



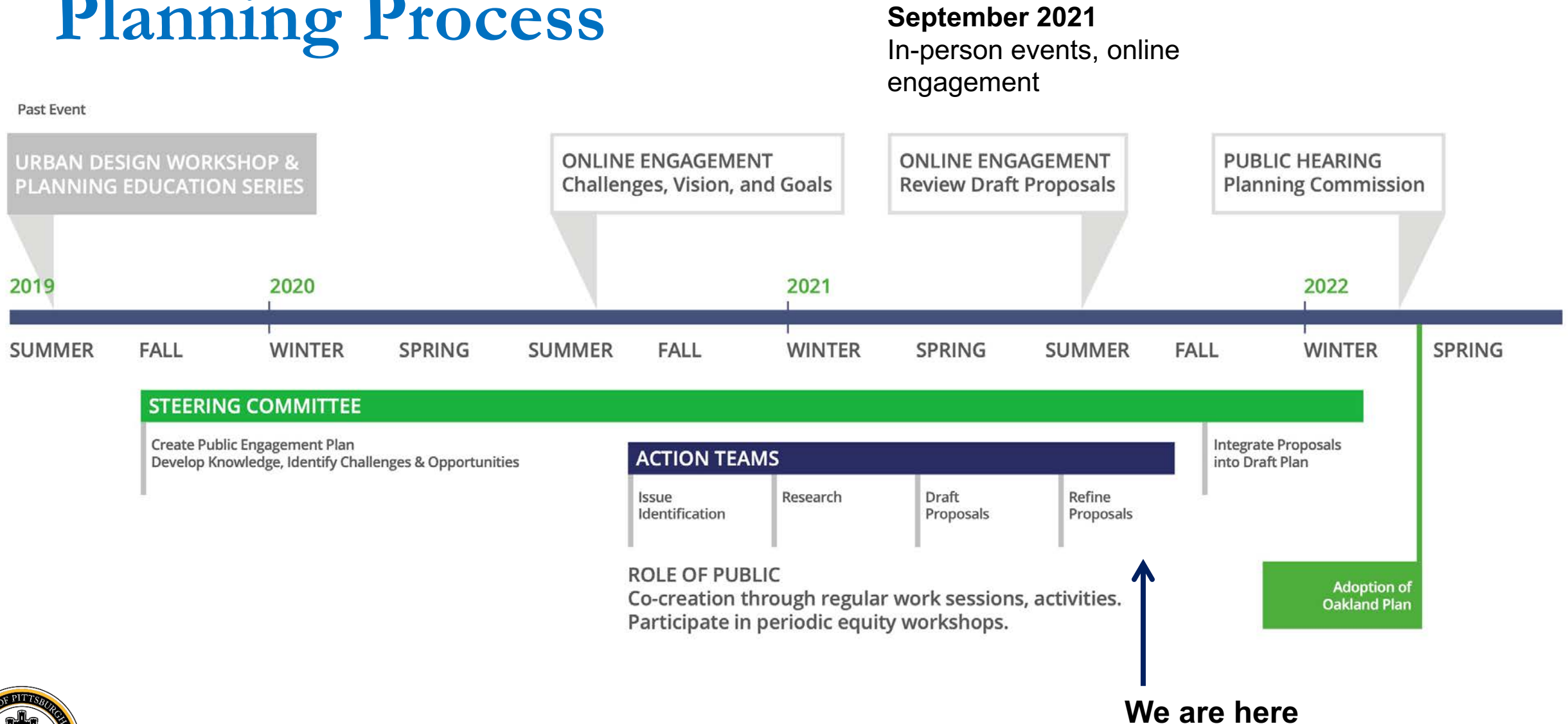


Final Development Action Team Meeting

Derek Dauphin

October 6, 2021

Planning Process



How Did We Get Here?

- Steering Committee begin meeting in October 2019, worked with staff to develop Public Engagement Plan, Equity Strategy, and review existing conditions across a broad range of topics and having discussions between members.
- Summer 2020 open house allowed the rest of the community to join the discussion. Presented the planning topics, issues and opportunities identified by research and Steering Committee conversations, and asked targeted questions to help develop the draft vision statement and goals.
- Fall 2020, Action Teams begin to meet and dig into the details of specific topics for each chapter. Usually included presentations from local and national experts, review of data, review of public comments from online open house, in addition to brainstorming and discussions.
- Fall and Winter 2020, Steering Committee worked through public comments to draft vision statement and goals. Released for public comment in March 2021. Draft Interim Development Goals published at the same time.



How Did We Get Here?

- By spring 2021, the Action Teams had worked through all of the topics. Staff developed a draft list of ideas from the Action Teams and reviewed them with the Steering Committee and Action Teams.
- May 2021, staff and consultants held walking tours, workshops, and an open house for two important sites:
 - The Pittsburgh Parking Authority Garage at Forbes and Meyran and surrounding properties was chosen to have a discussion of the desired form and public benefits from new development in this corridor. Looked at City, Pitt, and UPMC properties.
 - The Zulema Park area and surrounding Pitt and UPMC properties were chosen based on discussions during the planning process about the future of the Boulevard of the Allies, design and safety issues of the highway itself as well as what is desired from development on either side of the highway.



How Did We Get Here?

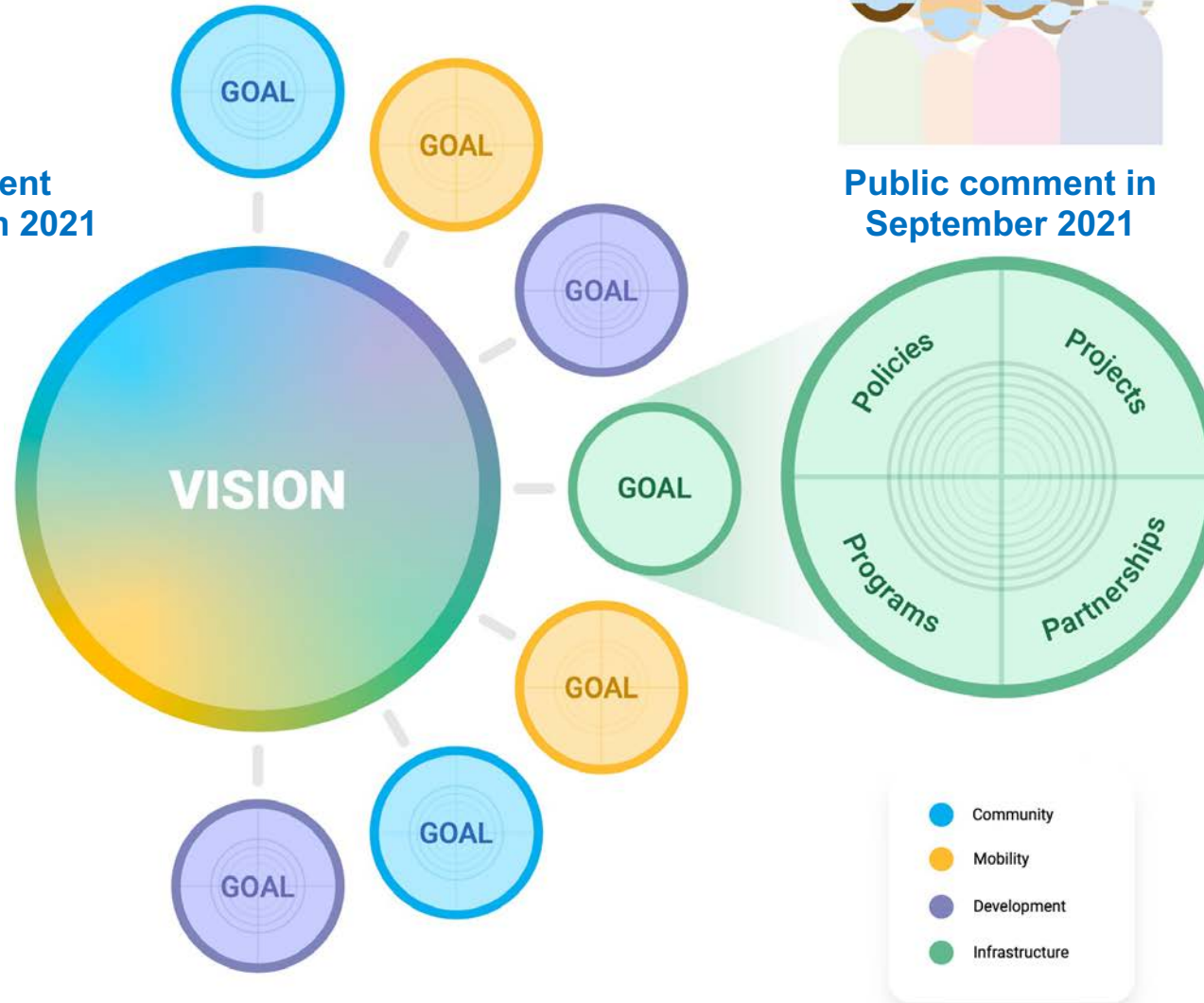
- During July and August, staff worked to develop ideas from the Action Teams into more discrete and implementable strategies.
- For Community and Development Action Teams, this also included the use of a Technical Advisory Group (more to come).
- During the month of September, staff attended events in Oakland and shared draft strategies with the community and sought feedback. EngagePGH was used to provide online equivalents and capture all feedback in a transparent and accessible format.
- **TONIGHT: Final review of strategies, identify refinements to existing strategies and new strategies that should be included in draft plan.**



VISION STATEMENTS

What are we going to be in 10 years?

Public comment
started March 2021



Public comment in
September 2021

- **Vision statements** provide a shared description of what the neighborhood will be in 10 years if the plan is successful.
- **Goals** are long-term outcomes the plan will achieve by implementing programs, policies, and projects.
- **Policies** set a preferred direction and describe what must be done to achieve the goals.
- **Programs** are a set of activities that seek to realize a particular long-term aim.
- **Projects** are discrete actions for a list of implementation partners to take on and complete.
- **Partnerships** are commitments by organizations to work together to advance an outcome.



EXAMPLE IMPLEMENTATION TABLE – PROGRAMS, PROJECTS, PARTNERSHIPS

ID	Strategy	PPP	Detail	Timeline (Years)				Funding Source(s)	Implementers (bold = lead)
				0-2	3-5	5-10	Ongoing		
A.3.a	Zone Change	Project	Rezone Elm Street from Urban Industrial to Local Neighborhood Commercial to provide a mixed-use corridor within the neighborhood.	✓				None needed	Department of City Planning , Community-Based Organization
A.2.a	Mentorship Program for District Youth	Program	Establish afterschool program within District Elementary School that allows seniors from the community to voluntarily mentor students in grades 6-12.	✓				School District, Children's Foundation	District Afterschool Program , District Senior Center
A.1.a	Park Exercise Equipment	Project	Release Request for Solutions for vendors to provide exercise equipment for all ages and abilities. Select most popular options and install in the community park.	✓				City Budget	City Dept. of Public Works , CommunityBased Organization
A.2.b	Neighborhood Walks for a Purpose	Program	Create program with residents, businesses and the university that organizes weekly walking tours of the neighborhood with each week focusing on a different issue to address, activity, or topic of interest of faculty.		✓			CommunityBased Organization Operating Funds	Community-Based Organization , Business Association, University.
A.1.b	Accessibility Partnerships	Partnership	Create partnerships to ensure that the public right of way is designed and maintained for all users.		✓			None needed	District Accessibility Task Force , Transportation Department, and Community-Based Organization



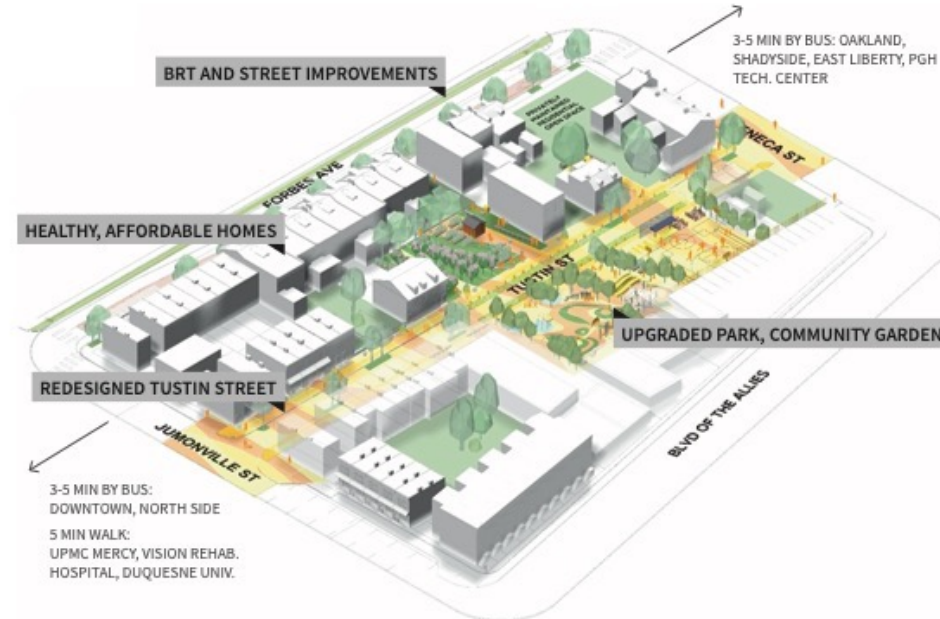
Example from Uptown

Tustin Smart Block

A public-private partnership to improve Uptown's only park, surround it with healthy and affordable housing, and connect it to jobs via Bus Rapid Transit (BRT).

Consistent with the ECOINNOVATION DISTRICT PLAN vision, the Tustin Smart Block concept proposes public and private investment in one of Uptown's few intact residential blocks. Infrastructure and homes in need of upgrades present a unique opportunity to lock in affordability at the

same time that improvements to the park and surrounding streets make this area a healthier, more enjoyable, and better connected place to live. A community-led program of block-level planning could follow to help transform Uptown while maintaining affordability.



Tustin Smart Park

Free wifi, solar powered outlets and lights, and public art are part of a City project already underway. Future improvements to the park and community garden will be tied together by a street that prioritizes community uses and trees.

Water and Sewer

PWSA is currently costing replacement of lead water lines and new sewer laterals that connect to Forbes Ave. Costs of making these improvements can be reduced by including them as part of BRT street reconstruction.

Better Homes

Improvements to homes will make them energy efficient and healthy, and may include establishing a solar collective using the block's roofs to provide its power. Investments must be linked to agreements that keep homes affordable.

Bus Rapid Transit

A rebuilt Forbes Ave will have trees, green infrastructure, safe crossings, and protected bike lanes. With BRT, Downtown, Oakland, East Liberty, and the North Side will minutes away.

POTENTIAL PARTNERS: CITY DEPTS, PAAC, PWSA, URA, UPMC, UPTOWN PARTNERS, DUQUESNE UNIVERSITY, CCI, PROPERTY OWNERS, ETC.



Strategy Details Example

- Title
- Publication date (to allow updates)
- What we heard (bullets)
- Ideal start (range of years from the matrix)
- Expected duration (months or years)
- Estimated costs (in dollar signs)
- Relevant illustrations
- Project goals and components
- Potential lead and partner organizations



Arts, Culture, and Design TAG

During July and August, staff convened a Technical Advisory Group (TAG) to provide expert advice on three strategies from the Community and Development Action Teams:

- Design guidelines
- Opportunities for public art or arts programming including near-term pilots
- Developing an organization to support arts, culture, and design initiatives



Arts, Culture, and Design TAG

- Experts were invited based on having specific knowledge of public art, management of cultural programming, and urban design. Staff who manage institutional facilities were also invited as potential implementers of the outcomes. All experts had experience working in Oakland.
- Over the course of four meetings, the TAG members reviewed comments from the planning process for each strategy, identified relevant best practices, and developed ideas about how the strategy should be implemented to meet the community's desired outcomes.
- Their ideas and recommendations will be utilized in the strategy details section of the draft plan.



TAG Participants

Name	Organization (Role)
Amy Bowman-McElhone	Carlow University (Art Program and Gallery Director)
Andrea Boykowycz	OPDC
Beth McGrew	University of Pittsburgh (Planning and Facilities)
Bob Reppe	CMU (Planning and Facilities)
Cate Irvin	OBID (Placemaking and Activation)
Christopher Drew Armstrong	University of Pittsburgh (Architectural Studies)
Farooq Al-Said	1Hood Media
Golan Levin	CMU (Frank-Ratchye STUDIO for Creative Inquiry)
John Krolicki	UPMC (Facilities and Services)
Jon Rubin	CMU (MFA Program)
Jonathan Kline	Studio for Spatial Practice
Rachel Rearick	Contemporary Craft
Ray Gastil	CMU (Remaking Cities Institute)
Sarah Minnaert	DCP (Public Art and Civic Design Manager)
Renee Piechocki	Arts Consultant



Recommendations: Design Guidelines

Comments from the planning process (excerpt):

- Design guidelines should help developers and the community to create engaging and unique spaces that express Oakland's culture and heritage, particularly on the major corridors.
- Goal should be to create healthy, sustainable, enjoyable, and welcoming places.
- Public art, open spaces, and building design should help to recreate and retain the heart and soul of Oakland that allows residents to feel that development contributes to their neighborhood instead of serving only to displace.
- Need to establish a productive role for community in how buildings are designed. Special attention should be paid to integrating marginalized members of the community including Oakland's BIPOC and disabled residents into design decisions. This likely will involve some capacity building in addition to the guidelines themselves.



Recommendations: Design Guidelines

Summary of recommendations:

- Propose non-traditional guidance to help design teams and developers in create public spaces and design features that are welcoming, unique, eclectic, and provide distinct cultural value. Value local involvement, flexibility, iteration, and evolution over rigid architectural rules. St. Pauli Code from Hamburg, Germany as potential model.
- Use new development to establish outdoor and indoor art spaces that can be programmed and curated, as well as spaces for artists/designers to create work and live affordably.
- Establish guidance, specific places, organizational support for “safe spaces” for expression and dialogue about important issues of the time.



Recommendations: Design Guidelines

Summary of recommendations (continued):

- Establish guidance for infrastructure investments to maximize the value and impact of these projects for the community: stormwater management, parks, rec centers, pools, libraries, community centers, energy, city steps, bus stops/stations, busways, lightrail, etc.
- Move past the gentrification issues associated with “place making” which ignores that there is already place, focus on “place keeping” or enhancing elements of a unique sense of place.



Recommendations: Art Opportunities

Comments from the planning process (excerpt):

- Improve the experience of waiting for transit through art, better lighting, signage, and other furnishings.
- Work with institutions, developers, and other organizations to create galleries, studios, and live-work opportunities in Oakland.
- Establish public art walking tours that help visitors explore Oakland, grow efforts to repurpose parts of the streets and public realm for community-supporting uses, and create new opportunities for expression in the public realm.



Recommendations: Art Opportunities

Summary of Recommendations:

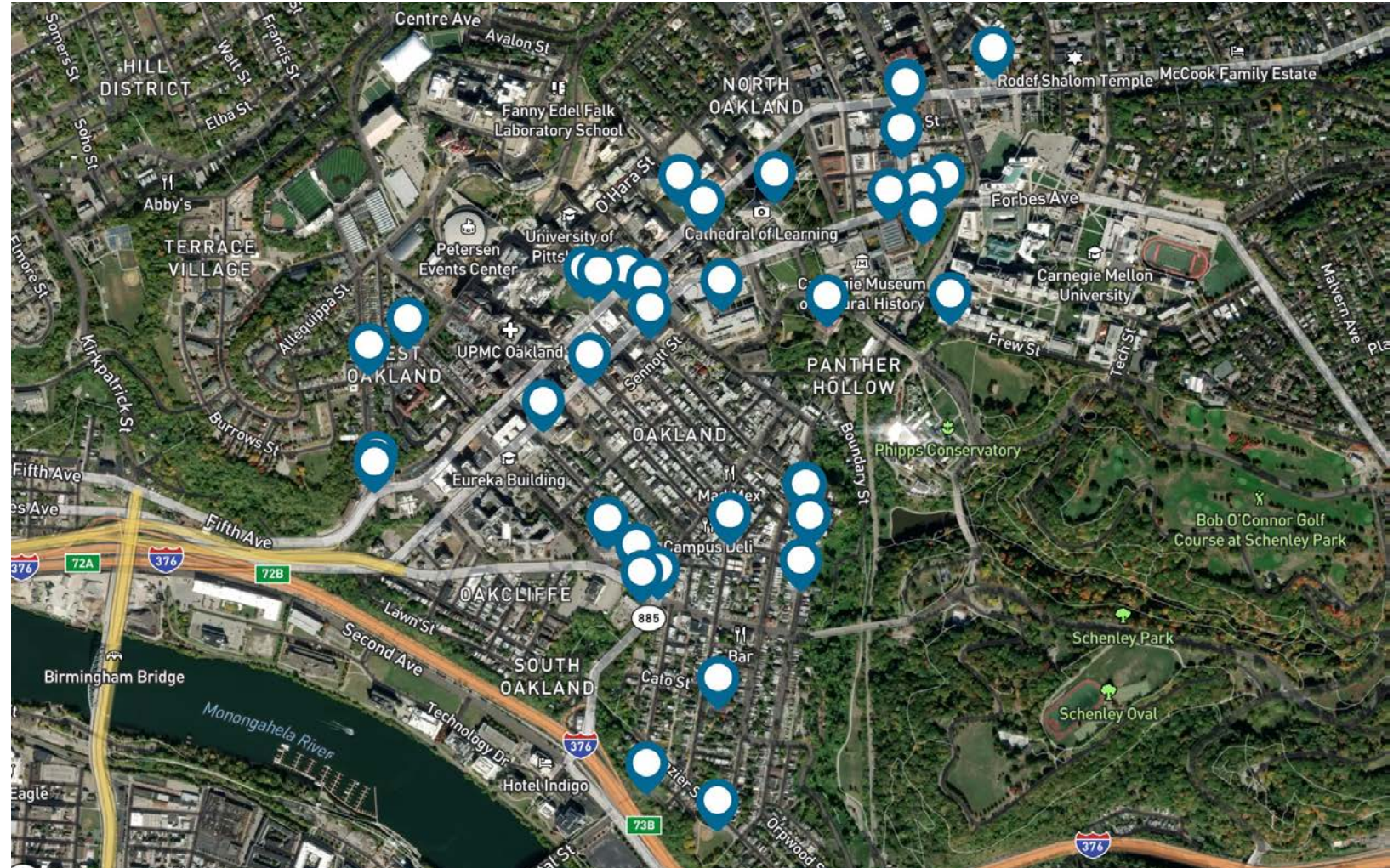
- The Zoning Code could be amended to support art investments in buildings such as through the percent for art idea.
- A public art and architecture walking map was created by CMOA and OPA in 2006 that could be updated and built upon for the walking tours component.
- Institutions should think about their Institutional Master Plans (IMPs) as a way to identify pilot and more long-term opportunities. Most of the current generation of IMPs make a commitment of some sort to public art investments, but the location and nature of these may best be about opportunities that arise either as part of new development, infrastructure, or open space projects.



Recommendations: Art Opportunities

Opportunities map

[Link](#)



Recommendations: Organization

Comments from the planning process (excerpt):

- Establish an organization or committee of organizations that serve functions like the Cultural Trust Downtown to create spaces, programming, and opportunities in Oakland. Need to clearly show how this organization has structural connections to the Oakland community and particularly residents.
- Establish funding (grants, ongoing initiatives) that supports artistic interventions that help to make Oakland more of an innovative, inclusive, and resident-serving urban experience. Programming and installations should explore and honor the heritage of the many and varied groups of immigrants and cultures that have and continue to contribute to Oakland (residents, business owners, researchers, etc.) and communicate that Oakland is a welcoming place to live, work, learn, worship, and play.
- The museums, library, and other cultural attractions should collaborate on a program that engage people of color in Oakland and especially neighborhood children through outdoor arts and culture activities. All children who grow up in Oakland should have free access to cultural attractions.



Recommendations: Organization

Summary of Recommendations:

- Oakland has many arts and culture organizations. This strategy should create a forum for all of them to be welcome, collaborating, and informing each other. The model here needs to establish a collaborative and working group format.
- Could serve as a design review committee in the community that is a shared design review process across stakeholders.
- In general, there is a strong need to reduce barriers through organizational efforts and in partnership with the City and property owners.
- Important to tap the activities taking place within the universities (e.g., CMU Committee working on how art and design programs serve communities, Masters of Arts Management and Studio Arts programs at both universities. Appealing for these programs to have highly visible role in the Fifth and Forbes Ave corridor.



Recommendations: Organization

Summary of Recommendations (continued):

- Organization should develop partnerships with Oakland non-profits and organizations to strategically provide affordable live-work opportunities for artists in Oakland. For example, a partnership with OPDC's CLT to establish more live-work spaces for artists.
- When spaces are created, a budgeted curator, arts administrator, or creative director needs to be part of the proposal to keep the space functioning and changing. The selection of the curator can help to signal the kind of art and expression that is desired. Where students are involved, curation is crucial given their schedules and changing course offerings.
- Group needs to establish standards to reduce the exploitation of artists, particularly artists of color. All artist work and time must be compensated.



Recommendations: Organization

Summary of Recommendations (continued):

- Wherever furniture, fixtures, and equipment is part of projects, particularly those that are open to the public, on public space, or using public dollars, the furniture, fixtures, and equipment (FF&E) should create opportunities for local artists as well. Creating these connections with local crafts community could have many benefits.
- Role to establish and protect physical “safe spaces” for art that can be responsive, meaningful, create dialogue with issues of the time without red tape and too much process (e.g., 1Hood space in North Oakland).
- Advise/manage expenditures of development dollars committed to public art, design, open space.



September In-Person Events

TUESDAY, SEPT. 7, 5-7 p.m. – South Oakland Block Party *

THURSDAY, SEPT. 9, 2-4 p.m. – OCA West Oakland Walking Tour ~10 residents

THURSDAY, SEPT. 9, 5-7 p.m. – Central Oakland Block Party *

TUESDAY, SEPT. 14, 11 a.m. to 2 p.m. – PittServes Volunteer Fair ~800 attendees

TUESDAY, SEPT. 14, 5-7 p.m. – North Oakland Block Party *

SUNDAY, SEPT. 19, 1-3:30 p.m. – Oakland Square residents meeting ~15 attendees

TUESDAY, SEPT. 21, 5-7 p.m. – West Oakland Block Party *

FRIDAY, SEPT. 24, Noon to 4 p.m. – BikePGH Bike to Campus Fair ~200 attendees

Block party attendees: ~450

Total: ~1,475 attendees





Online Comments

Artificially low due to use of City tablets at in-person events

Overview

Performance Summary

1,240
Views

746
Visits

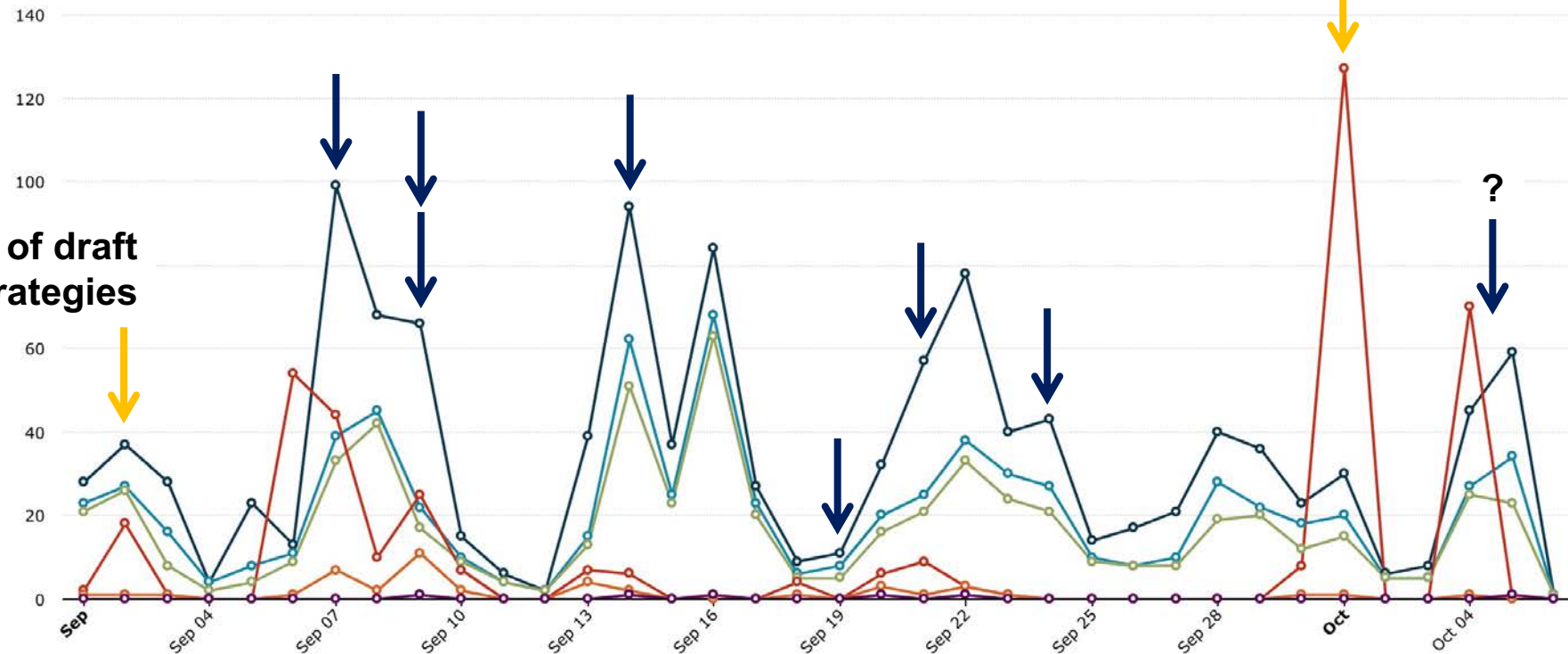
487
Visitors

402
Contributions

29
Contributors

Upload of comments from boards and notepads

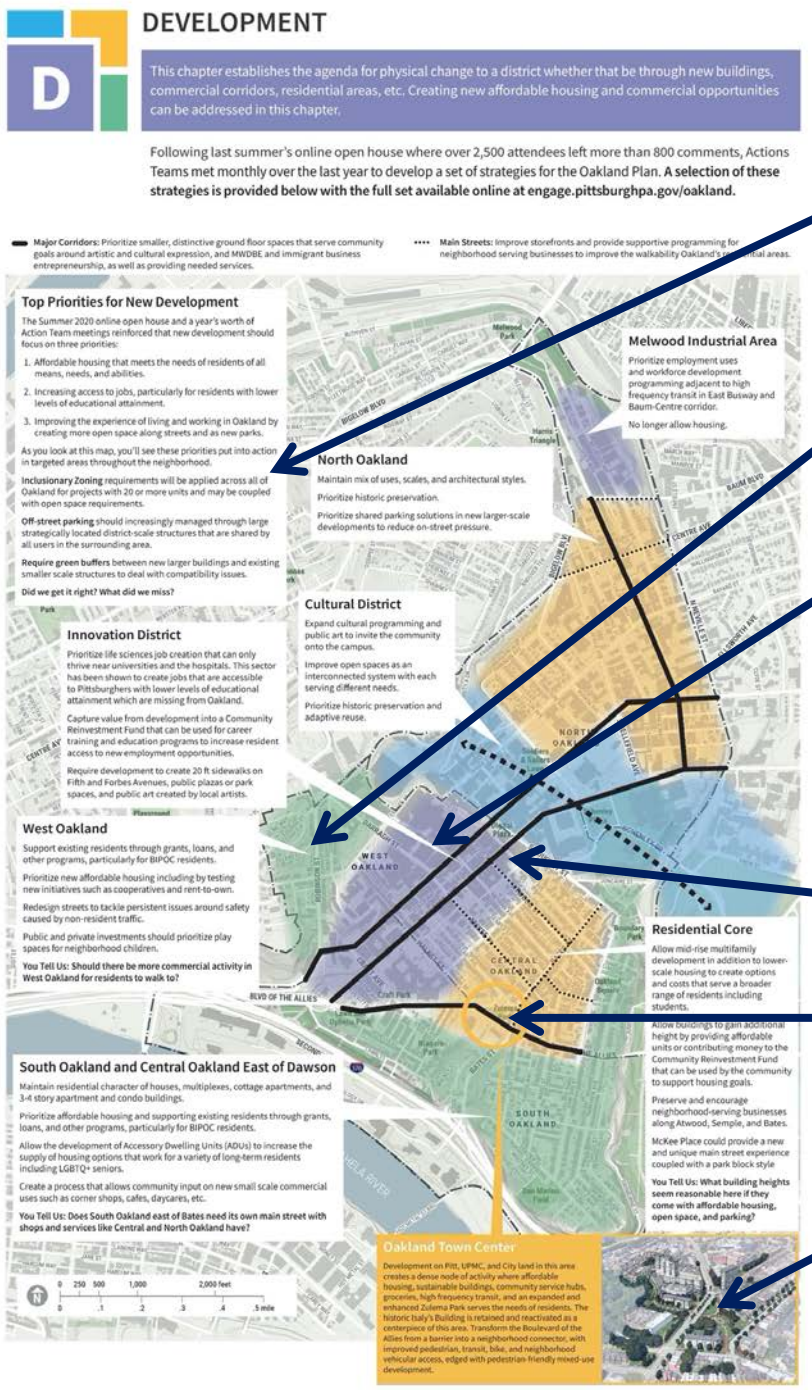
Posting of draft strategies



Types of Strategies

- **Mapped Strategies:** those that are specific to a location, district, neighborhood area, etc.
- **Unmapped Strategies:** those that are not specific to a place, but instead apply to all of Oakland and its activities.
- **Overlaps:** there are inherently some overlaps, so some things showed up on mapped and unmapped boards/posters as well as multiple topics (e.g., Community, Development, Mobility, and Infrastructure).
- **Online Equivalents:** we had the same materials online during the entire month of September with equal ways of providing comments.





Mapped Strategies Comment Summary (1 of 3)

- Review proposals on EngagePGH. Note: 66+ comments

Multiple comments about the need for more affordable housing, particularly by applying mandatory Inclusionary Zoning, OPDC Community Land Trust, height bonus, and/or investment in Community Reinvestment Fund.

Concerns about loss of existing affordable housing, including when affordability requirements expired on originally affordable housing developments like Oak Hill.

Multiple comments supporting the Innovation District proposal to increase access to jobs, particularly for residents with lower levels of educational attainment.

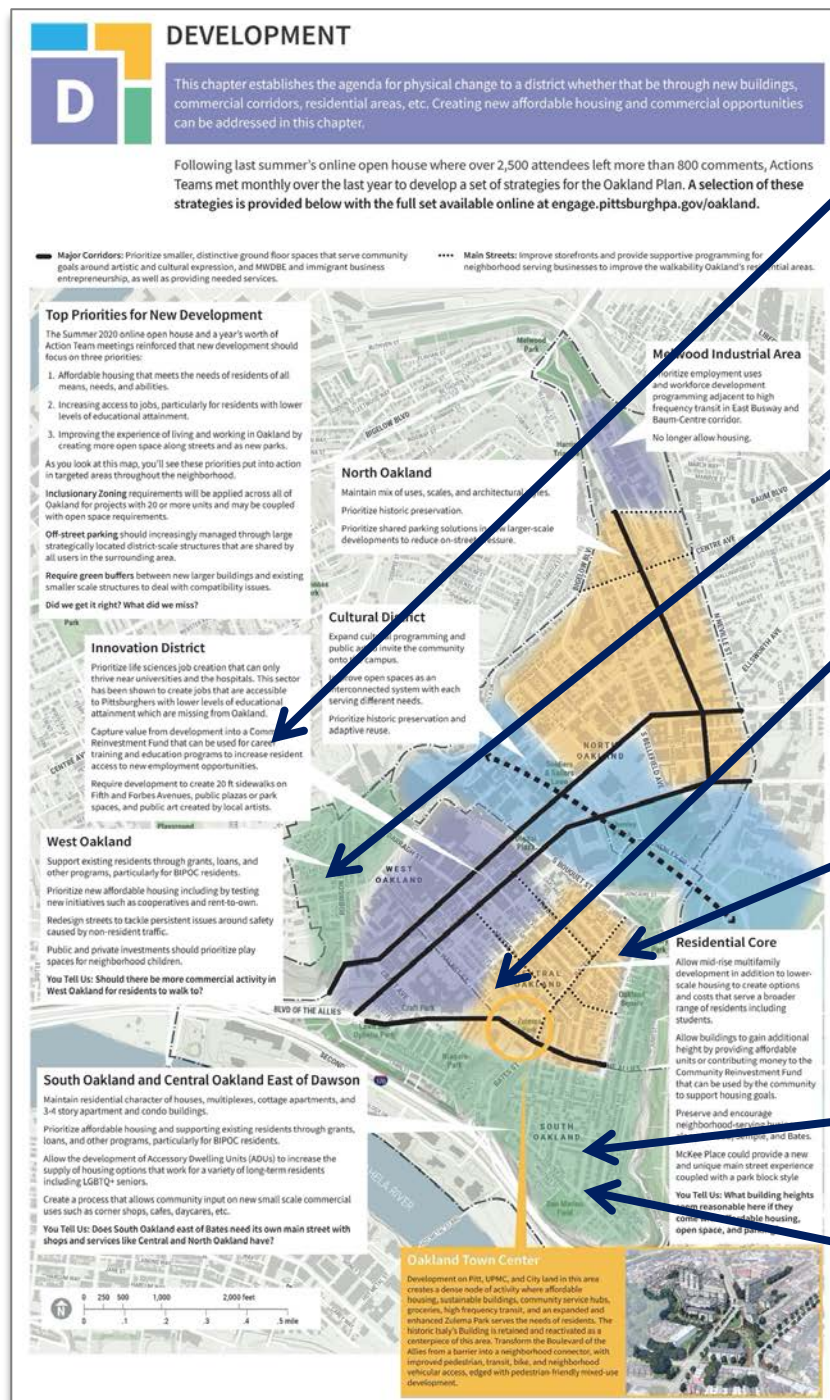
- Desire to engage in cross-sector conversations about community led development and improvements for ongoing development that take into account history and displacement.

Multiple comments support pedestrianizing more streets such as Craig Street similar to Oakland Ave (crossover with other ATs).

Multiple comments supporting the Oakland Town Center proposal, particularly affordable housing, sustainable development, expanded open space, closing Zulema Street and creating paths to surrounding areas, transit-oriented development, grocery store (more below).

Multiple comments supporting a grocery store, particularly one that provides affordable, fresh, healthy food options. Specific vendors identified included Aldi or Wegman.





Mapped Strategies Comment Summary (2 of 3)

Desire to see clearer linkages between the Community Reinvestment Fund concept and how those funds would go to programs like workforce development in the Innovation District and MWDBE entrepreneurship programs that would fill ground floor spaces in new structures, particularly as created on along the Boulevard of the Allies.

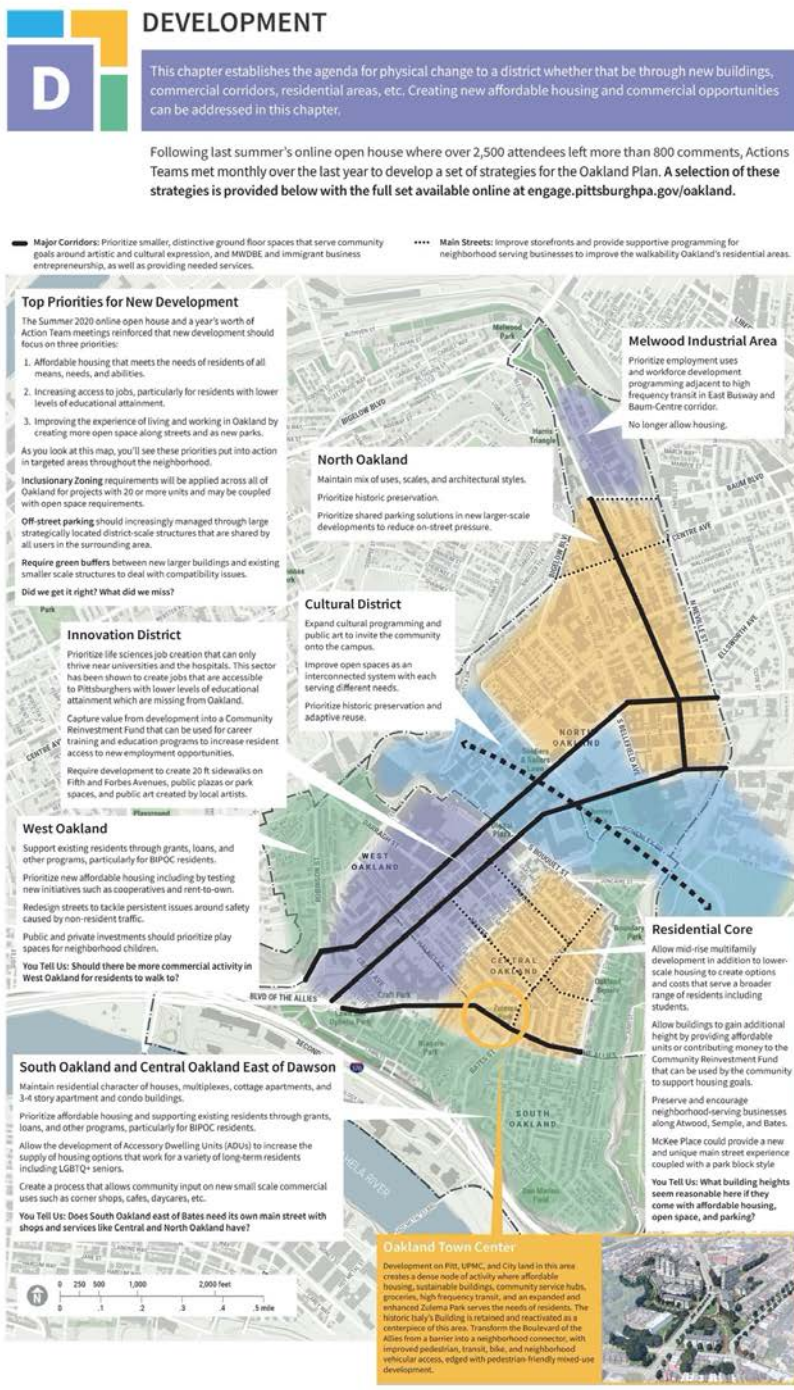
Multiple comments support more corner shops and grocery options for West Oakland to avoid having to climb steep hills. Could be in ground floor of new institutional buildings adjacent to the residential areas.

Special attention should be paid to Coltart Ave which sits between Halket Street and McKee Place where significant development has been proposed by Walnut Capital. Impacts from surrounding redevelopment need to be mitigated.

Specific to the area between Bates and Dawson in Central Oakland, Oakland Square residents support smaller scale apartments consistent with the historic structures, open space included as part of new development, but not necessarily bonus height here even if it comes with investments in affordable housing.

Support for Accessory Dwelling Unit proposal, but comments about a more inclusive approach that provides more choice and options for all.

Multiple comments support more corner shops, cafes, small scale retail in South Oakland. Reuse historic spaces for these uses. Make sure they are affordably priced.



Mapped Strategies Comment Summary (3 of 3)

- Limit density in Panther Hollow.
- General discussion with Oakland Square residents about the value of neighborliness. Want longer term residents because they want neighbors, people to share the work of maintaining the place. Doesn't matter if they live in apartments, condos, or homes. Would likely support small-scale multi-unit redevelopment between Bates and Dawson if it can appeal to long-term residents and be designed to reinforce community interactions such as through shared courtyards, community gardens, and open spaces. Pitt needs to find a way to be a better neighbor that beautifies the neighborhood, helps deal with problems as they arise, supports residents.





D

DEVELOPMENT

This chapter establishes the agenda for physical change to a district whether that be through new buildings, commercial corridors, residential areas, etc. Creating new affordable housing and commercial opportunities can be addressed in this chapter.

Following last summer's online open house where over 2,500 attendees left more than 800 comments, Actions Teams met monthly over the last year to develop a set of strategies for the Oakland Plan. A selection of these strategies is provided below with the full set available online at engage.pittsburghpa.gov/oakland.




Sustainability for All Buildings

Establish requirements, incentives, and funding programs for new buildings that ensure as sustainable as possible. All buildings, including existing ones, should meet the highest standards and come with green systems wherever possible. Improve the energy efficiency, function and health of existing buildings through requirements, programs, and relationships with property owners and building managers.




Green Buffers to Overcome Building Scale Issues

Tall buildings often cause concern because they cast shadows onto surrounding smaller scale buildings, block views, and result in less green space. Green buffers between buildings are required to create a green buffer between buildings. Green buffers will be expected to serve a dual function: to provide a public pedestrian connection through a long block, and to provide a green buffer (e.g., stormwater management and habitat). For very tall structures, these buffers may need to be augmented by upper floor setbacks.



Comprehensive Parking Strategy

New development will be required to invest in Transportation Demand Management (TDM) that greatly reduces the need for residents, employees, students, and visitors to travel by car. But new development also needs to help solve Oakland's existing parking issues. Large district-scale parking garages should be strategically located and ideally placed underground or surrounded by development. Their presence and maximize above-grade development opportunities. They should be funded and shared by all users in the surrounding area to draw cars out of street parking. Their design should also allow for conversion to other uses as parking demands change. Finally, the on-street parking permit districts in Oakland need to be recalibrated and illegal parking targeted through enforcement.



Prioritize Building Preservation and Reuse

Preserve historic buildings to retain character of certain areas, sustainably reuse buildings, retain history, and attract people to the neighborhood by providing unique experiences.



Line of Sight to Career Opportunities

Map and understand the career pipeline programs in place, what works, what doesn't, and fill the gaps. Establish a workforce committee with major employers to continually share practices, link together to launch new initiatives, share opportunities with residents. The main goal should be to connect residents and their children to opportunities.



DEI Targets

Work with institutions and major employers to establish shared targets for local firms, MWDBE firms, Oakland residents, and other local businesses. Any project seeking funding from Oakland organizations or on institutions should meet these goals. Base proposals on metrics elsewhere to ensure targets are meaningful and accountable to create accountability. Meeting these targets will require mentorship programs and other work to build up the pipeline of these businesses.

Community Reinvestment Fund

The growth and development of Oakland should benefit Oaklanders as well as the city and region. As noted on the other Development board, we propose a system of requirements and building height incentives that creates a predictable and transparent process for developers to contribute to community needs for affordable housing, jobs, and open spaces. Projects that can't deliver affordable housing or career opportunities would be required to pay into a fund that is administered by a committee of Oakland organizations and residents to drive investments into projects and programs that improve conditions for residents. These development funds could be matched by other grants or donations to increase the impact of specific programs.




Community Role in Design

Many Oakland residents and community groups struggle with development that they feel happens to them instead of for them. This project would educate and empower communities to productively and collaboratively participate in the future of their built environment. We would endeavor to rethink the City's and community's role in development by establishing processes and guidelines for developers to include communities meaningfully in the design of buildings that contribute to a more just and sustainable future for that place.



Minority and Immigrant Business Focus

Ground floor spaces on all commercial corridors, but particularly Fifth and Forbes Avenues and the Boulevard of the Allies, should be made more spaces for MWDBE and immigrant owned businesses to overcome inequities and create a unique retail experience. This could potentially serve as an international market for goods and services. There is a strong market for global food and goods that often spills into surrounding neighborhoods. The Pittsburgh Regional Development Corporation's study shows this is a highly desirable location for Latin American entrepreneurs.




Oakland Desires Development

Online input and Action Team members agreed that the plan should dispel the myth that Oakland residents wouldn't support new apartments and condos. The issue is that they want them to be well designed, appropriately scaled, and come with affordable units. The Summer 2020 online open house showed that 82.1% of attendees supported these buildings if they had affordable units.



Missing Middle Housing

Missing Middle Housing types provide a range of housing options, such as multiplexes, cottage apartments, and small scale townhomes. These house-scale buildings fit seamlessly into existing residential neighborhoods and support walkability, locally-serving retail, and public transit. They provide a spectrum of affordability to address the mismatch between the existing housing stock and shifting demographics combined with the growing demand for housing. (Source: MissingMiddleHousing.com)



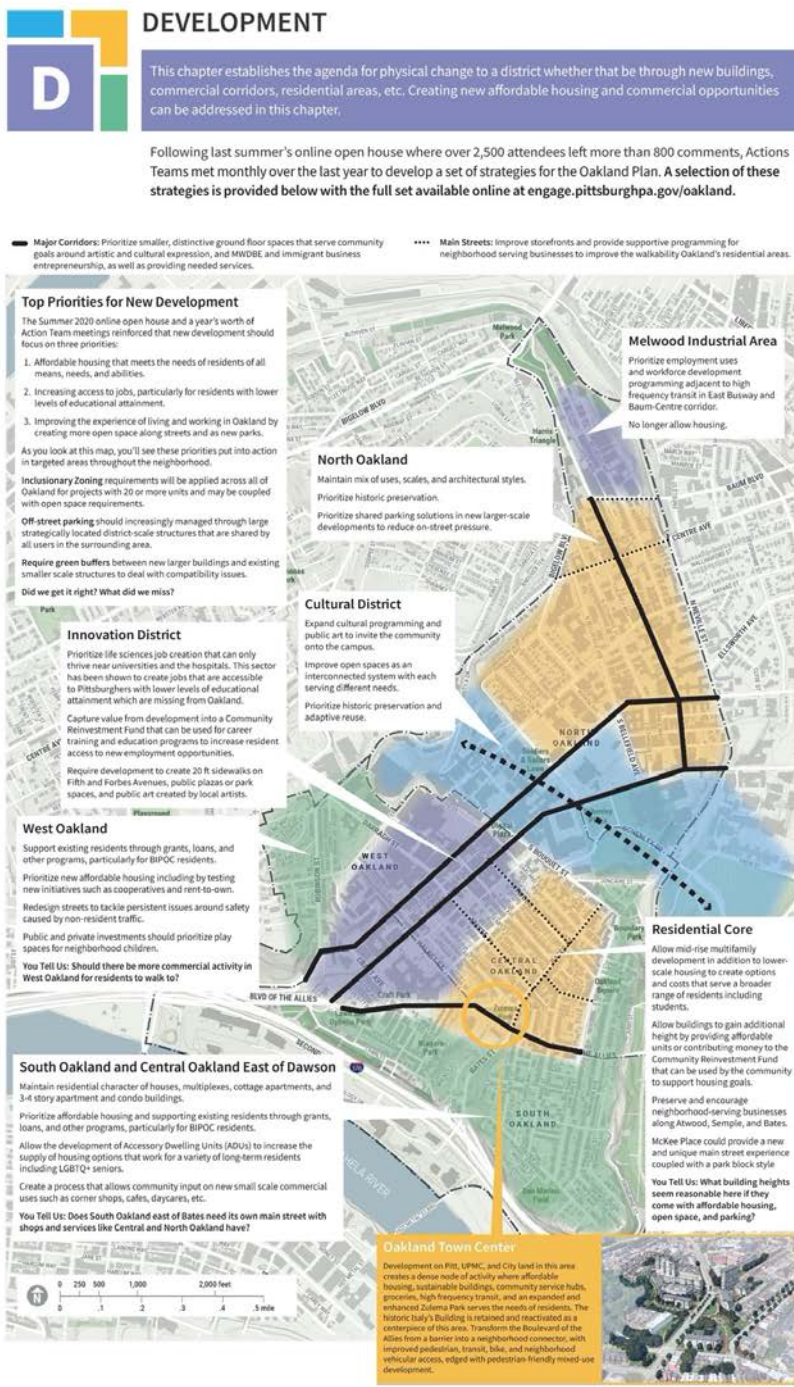
Employer Assisted Housing

Work with major employers to establish Employer Assisted Housing Programs, consider if there are benefits of a shared program with other institutions. Program(s) must be linked to those building and advocating for the needs of employees can be met. Consider maintaining waitlists for housing that are then used by developers as they establish projects and decide how to look to lease/sell them. Identify a role for smaller businesses to be part of this program.

Unmapped Strategies Comment Summary (3 of 3)

- Review proposals on EngagePGH. Note: 34 votes/comments
- Attendees in-person were given a marker and asked to put checkmarks on items they supported and Xs for items they did not.
- The green numbers represent checkmarks from in-person and online engagement.
- Green Buffers received two checkmarks (support) and one negative comment: "Buildings 'substantially taller than adjacent ones' need not be built. Upper floor setbacks still block views. Why is the emphasis always on 'let the developer get his too-high' building?"

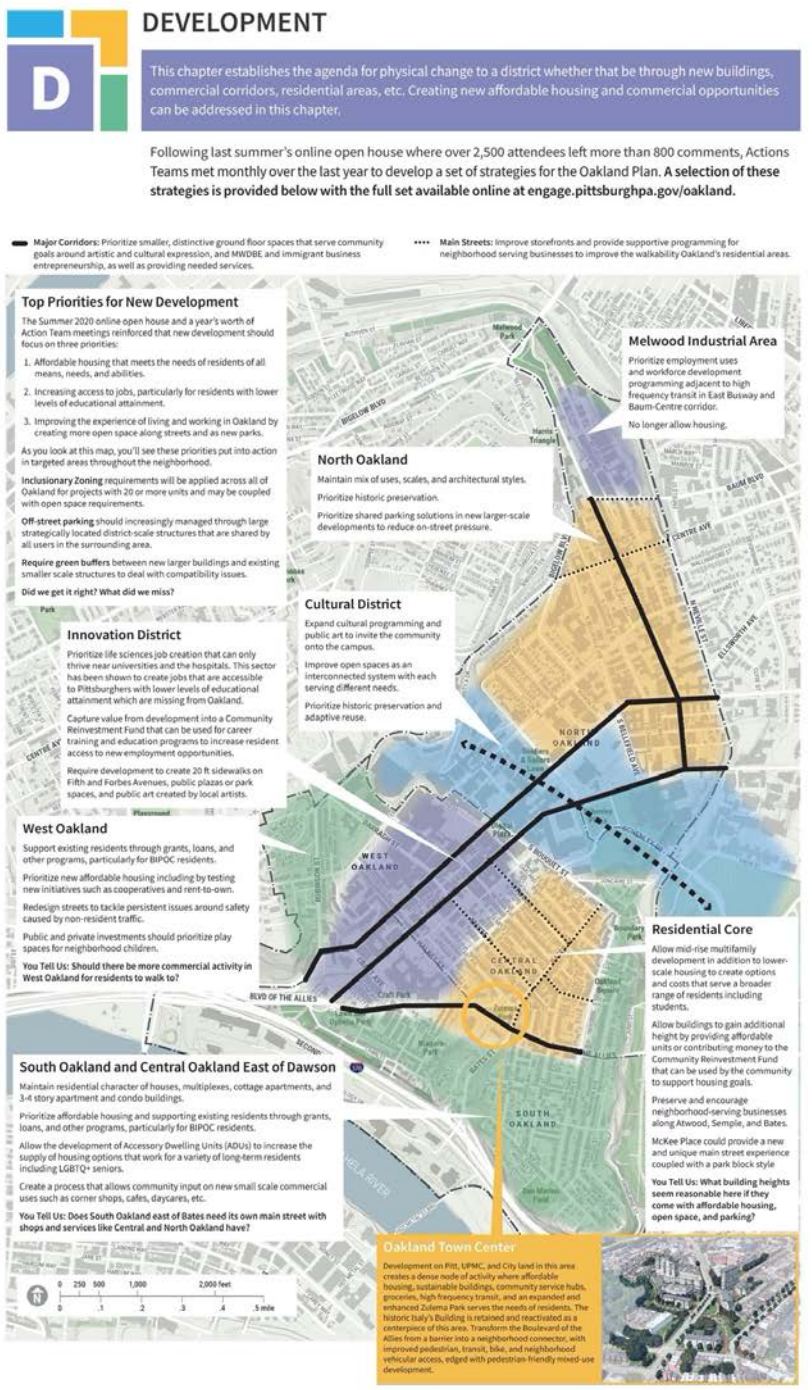
30



Next Steps

- Review land use proposals with the Steering Committee (this month)
- Work with Zoning and Development Review staff to understand how the Zoning Code would need to be amended to achieve desired outcomes
- Outline the details of potential Zoning Code amendments and share with Steering Committee and public
- Develop the details of the Workforce Development Performance Point for application in employment areas (value capture)
- Develop the details of the Community Reinvestment Fund (involves interviews and potentially a focus group)
- For all strategies, work through details of implementation with relevant organizations (e.g., who takes leadership role, who supports, timeline, funding, etc.)





Discussion Questions

- Do you have any comments on the strategies as they were presented during the September public events?
- Is there anything we missed in our review of the public comments that you think should be utilized to shape the proposals that go to the Steering Committee for review?



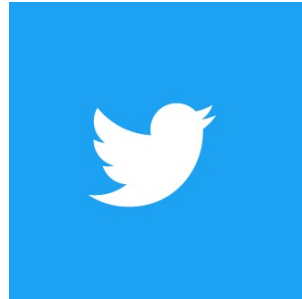
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