ramp project.

**3 Southern Gateway improvements – Bates-Allies Park**

Develop a planning and strategy plan for enhancement of the Southern Gateway at Bates Street and the Boulevard of the Allies, including the construction of a gateway park. Coordinate with the reconfigured intersection (Project B.8 below).

**4 Reconfigure Fifth and Forbes Avenues to allow Forbes to be a pedestrian and retail friendly main street and to improve pedestrian safety on Fifth**

Develop a transportation strategy for the Forbes/Fifth Corridor to be a retail and pedestrian friendly main street and to improve pedestrian safety on Fifth Avenue, including a consensus on one-way or two-way traffic, bus lanes, bike lanes, and on-street parking.

Undertake traffic studies as needed and complete design and construction of the improvements.

### 5 Streetscape improvements on Forbes Avenue from Craig Street to Margaret Morrison Street

Design and construct streetscapes as needed to enhance the pedestrian experience through the Carnegie Mellon campus area.

### 6 Streetscape improvements to Oakland commercial corridors

Design and construct streetscapes for Forbes Avenue, Fifth Avenue, Atwood Street, South Craig Street, Centre Avenue/North Craig Street (Northern Gateway), including landscaping, sidewalks, crosswalks, signage, trees, and lighting. Coordinate with a wayfinding system for Oakland.

### 7 Forbes Avenue retail development

Develop and implement a retail recruitment program to attract appropriate new businesses to Forbes Avenue, utilizing existing market studies.

### 8 Integrate Atwood, North Craig Street/Centre Avenue, and South Craig Streets in Oakland Business Improvement District

Work with property owners and retailers to extend the Oakland Business Improvement District (OBID) taxing district and services to all the commercial corridors in Oakland.

### 9 Promotional organization for Oakland

Explore the feasibility of creating an organization or coordinating mechanism similar in function to the Downtown Pittsburgh Cultural Trust to promote culture, night life, art, music, festivals, celebrations, local talent, and ethnic diversity in Oakland.

Organize the great visitor attractions of Oakland's institutions as a destination.

Actively market Oakland as a welcoming place of fun and excitement, including the establishment of an annual outdoor festival.

### 10 Community gardens

Plan and construct community gardens in Oakland neighborhoods.

# b Make It Easier to Get Into and Around In Oakland

**1 Develop rapid transit service between Downtown and Oakland**

Develop a Bus Rapid Transit (BRT) service in the Fifth Avenue and Forbes Avenue corridor. Eventually develop full Light Rail Transit (LRT) from Downtown to Oakland.

**2 Increase direct bus routes from additional regional areas to Oakland**

Develop additional express bus routes from residential and employment centers outside of Pittsburgh and Allegheny County to Oakland.

**3 Transit promotion and marketing**

Develop materials and programs to promote use of transit and vanpools for workers, student, patients, and visitors to Oakland.

**4 Develop fringe/intercept parking facilities for commuters**

Identify, lease, and/or acquire sites, and design and plan intercept parking facilities at or near the gateways to Oakland.

**5 Develop a bike/blade trail head near Schenley Plaza**

Design and construct a bike and roller blade trail head in or near Schenley Plaza which would connect to Schenley Park and also to the Junction Hollow Trail and the Eliza Furnace Trail.

**6 Construct bike lanes on arterial streets**

Determine location of on-street commuter bike lanes; stripe lanes and add signs.

**7 Multi-modal transportation strategy and traffic hot spot study**

Commission an integrated transit and transportation study for Oakland with emphasis on transit and traffic “hot spots.”

**8 Address the Bates Street/Boulevard of Allies traffic “hot spot”**

Design and reconfiguration of the intersection of Bates Street and the Boulevard of the Allies in conjunction with the Southern Gateway project (Project A.3 above).

### 9 Address the Lower Bates traffic "hot spot"

Design and reconfiguration of the Bates Street/Second Avenue intersection and off/on ramp connections to I-376.

### 10 Boulevard of the Allies redesigned as true boulevard

Design and construction of the Boulevard of the Allies from Craft Avenue to Parkview Street as an urban boulevard, including streetscapes.

### 11 Technology corridor shuttle service

Commission a feasibility study for a shuttle bus which would connect the technology clusters in Oakland, and if justified, conduct a three year operating program to test the concept.

### 12 Parking management program

Commission a parking management study to study the feasibility of coordinating public and private parking facilities for maximum use of spaces, including signage, pricing, "real time" digital information on parking availability, and a same day reserved parking system. If proven feasible, implement the parking management study.

### 13 Pedestrian Safety

Develop a pedestrian safety plan, with emphasis on busy intersections and connections to parking facilities. Design and institute a wayfinding system.

### 14 Carpool/Vanpool marketing program

Working with the Southwestern Pennsylvania Commission and the major employers in Oakland, institute a three year public marketing program to promote the use of carpools and vanpools.

### 15 Create model bus stations to improve the transit experience

Working with the Port Authority of Allegheny County, design and construct new model bus stations in conjunction with institution of Bus Rapid Transit to Downtown (Project B.1 above) and expanded express routes from other areas to Oakland (Project B.2 above)

# c Stimulate Neighborhood Revitalization



### 1 Improve Central Oakland housing through rehab and new construction

If Oakland is to firmly establish itself as the center of Pittsburgh's new economy, the quality of the housing stock must be improved. In doing so, we will make Oakland a convenient, centrally located, attractive, and desirable place for young professionals, health care professionals, university staff and faculty, and others to live.

The Schenley Overlook project will create 21 units of newly constructed owner-occupied housing on the edge of Central Oakland. This site, somewhat removed from the student-dominated core of Central Oakland, has wonderful views of Schenley Park, Phipps Conservatory, and Panther Hollow. The development would also strengthen the edge of owner-occupied housing that exists in Oakland Square.

The intervention concept guiding the South Oakland Neighborhood Stabilization project is to use Frazier Street as a spine and to balance development along its length and along the intersecting streets to improve housing conditions in the area. The first step will be to develop 15 housing units on Frazier Street. The units would be primarily owner-occupied, however, some could be well-maintained rental units while others could be supportive housing for the elderly or disabled.

Chesterfield Road forms the edge of both the Carlow College campus and the UPMC Health System complex. The street is highly visible and in spite of an architectural potential of the dense urban housing stock, the houses are largely deteriorated. Oakland Planning and Development Corporation has successfully rehabilitated properties to increase the number of homeowners on the street from three to 26. This project is to continue this program by rehabilitating another nine houses, which will be ideal starter homes for people working in Oakland.

### 2 Strengthen existing and develop new housing programs

In order to promote the stability of Oakland's residential neighborhoods, two existing programs, the Home Purchase Incentive Program and the Residential Façade Improvement Program, should be continued and expanded. Additionally, a new program, the Seniors Home Purchase Program, should be instituted.

The Oakland Home Purchase Incentive Program has been funded for the past five years by UPMC Health System and managed by the Oakland Community Council and the Oakland Planning and Development Corporation. There are UPMC Health System employees who are interested in owning homes in Oakland but lack the financial resources for down payments and/or closing costs. The program provides a $5,000 grant to a UPMC employee to purchase a home in Oakland.

Funded for the past five years in the same manner, the Residential Façade Improvement Program gives a current UPMC-employed homeowner reimbursements at 50% on monies spent on approved exterior home improvements. Both programs help to stabilize property values in a community stressed by student rental pressures. This strategy plan recommends expansion of these programs through increased funding, more aggressive marketing, and participation from additional institutions.

There is a growing population of senior citizens in Oakland who are placing properties on the market. Often these properties are sold to landlords who can afford to pay above the market value and then turn the buildings into rental housing for students. This increases the already significant concentration of rentals in Oakland – buildings that are commonly not well-maintained. This project proposal is to create a loan fund or a line of credit whereby a community-oriented entity, such as Oakland Planning and Development Corporation, can purchase a property at a competitive price when it comes on the market and hold it for a short period of time. At that point, the entity would work to identify potential buyers who would maintain the property as an asset to the community.

### 3 Central Oakland neighborhood streetscape improvements

Construct new streetscape improvements in Central Oakland, including street trees, sidewalks, and lighting.

### 4 Strenghthen existing code enforcement efforts

Effective code enforcement is key to improving the quality of life in Oakland's residential communities. Current code enforcement efforts are overburdened and fall short of 100% effectiveness. This proposal is to hire an individual who is familiar with building codes, zoning regulations, and other city procedures to

work as a liaison between Oakland community organizations and City of Pittsburgh enforcement and operating agencies. This work will be modeled after a successful effort on the part of an employee of the Oakland Business Improvement District who, through persistent action to have graffiti cleaned immediately upon discovery, reduced the number of graffiti incidents with the district boundaries by 72%. The liaison will take a proactive approach to code enforcement by suggesting more effective approaches, developing positive working relationships, researching potential regulations, and implementing new ideas.

### 5 Rental property improvement program

Develop a program of systematic purchase and rehab of rental apartment properties in Central Oakland to upgrade and stabilize the rental housing market.

### 6 Incentives for rental property owners to improve their properties, such as a facade improvement program

Provide incentive programs for absentee landlords to bring their properties up to code, including facade loans and grants. This project would provide funding to undertake targeted improvements to the exterior of rental properties in Central Oakland. Reimbursement would be at the rate of 50% of improvement costs for façade and building code improvements per program guidelines and conditions.

### 7 Comprehensive community organizing

Fund a three year community organizing program through OPDC to identify under represented populations in Oakland to get their input into the future of Oakland and to involve them in programs and activities which address their needs.

### 8 Neighborhood elementary school planning

Begin a planning process with the Pittsburgh Public Schools for the location and construction of a new elementary school in Oakland.

# d Foster Technology Development



### 1 Development opportunity analyses

Conduct financial feasibility analysis of the Western Gateway opportunity area and consider urban design and development connections to vacant properties at the Boulevard of the Allies and Craft Avenue.

Conduct a land use, urban design, and development feasibility study for Junction Hollow with the residents and property owners to identify development opportunities.

Conduct a land use, urban design, and development feasibility study for technology development in North Oakland in the area of North Craig Street and coordinate with the Baum/Centre Corridor Study.

Conduct a land use, urban design, and development feasibility study for technology development for the multi-block area bounded by Fifth/Forbes and Bellefield/South Craig.

Design and construct technology-related projects.

### 2 University Inn/Conference Center

Identify a location to construct a university inn and conference center with associated retail and restaurants.

Coordinate technology development efforts with plans being developed for the vacant Hazelwood LTV site and the Baum Boulevard/Centre Avenue corridor.

### 3 Design standards for development

Develop urban design and architectural design standards for the technology development areas. Design standards are intended to articulate goals for major corridors in Oakland and to enhance connections between development corridors and nearby neighborhoods. New development should thoughtfully relate to the existing context of Oakland's built environment and reflect characteristics of the existing architecture. Design standards are not intended to limit creativity of designers nor simulate historic buildings, rather to identify key parameters to meet and establish goals for enhancing each district and neighborhood. This project will provide an over-arching context for the specific opportunity analyses described above. The standards will also make recommendations related to infrastructure, signage, image, etc. and should therefore be coordinated

with streetscaping and wayfinding projects described in previous sections.

### 4 Feasibility study of potential for-profit real estate partnerships between institutions

Conduct a national bench-marking study of technology development real estate partnerships between research universities and/or medical centers and private developers to determine the feasibility of such partnerships in Oakland. Engage local developers in the study.

### 5 Oakland business marketing program

Develop marketing materials to promote Oakland as a prime location for technology development.

Implement the program over three years.

# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | Project / Activity | Time Horizon | Funding Type | Cost Range | Comments |
|---|---|---|---|---|---|
| **A** | **Create a Sense of Place in Oakland** | | | | |
| **1** | **Redesign and Programming of Schenley Plaza as Oakland's new town square** | | | | |
| 1.a | Plaza Design Consultant | Immediate | Private | $$ | Funding is in place; preparing to release RFP for schematic design |
| 1.b | Plaza roadway reconfiguration design work | Immediate | Public | $$ | |
| 1.c | Plaza Reconstruction<br>Gardens, kiosks, lighting, restrooms, chairs/tables, lawn, demolition, construction, etc. | Mid-range | Public/Private | $$$$ | |
| 1.d | Plaza roadway reconfiguration construction | Mid-range | Public | $$$$ | Coordinate with "hot spot" transportation study |
| **2** | **Western Gateway Improvements** | | | | |
| 2.a | Western Gateway Bridge design recommendations and design monitoring | Current | Private | $ | Currently working with PENNDOT on design of new bridge |
| 2.b | Western Gateway Bridge improvements beyond PENNDOT's bridge and ramp design | Mid-range | Public | $$$ | |
| **3** | **Southern Gateway Improvements -- Bates-Allies park** | | | | |
| 3.a | Bates-Allies gateway park predevelopment activities | Immediate | Public/Private | $$ | Currently underway |
| 3.b | Bates-Allies gateway park construction | Immediate | Private | $$ | To proceed upon completion of property acquisition |
| **4** | **Reconfigure Fifth and Forbes Avenues to allow Forbes to be a pedestrian and retail friendly main street and to improve pedestrian safety on Fifth** | | | | |
| 4.a | Develop consensus on options and undertake a traffic study as needed | Immediate | Private | $ | Coordinate with hot spot study and Eastern Corridor Transit Study |
| 4.b | Design and Engineering | Mid-range | Public | $$ | |
| 4.c | Construction | Long-range | Public | $$$$ | |
| **5** | **Streetscape improvements on Forbes Avenue, from Craig to Margaret Morrison Streets** | | | | |
| 5.a | Streetscape design | Immediate | Private | $ | |

**Cost Range Key:**

| | |
|---|---|
| Less than $100,000 | **$** |
| $100,001 - $999,999 | **$$** |
| $1 million - $5 million | **$$$** |
| $5 million and above | **$$$$** |

# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | | | | | |
|---|---|---|---|---|---|
| 5.b | Streetscape construction | Mid-range | Public | $$$$ | |
| **6** | **Streetscape improvements to Oakland commercial corridors: Forbes Ave., Fifth Ave., Atwood St., S. Craig St., Centre Ave./N. Craig St. (Northern Gateway)** | | | | |
| 6.a | Commercial corridors streetscape design | Immediate | Private | $$ | Coordinate with wayfinding system |
| 6.b | Commercial corridors streetscape construction | Long-range | Public | $$$ | |
| **7** | **Forbes Avenue retail development** | Mid-range | Private | $ | Market studies and retail recruitment strategies completed |
| **8** | **Integrate Atwood, N. Craig/Centre, and S. Craig Streets in Oakland Business Improvement District** | Immediate | Private | $ | |
| **9** | **Create promotional organization for Oakland** | | | | |
| 9.a | Explore the feasibility of a Cultural Trust organization | Immediate | Public/Private | **$** | |
| 9.b | Conduct a one time benchmarking symposium | Immediate | Public/Private | **$** | |
| 9.c | Establish an annual outdoor festival in Oakland | Immediate | Public/Private | **$** | |
| **10** | **Community gardens** | | | | |
| 10.a | Garden planning, site location | Immediate | Private | $ | |
| 10.b | Garden construction, maintenance | Mid-range | Private | $$ | |

**Cost Range Key:**

| | |
|---|---|
| Less than $100,000 | **$** |
| $100,001 - $999,999 | **$$** |
| $1 million - $5 million | **$$$** |
| $5 million and above | **$$$$** |

# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | | | | | |
|---|---|---|---|---|---|
| **B** | **Make it Easier to Get Into and Around in Oakland** | | | | |
| **1** | **Develop rapid transit service between Downtown and Oakland** | | | | |
| 1.a | Develop bus rapid transit service | Immediate/ Mid-range | Public | $$ | |
| 1.b | Develop light rail transit | Long-range | Public | $$$$ | |
| **2** | **Increase direct bus routes from additional regional areas to Oakland** | Mid-range | Public | | |
| **3** | **Transit promotion and marketing** | Immediate | Public/ Private | $$ | |
| **4** | **Develop fringe/intercept parking facilities for commuters** | | | | |
| 4.a | Fringe parking facility predevelopment/leasing, site planning | Mid-range | Public/Private | $$ | |
| 4.b | Fringe parking facility construction, management | Long-range | Public/Private | | |
| **5** | **Develop a bike/blade trail head near Schenley Plaza** | Immediate | Public/ Private | $ | |
| **6** | **Construct bike lanes on arterial streets** | Mid-range | Public | $ | |
| **7** | **Multi-modal transportation strategy and traffic hot-spot study** | Immediate | Private | $ | |
| **8** | **Address the Bates/Boulevard traffic "hot-spot"** | | | | |
| 8.a | Bates/Boulevard intersection design | Immediate | Public | $$ | |
| 8.b | Bates/Boulevard intersection construction | Mid-range | Public | $$$ | |
| **9** | **Address the Lower Bates traffic "hot-spot"** | | | | |
| 9.a | Bates/2nd Ave/Parkway interchange design | Current | Public | $$ | In City budget for 2003 completion |
| 9.b | Bates/2nd Ave/Parkway interchange construction | Long-range | Public | $$$$ | |
| **10** | **Boulevard of Allies Redesigned as a true boulevard** | | | | |
| 10.a | Boulevard of Allies Design | Mid-range | Public | $$ | |
| 10.b | Boulevard of Allies Reconstruction/Streetscaping | Long-range | Public | $$$$ | |
| **11** | **Tech corridor shuttle service** | | | | |
| 11.a | Tech corridor shuttle service feasibility | Immediate | Public/Private | $ | |
| 11.b | Tech corridor shuttle service operating program (3 years) | Mid-range | Public/Private | $$$ | |

**Cost Range Key:**

| | |
|---|---|
| Less than $100,000 | **$** |
| $100,001 - $999,999 | **$$** |
| $1 million - $5 million | **$$$** |
| $5 million and above | **$$$$** |

# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | | | | | |
|---|---|---|---|---|---|
| **12** | **Parking management program** | | | | |
| 12.a | Parking management plan | Immediate | Private | $ | |
| 12.b | Parking management program implementation | Mid-range | Private | $$ | |
| **13** | **Pedestrian safety** | | | | |
| 13.a | Pedestrian safety plan | Immediate | Public/Private | $ | |
| 13.b | Pedestrian safety improvements, way finding system | Immediate | Public/Private | $$ | |
| **14** | **Carpool/Vanpool marketing program (3 years)** | Mid-range | Public/ Private | **$** | |
| **15** | **Create model bus stations to improve transit experience** | | | | |
| 15.a | Model bus station design | Immediate | Public | $ | |
| 15.b | Model bus station construction | Mid-range | Public | $$$ | |

**Cost Range Key:**

| | |
|---|---|
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# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | Project / Activity | Time Horizon | Funding Type | Cost Range | Comments |
|---|---|---|---|---|---|
| **C** | **Stimulate Neighborhood Revitalization** | | | | |
| **1** | **Improve Central Oakland housing through rehab and new construction** | | | | |
| 1.a | Schenley Overlook housing plan | Immediate | Private | $ | |
| 1.b | Schenley Overlook housing predevelopment activities | Immediate | Public/Private | $$$ | |
| 1.c | OPDC housing operations (3 years) | Immediate | Private | $$ | |
| 1.d | S. Oakland neighborhood stabilization plan | Immediate | Private | $ | Focus of plan is 15 units on Frazier |
| 1.e | Schenley Overlook housing development | Mid-range | Public/Private | $$$ | |
| 1.f | S. Oakland neighborhood stabilization development | Mid-range | Public/Private | $$$ | |
| 1.g | Chesterfield Road housing plan | Mid-range | Private | $ | |
| 1.h | Chesterfield Road housing development | Long-range | Public/Private | $$ | |
| **2** | **Strengthen existing and develop new housing programs** | | | | |
| 2.a | Oakland employer home purchase incentive program | Immediate | Private | $$ | Current |
| 2.b | Residential façade improvement program | Immediate | Public/Private | $$ | Current |
| 2.c | Senior home purchase program | Mid-range | Private | $$ | |
| **3** | **Central Oakland neighborhood streetscape improvements** | Immediate | Public | $ | |
| **4** | **Strengthen existing code enforcement efforts** | Immediate | Private | $ | |
| 4.a | Community code enforcement liaison (3 years) | Immediate | Private | $$ | |
| **5** | **Rental property improvement program** | Immediate/ Mid-range | Private | $$$$ | |
| **6** | **Incentives for rental property owners to improve their properties, such as a facade improvement program** | Immediate | Private | $$ | |
| **7** | **Comprehensive community organizing (3 years)** | Immediate | Private | $$ | |
| **8** | **Neighborhood elementary school planning** | Mid-range | Private | $ | |

**Cost Range Key:**

| | |
|---|---|
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| $5 million and above | **$$$$** |

# The Future of Oakland: A Commnity Investment Strategy
# Recommended Projects

| | Project / Activity | Time Horizon | Funding Type | Cost Range | Comments |
|---|---|---|---|---|---|
| **D** | **Foster Technology Development** | | | | |
| **1** | **Development Opportunity Analyses** | | | | |
| 1.a | Financial feasibility analysis of Western Gateway with urban design/development analysis of Craft/Boulevard of Allies | Immediate | Private | $ | Initial urban design study is complete |
| 1.b | Master planning study of Junction Hollow to identify development opportunities | Immediate | Private | $ | Coordinate with planning for Hazelwood LTV site |
| 1.c | Land use, urban design and development feasibility study of North Oakland in area of N. Craig Street | Immediate | Private | $ | Coordinate with Baum/Centre Corridor Study |
| 1.d | Land use, urban design and development feasibility study of multi-block area bounded by Fifth/Forbes and Bellefield/S. Craig | Immediate | Private | $ | |
| 1.e | Technology-related development project construction | Mid-range Long-range | Private | $$$$ | |
| **2** | **University inn / conference center** | | | | |
| 2.a | Explore the feasibility for university inn/conference center with retail | Mid-range | Private | $ | |
| 2.b | University inn/conference center development | Long-range | Private | $$$ | |
| **3** | **Design standards for development** | Immediate | Private | $ | |
| **4** | **Feasibility study of potential for-profit real estate partnerships between institutions and private developers** | Mid-range | Private | $ | |
| **5** | **Oakland business marketing program** | | | | |
| 5.a | Develop Oakland business marketing materials | Mid-range | Public/Private | $ | |
| 5.b | Implement Oakland business marketing program (3 yrs.) | Long-range | Private | $ | |

**Cost Range Key:**

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