



# MANCHESTER [RE]UNITED

A **T**ransit **R**evitalization **I**vestment **D**istrict [TRID]

ACTION STRATEGY

**JANUARY 2022**

# ACKNOWLEDGMENTS

The Manchester-Chateau TRID Planning Study was generously funded by the City of Pittsburgh, Manchester Citizens Corporation, Millcraft Investments, and the Urban Redevelopment Authority.

Special thanks to the interest, input, and commitment made to this effort by the following political representatives and community organizations, and individuals that made up our Steering Committee:

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We thank our committee members for their dedication and their time.

## TRID PLANNING TEAM

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**CHAPTER**

**1**

# INTRODUCTION

## HISTORY & CONTEXT

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Manchester-Chateau is a neighborhood with a rich history and an enduring legacy. Today, Manchester-Chateau has the most historically significant collection of architecture of any neighborhood in Pittsburgh. In many ways the Neighborhood's history reflects the history of Pittsburgh. Located along the Ohio River, the area's proximity to major waterfronts made it ideal for business development throughout the 19th century. Like many city neighborhoods, Manchester experienced a gradual population decline after World War I as residents began to leave urban areas for the suburbs. The Manchester-Chateau Neighborhood has also suffered as a result of outdated infrastructure and riverfront use policies of the last century. But, the event responsible for the most devastating decline of the area was the construction of PA State Route 65 (SR-65) in the 1960's which divided Manchester-Chateau into two distinct areas: Chateau, a business area, and Manchester, the historic residential area.

After the construction of the highway, over 700 families and businesses in Chateau were removed and replaced with warehouses, light industry, shipping, and institutional uses. The outcome is a neighborhood with vital heritage as a home to African-American residents on the east side of the highway now completely walled off from the riverfront and economic activity in Chateau.

Meanwhile, on the west side of the highway is an active industrial and institutional area with no residential buildings and limited activation along the waterfront. Overall, it is a neighborhood physically and practically divided by State Route 65.

Manchester-Chateau is on the verge of great change. The location is extremely desirable, being directly across the river from Downtown and having 1.65 miles of riverfront that encompasses the Carnegie Science Center and Rivers Casino as well as a collection of buildings that exemplify early brick and stone industrial buildings and warehouses. Though navigating street connections across SR-65 is challenging, the topography west of SR-65 is relatively flat; many streets are wide enough to accommodate multiple modes of travel in addition to on-street parking. East of SR-65, the several blocks within the residential portion of the neighborhood exemplify Pittsburgh's vernacular rowhouse architecture with brick, tree-lined streets. The Manchester-Chateau Neighborhood also benefits from existing transit access, which provides residents essential access to jobs and entertainment in Downtown and beyond. The transit networks throughout Manchester-Chateau are the focus of revitalization efforts by public and private multi-modal investments planned in the area.

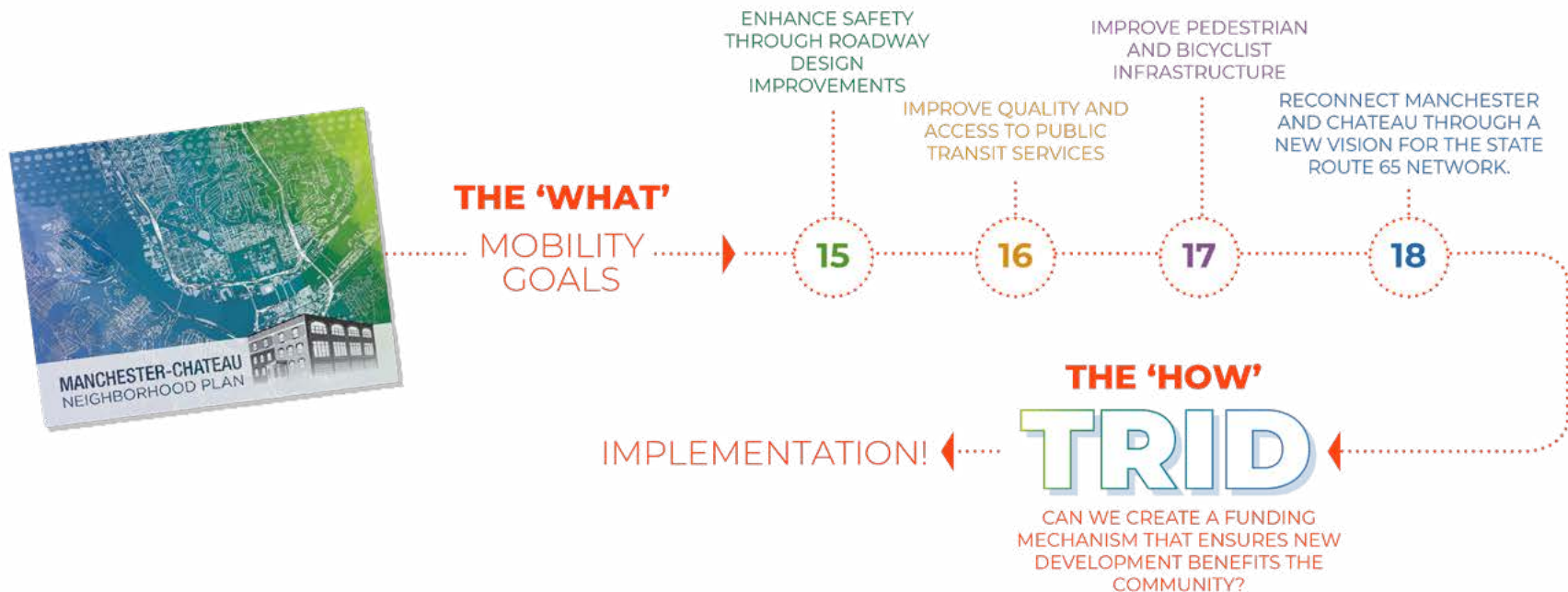
Larger sites and the opportunity to connect to the greater riverfront are driving potential development projects in the area. During the past 20 years with the growth of resident, employee, student, and visitor populations citywide, many of Pittsburgh's riverfront edges have transformed with substantial redevelopment and investment. In 2018, the majority of the City's riverfronts were rezoned to facilitate responsible and sustainable development while protecting the three rivers as economic, cultural, and ecological resources that contribute to the public's environmental, recreational, and aesthetic wellbeing. Opportunities are emerging along the Manchester-Chateau riverfront which include new uses to complement the existing industrial uses.



## 4 Manchester-Chateau Neighborhood Plan

Manchester Citizens Corporation (MCC) and the Department of City Planning (DCP) partnered to develop the Manchester-Chateau Neighborhood Plan as a comprehensive, forward-looking plan. The Manchester-Chateau Neighborhood Plan (MCNP), adopted in 2019, is comprised of four main chapters that address strengths, weaknesses and opportunities to be built upon in order to help reunite Manchester and Chateau through the development of public

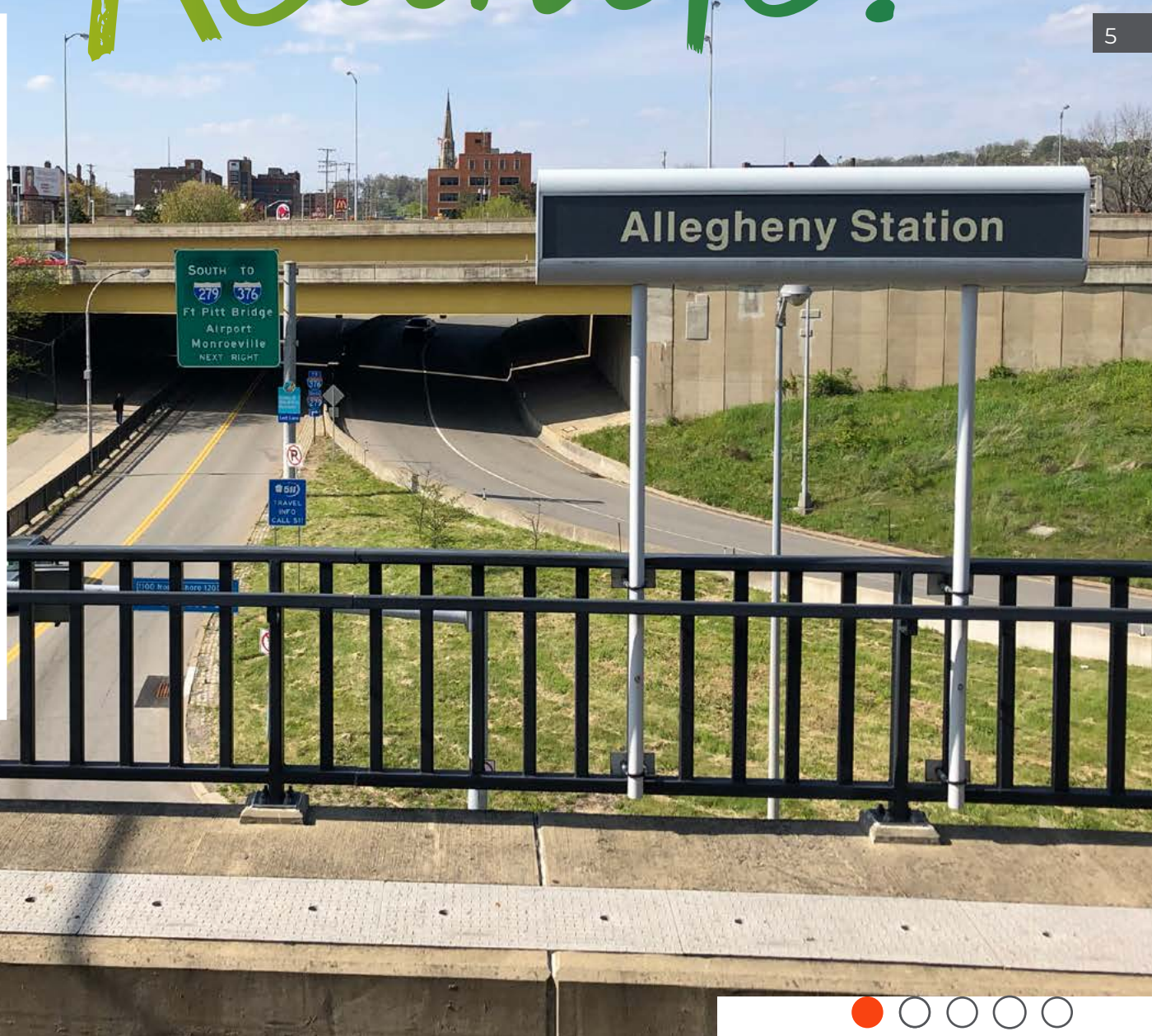
infrastructure, improved housing affordability, and other neighborhood elements. Each of these chapters — Community, Development, Mobility, and Infrastructure — are broken into actionable items to be undertaken by the City of Pittsburgh, community leaders and other partners. During the process, stakeholders identified their top three priorities: (1) ensure housing affordability, (2) enhance connections to other City neighborhoods, and (3) provide economic opportunity and stability.



# Reunite!

## Why is this plan titled Manchester Reunited?

The construction of PA State Route 65 (SR-65) in the mid-twentieth century completely bifurcated the Manchester-Chateau neighborhood. Residents, the City of Pittsburgh, partner agencies, and local non-profit partners are determined to improve safety, accessibility, and connectivity within the neighborhood. This effort includes the transformation of SR-65. The Manchester-Chateau Neighborhood Plan (MCNP) outlines a series of short-term, mid-term, and long-term recommendations to address the challenges posed by SR-65. In addition, the structure of SR-65, itself, is being re-imagined and is in the early stages of studies for a transformation. This work is intended to take the next step building from the neighborhood plan to develop specific actions, backed with new financial resources to reunite Manchester. Manchester Reunited is the driving idea behind the collection of actions illustrated here.



## PLANNING PROCESS & PURPOSE

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### Purpose

The Manchester-Chateau TRID Action Strategy was initiated to explore the use of a Transit Revitalization Investment District (TRID). A TRID is a financing mechanism designed to capture the value of new development and reinvest that value into the community guided by what the community wants to see. It is a tool that can help to create equitable transit-oriented development (eTOD) near the Allegheny Station, and new public infrastructure improvements necessary to better enable walking, bicycling and access to more affordable, reliable, and equitable transit. The TRID Action Strategy explored planned and proposed development of vacant land and parking located in the North Shore, Chateau, Manchester and other areas that could be included in the value capture area. This included the envisioned Esplanade site, described on page 9.

The planning process consisted of three phases:

- › **Existing Conditions** phase which encompassed observation, research, and outreach to assess neighborhoods dynamics and a physical environment around the station areas to understand traffic and circulation patterns;
- › **Preliminary Recommendation** phase which included the development of objectives, recommendations and a value capture analysis based upon potential development; and
- › **Final Plan** phase of work which packaged all materials into a draft plan for community review.

Over the course of the three phases, a series of interviews, focus group discussions, and a hybrid approach utilizing online tools \*and\* analog print methods were used to introduce the Action Strategy and its goals to the public, solicit ideas and opinions, and outline specific recommendations to achieve the stated goals. Feedback from these outreach methods as well as from the Steering Committee – composed of public-, private- and nonprofit-sector stakeholders – helped to create guiding objectives, refine the recommendations and identify priority projects.

# goals

The major goals of the Manchester-Chateau TRID Action Strategy are to:

- › **Reunite Manchester! Bridge the psychological and physical barriers** that exist between the Manchester-Chateau neighborhoods, the River and the Allegheny Station
- › **Support catalytic development to spur continued growth** and stability in the area for years to come
- › **Ensure new North Shore development** benefits the Manchester-Chateau neighborhood
- › **Make public infrastructure improvements** to facilitate safer and greener modes of transportation in the study area
- › **Maximize the use** of publicly-owned vacant land and surface parking lots

This TRID Action Strategy pulls together extensive data along with resident voices to examine the opportunity to use TRID as a funding tool to implement transportation projects which were determined to be high priorities by the preceding Manchester-Chateau Neighborhood Plan and public engagement associated with this Action Strategy. Resulting recommendations emphasize ways the URA can leverage the Light Rail as an asset and bridge the psychological and physical barriers created by the elevated highway, SR-65. Recommendations also include proposed land uses and development opportunities within the area of study based on market analysis, community feedback, and stakeholder conversations.

## Date, Funding, Management & Oversight

The TRID Action Strategy began in April 2021 and was completed in December 2021. Funding was provided by the City of Pittsburgh, Manchester Citizens Corporation, Millcraft Investments, and the Urban Redevelopment Authority. Guidance was provided by the City of Pittsburgh and the Urban Redevelopment Authority, and the project's Steering Committee.

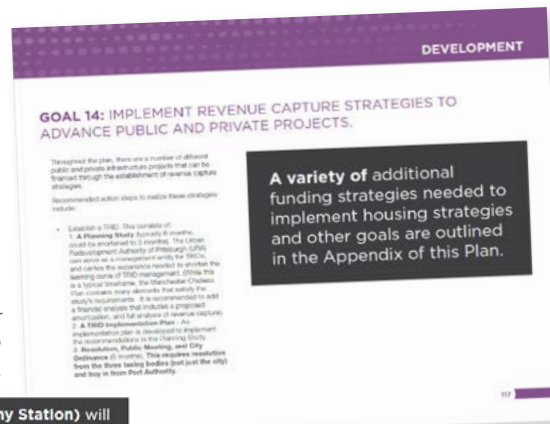
## Coordination with previous plans

The Manchester-Chateau TRID Action Strategy builds on the work of previous studies to fill in any gaps and to update with any recent changes in order to analyze existing conditions. The most critical, foundational plan for this effort was the Manchester-Chateau Neighborhood Plan (2019). This TRID Action Strategy aligns the goals in the Mobility Chapter of the Manchester-Chateau Neighborhood Plan—the comprehensive plan for Manchester-Chateau. These goals are:

- Enhance safety through roadway design improvements;
- Improve quality and access to public transit services;
- Improve pedestrian and bicyclist infrastructure; and
- Reconnect Manchester and Chateau through a new vision for the PA State Route 65 network.

Goal 14 (Page 117) of the Manchester Chateau Neighborhood Plan recommended this TRID study.

**A TRID (established around the existing Allegheny Station) will help finance eligible public and private projects in Manchester-Chateau.**



The Manchester-Chateau Neighborhood Plan (MCNP) identified the need to study a potential TRID around Allegheny Station as an early action in Goal 14 as a financing tool to implement planning initiatives. The Manchester-Chateau TRID Action Strategy must also align with the objectives identified in Allegheny Places—Allegheny County's Comprehensive Plan; the Southwest Pennsylvania Commission's 2019 Regional Active Transportation Plan; and the 2019 Long Range Transportation Plan—Smart Moves For a Changing Region. Other Plans and Studies which provided relevant background understanding for this TRID Action Strategy included:

- Manchester-Chateau Neighborhood Plan (2019)
- National Brownfields Center Study (2017)
- North Shore Riverfront Ecosystem Restoration Project, USACE (2016)
- Transit-Oriented Development Typology Strategy for Allegheny County (2013)
- East Liberty TRID Study and Implementation Plan (2011)
- North Shore Master Plan (updated 2011)
- North Shore Connector Final Design documents (2003)
- Southwestern Pennsylvania Commission:
  - Smart Moves for a Changing Region Long Range Transportation Plan (2017)
  - Active Transportation Plan (2019)
  - SmartMovesConnections Regional Transit Visioning (ongoing)
  - Regional Transportation Demand Management Action Plan (2019)
- City of Pittsburgh
  - TDM Guidelines for New Developments (2019)
  - Bike(+) Master Plan (2020)
  - ForgingPGH Land Use Master Plan (ongoing)
  - Uptown EcoInnovation District Master Plan (2017)
- Greening America Manchester and Juniata underpass project (ongoing)
- SmartMoves Connections: A Regional Vision for Public Transit (2021)

## The Esplanade Development

In 2016, Millcraft Investments began to explore development of a 1.2 million square foot, mixed-use project on a 15-acre wedge of riverfront land along the Ohio River adjacent to the Rivers Casino. A Ferris Wheel is proposed as a signature attraction, expected to reach nearly 200 feet high and attract between 350,000 and 400,000 visitors each year. The mixed-use development strategy also includes a hotel; an aquarium; apartments with 20% of the units proposed to meet standards of affordability; a condo building; and an office building expected to target life sciences firms and other tech companies.

The broader Esplanade plan also seeks to make a variety of changes to the public infrastructure surrounding it to enhance connectivity to the new destinations and housing. Notably, this includes conversion of Beaver Avenue from a one-way to a two-way street and improvements to the Juniata underpass, one of the only connections between Manchester and Chateau underneath SR-65.



## What is TRID?

Fortunately, the Commonwealth has provided a mechanism to facilitate the cooperation and funding that is needed to help make TOD projects work at the local level. The *Transit Revitalization Investment District Act* enables municipal governments and transit authorities to more closely coordinate transportation infrastructure, land use, and private development in the following ways:

- ▶ Providing incentives for transit-oriented development
- ▶ Establishing mechanisms to capture the value added by development around transit stops
- ▶ Encouraging community involvement in the location, design, and implementation of development activities
- ▶ Receiving priority for grants and technical assistance through the State's Department of Community and Economic Development (DCED)

A designated TRID establishes a TRID boundary where new value created from development within that boundary can be reinvested into community projects. These community projects are identified in an action plan which is the purpose of this document.

Since its genesis in 2004, the TRID legislation has evolved. On November 4, 2016, it was updated to expand the potential TRID boundary, from one half mile to three quarters mile from a transit asset. It also requires that a TRID and its boundaries are to be established by an ordinance, and further defines the management entity of the TRID. A copy of the TRID legislation can be found by visiting this link: [TRID Act #2016-151](#).

## What is eTOD?

Transit Oriented Development (TOD) is a national movement focused on encouraging growth and development in a way that leverages the value of local transit. It builds on the fact that those living around transit stations are five times more likely to use transit. Specifically, the goals are to promote transit use by:

- ▶ Building a mix of uses (retail, housing, office, open space) immediately adjacent to the station
- ▶ Developing housing that serves a range of incomes and family types including affordable homes for families and seniors as well as market-rate units
- ▶ Encouraging walking and biking, which further promotes transit use
- ▶ Creating distinctive designs that add value to the station and surrounding communities

### *eTOD takes this idea a step further...*

Equitable TOD (eTOD) advances development that enables all people regardless of income, race, ethnicity, age, gender, or ability to experience the benefits of mixed-use, pedestrian-oriented development near transit. eTOD elevates and prioritizes investments that close the socioeconomic gaps between neighborhoods that are predominately people of color and those that are majority white. eTOD projects value community voices in decision-making processes and in realizing community-focused benefits such as affordable housing, public health, strong local businesses, and environmental sustainability, and can be a driver of positive transformation for more vibrant, prosperous, and resilient neighborhoods connected to opportunities throughout the city and region.

*Local example: Through an innovative public-private partnership, the East Liberty Station Transit Oriented Development (EL TOD) project transformed six acres of publicly-owned property into a state-of-the-art multi-modal transit station and mixed-use development on Pittsburgh's Martin Luther King Jr. East Busway. The URA facilitated \$54 million in local, state, and federal investment in the \$158 million Eastside Transit Oriented Development project. This project included financing from Pennsylvania's first Transit Revitalization Investment District.*



Source: URA

## What is Value Capture?

Value capture is simply the local public attainment of new tax revenue gained by the increase in private land values that result from new public investments. When a TRID is formed, the new tax revenue is solely available for public improvement and development projects within that TRID area, thus enticing investment in that community. Future development projects and property assessments translate into future tax revenue which can be leveraged earlier for development and improvement funding. Value Capture is a powerful tool for community revitalization, and combined with the value of living near transit, station improvements, and increased ridership, TRIDs have the potential to make a meaningful impact on the surrounding neighborhood.

## TRID vs. TIF

Transit Revitalization Investment Districts are nearly identical to Tax Increment Financing Districts except for one key element: the notion of transit oriented development. In fact, the only difference between the two is the boundary rules for the creation of a district. While TIF Districts center upon distressed neighborhoods and vacancy, TRIDs target underutilized spaces adjacent to transit stations and nodes of public transportation.

## How TRIDs Work

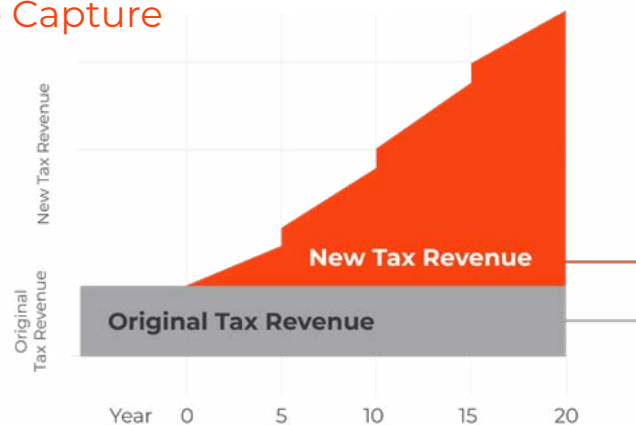
Transit Revitalization Investment Districts offer the opportunity to create designations where new tax revenue can be contained and solely used to support capital projects within the designated area. Through building partnerships and conducting a planning study, the creation of the TRID, itself, is a rewarding process that integrates community

education and outreach and can bring outside interest and financial resources to improve local transit and the surrounding community.

The first step in creating a TRID is to conduct a planning study to determine its exact location, geometry, and financial feasibility. Next, the municipality and transit agency must agree to the findings of the planning study and, if compelled, choose to move forward with the TRID, thus forming a TRID management entity to administer the TRID implementation. The roles and responsibilities of this entity are carefully devised and decided upon and, from this point onward, the managing entity will manage the implementation program set forth by the formation of the TRID.

## How a TRID Works: Value Capture

Increase in taxes from new development are captured and spent locally on priority projects, like Reuniting Manchester



Existing tax revenue continues to go to the City, County and School District

## TRID Process

Per the TRID legislation, a local government can designate a TRID in any geographic area within 1/8 to 3/4 of a mile from a transit stop. Once a location is identified, the process of planning, program management, implementation, and execution begins. See page 83 to view the steps that need to be taken to implement this TRID Action Strategy.

**CHAPTER**

**2**

# EXISTING CONDITIONS

## STUDY AREA

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The project study area includes a three-quarter-mile radius, as defined by the TRID Act #2016-151, surrounding Allegheny Station, the light rail station located at the southwest corner of Reedsdale Street and Allegheny Avenue. It includes Manchester, Chateau, North Shore, and other adjacent neighborhoods and properties. As dictated by the City of Pittsburgh and the Urban Redevelopment Authority, the study area was not to include properties along the south bank of the Ohio River. Allegheny Station was chosen as the central transit asset of this TRID Action Strategy because it is the stop in closest proximity to most Manchester residents, and is currently the nearest station to the existing businesses in Chateau and planned Esplanade development. The land uses surrounding the Allegheny Station are largely inactive, and present a prime opportunity for equitable Transit Oriented Development (eTOD).

**“there has to be another way to use [the parking lots around the station] rather than just have them sit for game days.”**

- Quote from Interview



*The neighborhoods of Manchester and Chateau are adjacent to Allegheny Station and are within walking distance to the station. A major barrier between the two areas and the station is the PA Route 65 highway.*  
*Source: Interface Studio, 7521 Photography*

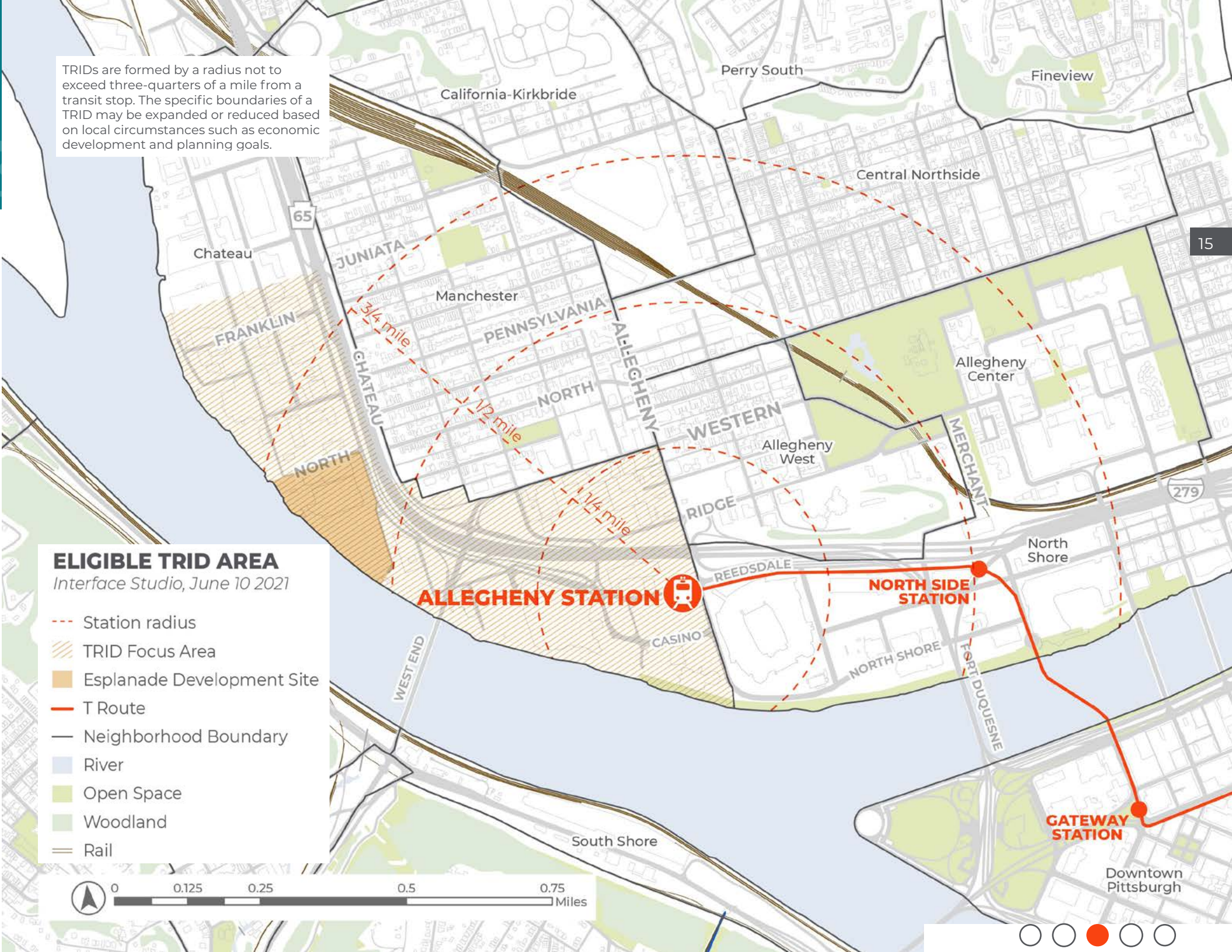


TRIDs are formed by a radius not to exceed three-quarters of a mile from a transit stop. The specific boundaries of a TRID may be expanded or reduced based on local circumstances such as economic development and planning goals.

## ELIGIBLE TRID AREA

Interface Studio, June 10 2021

- Station radius
- TRID Focus Area
- Esplanade Development Site
- T Route
- Neighborhood Boundary
- River
- Open Space
- Woodland
- Rail



## ALLEGHENY STATION CONTEXT

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The Port Authority of Allegheny County operates all public transit in the area. “The T” is Pittsburgh’s light rail system. It extends 26.2 miles from the North Shore through Downtown, and then connects to southern City neighborhoods and select southern municipalities of Allegheny County (AKA South Hills). The T has three lines: Red, Blue, and Silver. These lines run identical routes from the Allegheny Station to South Hill Junction Station, and then split to cover different areas of the South Hills.

The Allegheny and North Shore T Stations provide transit service to workers and visitors commuting between Downtown and the North Shore for business, school, dining, and entertainment—including travel for Steelers’ games, Pirates’ games, the Casino, and other special events in the North Shore.

### Transit Routes and Ridership

In 2012, the North Shore Connector project extended the T from Downtown Pittsburgh to the North Shore and added two stations: North Shore and Allegheny. These stations are part of the T’s Free Fare Zone, which brings riders to and from Downtown at no charge, subsidized by the Stadium Authority and ALCO Parking.

The Free Fare Zone creates data collection challenges at the station, particularly in terms of understanding the demographics of who

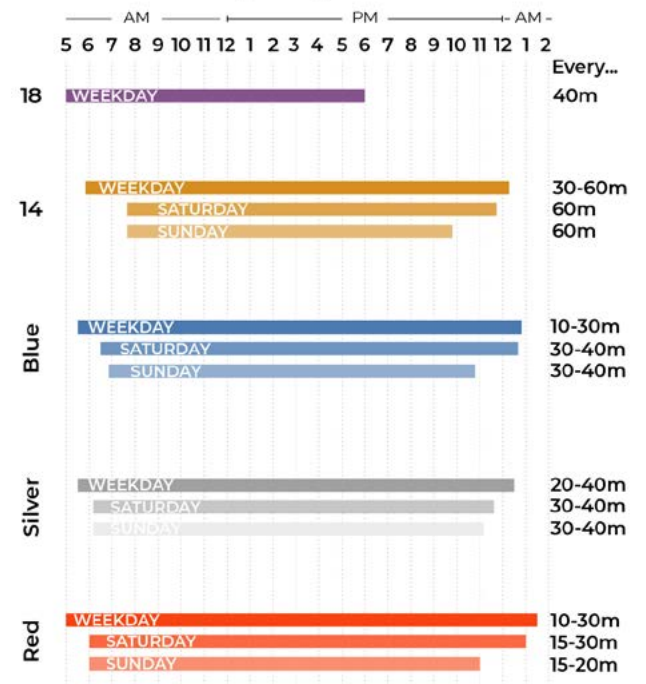
uses the station and how often, though it is known that the average weekday ridership is about 28,000, and the annual average ridership is about 8,300,000<sup>2</sup>. Through our community engagement process, we heard that about 2,000 CCAC students use the station on a daily basis. The station also serves as a major transit hub resource for transportation to Heinz Field on game days, and as a park and ride for Downtown employees (pre covid).

Beneath the elevated Allegheny Station is a bus transfer center at grade level. Manchester-Chateau is directly served by existing bus routes including the 14 Ohio Valley and 18 Manchester routes, each connecting the Allegheny Station with the neighborhood. Manchester is also served by 17 Shadeland, which brings residents directly to Downtown, bypassing the Allegheny Station. The Route 18 Manchester bus ends its weekday service at 6pm and does not operate on the weekends.

<sup>2</sup> Ridership trends before 2020 do not reflect ridership fluctuation due the COVID-19 Pandemic.

## DEPARTURES FROM ALLEGHENY STATION

### Schedule & Frequency



OHIO RIVER LIGHT  
RAIL EXTENSION

The Route 18 Manchester bus  
ends weekday service at 6pm  
and does not operate on the  
weekends

Residents can only access  
inbound route 14 buses by  
crossing under Route 65 at  
Juniata Street

Light Rail service to downtown  
and the south hills  
has combined  
line frequencies  
between 5-10  
mins on  
weekdays and  
weekend

NORTHSIDE LIGHT  
RAIL EXTENSION

## TRANSIT ROUTES

Interface Studio, Aug. 6, 2021  
NEXTransit 7/2021 Draft Plan

### Bus Routes

- 14 Ohio Valley
- 18 Manchester
- 17 Shadeland
- Other Routes
- Bus Stop

### Light Rail

- Blue
- Red
- Silver
- Station

### Proposed Projects

- Transit Expansion Projects

ALLEGHENY STATION

NORTH SIDE  
STATION

GATEWAY  
STATION

AIRPORT CORRIDOR  
RAPID TRANSIT



## Planned Light Rail Extension

The Allegheny Station was not originally meant to be the last stop on the Light Rail toward the North Shore. The Port Authority has very preliminary plans to extend The T in the future, either by a light rail system or other rapid transit connection, following the alignment of SR-65 to Emsworth (See [NEXTTransit](#) for information). This potential extension should be studied in tandem with the recommendation to lower and redesign SR-65 as an at grade boulevard, providing an opportunity to truly reunite Manchester with Allegheny Station, Chateau, and the Ohio River with transit connections along the way.

## Station Access & the Pedestrian Environment

The transit networks throughout Manchester-Chateau are essential to provide residents with access to job opportunities and services. According to the 2010 U.S. Census, approximately 10% of households in Manchester don't own a vehicle, and those families likely rely heavily on public transit.<sup>2</sup>

Maximizing the use of Allegheny Station is critical to the goal of making a car-free or car-lite lifestyle possible in Manchester-Chateau. Built in 2012, Allegheny Station is relatively new and in good condition when compared to many of our City's transit assets. But, the station and land surrounding the station are underutilized. This may be attributable in part to the poor quality of the pedestrian experience and access the station (e.g., walking to the station, waiting for the bus, etc.). Conditions for pedestrians along Allegheny Avenue, Reedsdale Street,

Ridge Avenue, and Beaver Avenue have been described as "hostile" and even "impossible" by stakeholders engaged in the TRID Action Strategy outreach.

The land surrounding the station is underutilized and inactive. Only five households live within a five-minute walk of this free fare transit asset. Accessing Allegheny Station also means bridging the psychological and physical barriers created by SR-65. The imposing raised highway infrastructure cuts off sightlines and forces circuitous pathways for cars and people through dark viaducts and irregular intersections leading to the station. Opportunities to improve the usability and feasibility of the transit system must be undertaken with public and private multi-modal investments. This includes creating a safe and pleasurable pedestrian experience to the station, enhanced landscaping, crosswalks, and safer connections to the Three Rivers Heritage Trail.

**"ya'll have great crosswalks by the park, but cars never pay attention to the signs/ blow through red lights. so i think we need enforcement of existing crosswalks and accessibility signs"**

- Quote from online input

<sup>2</sup> Reference Page 125, Manchester-Chateau Neighborhood Plan (2019)



## ALLEGHENY T STATION WALKSHED ANALYSIS

Interface Studio, June 2021

- .25 Mile Walkshed (5-min walk)
- .50 Mile Walkshed (10-min walk)
- .75 Mile Walkshed (15-min walk)
- Manchester Neighborhood
- Chateau Neighborhood
- Proposed Esplanade Development
- Allegheny Station

0 0.125 0.25 0.5 0.75 Miles

## Bicycle Infrastructure

The Manchester-Chateau Neighborhood Plan and the Pittsburgh Bike(+) Plan outlines a network expansion of new bike infrastructure in the neighborhood. The Pittsburgh Department of Mobility and Infrastructure (DOMI) is currently implementing that plan. Sharrows will be installed on Pennsylvania Avenue and on the one-way pair of Fulton and Manhattan Streets.

Bicycle facilities were also recommended to be installed along Allegheny Avenue, as it is a major connector from the neighborhood to Allegheny Station and to the Three Rivers Heritage Trail. DOMI evaluated the feasibility of implementing these facilities and found that they would not work due to high parking utilization north of Western Avenue, and conflicts with traffic generated around Steelers games. Additionally, the whole corridor would require centerline re-alignment and the SR-65 underpass is too constrained for a safe bike facility. The unsignalized intersection at Lincoln Avenue and Allegheny Avenue will also need special attention to ensure bike safety. These findings indicate a need for wider sidewalks and shared off-street multi-use paths leading up to the Allegheny Station, where possible, to ensure safe options for bicyclists.



There are no **Healthy Ride bike stations** in Manchester or Chateau



One bike station is planned for Allegheny Station

The City of Pittsburgh's Healthy Ride bike share program offers limited stations within the area of study. Currently, the closest bikeshare station is at Ridge Avenue near Brighton Road, at Allegheny Commons Park and the Community College of Allegheny County - Allegheny Campus Library. A new station is currently planned near Allegheny Station near the corner of Reedsdale Street and Allegheny Avenue, but efforts should be made to provide other stations to destinations throughout the Manchester-Chateau neighborhood.



There is no existing bike infrastructure in Manchester or Chateau with the exception of the riverfront trail.

The **Pittsburgh Bike(+) Plan** outlines a network expansion of new bike infrastructure. The plan indicates new connections to the river, including a new connection on Allegheny Street that will also be in proximity to Allegheny Station.



### Bike(+) Master Plan

City of Pittsburgh  
June 2020



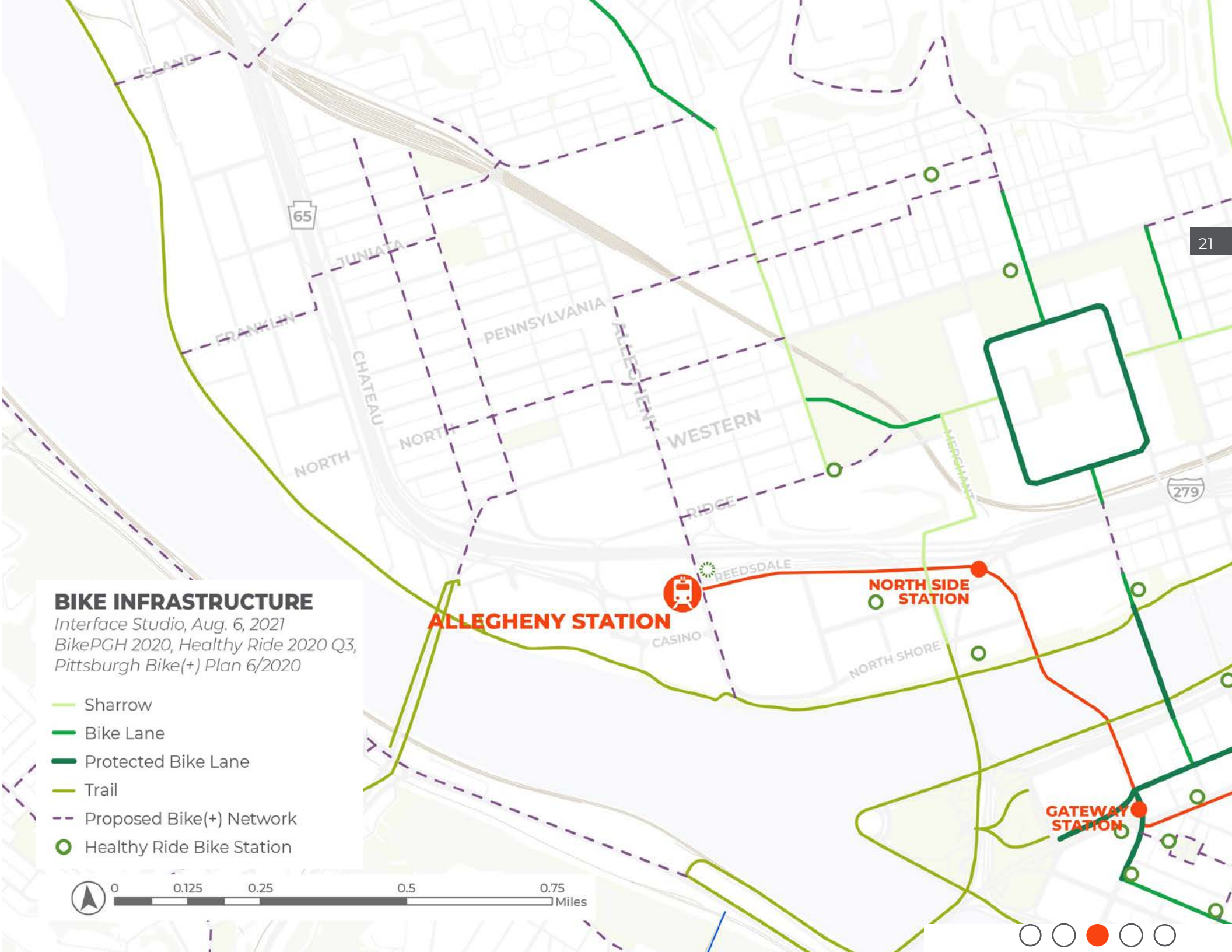
Right: A map of existing and proposed bicycle infrastructure in the Study Area

Left: A bicyclist riding on Allegheny Avenue towards Allegheny Station.  
Source: Healthy Ride PGH

## BIKE INFRASTRUCTURE

Interface Studio, Aug. 6, 2021  
BikePGH 2020, Healthy Ride 2020 Q3,  
Pittsburgh Bike(+) Plan 6/2020

- Sharrow
- Bike Lane
- Protected Bike Lane
- Trail
- Proposed Bike(+) Network
- Healthy Ride Bike Station



## DEMOGRAPHIC TRENDS

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The total population within a three-quarter mile radius of the station is approximately 1,900 people, living in about 1,080 households. Thirty-five percent (35%) of residential households own their properties. In the area of study, 66% of the population is non-white, though that figure includes multiple neighborhoods. When looking more closely at the racial composition, the residential neighborhood of Manchester is 80% black (compared 26% in Pittsburgh), while Allegheny West neighborhood is predominantly white. The median household income is 14% lower than that of the city, at \$36,543.

**1,900**

Residents Live  
Within 3/4 Miles of  
Allegheny Station

**1,080**

Households  
Within 3/4 Miles of  
Allegheny Station

**66%**

Residents are  
Non-White  
(includes multiple  
neighborhoods)

**35%**

Owner  
Occupied

**65%**

Renter  
Occupied

**80%**

Manchester residents  
are African-American  
Compared to the City  
Average of 26%

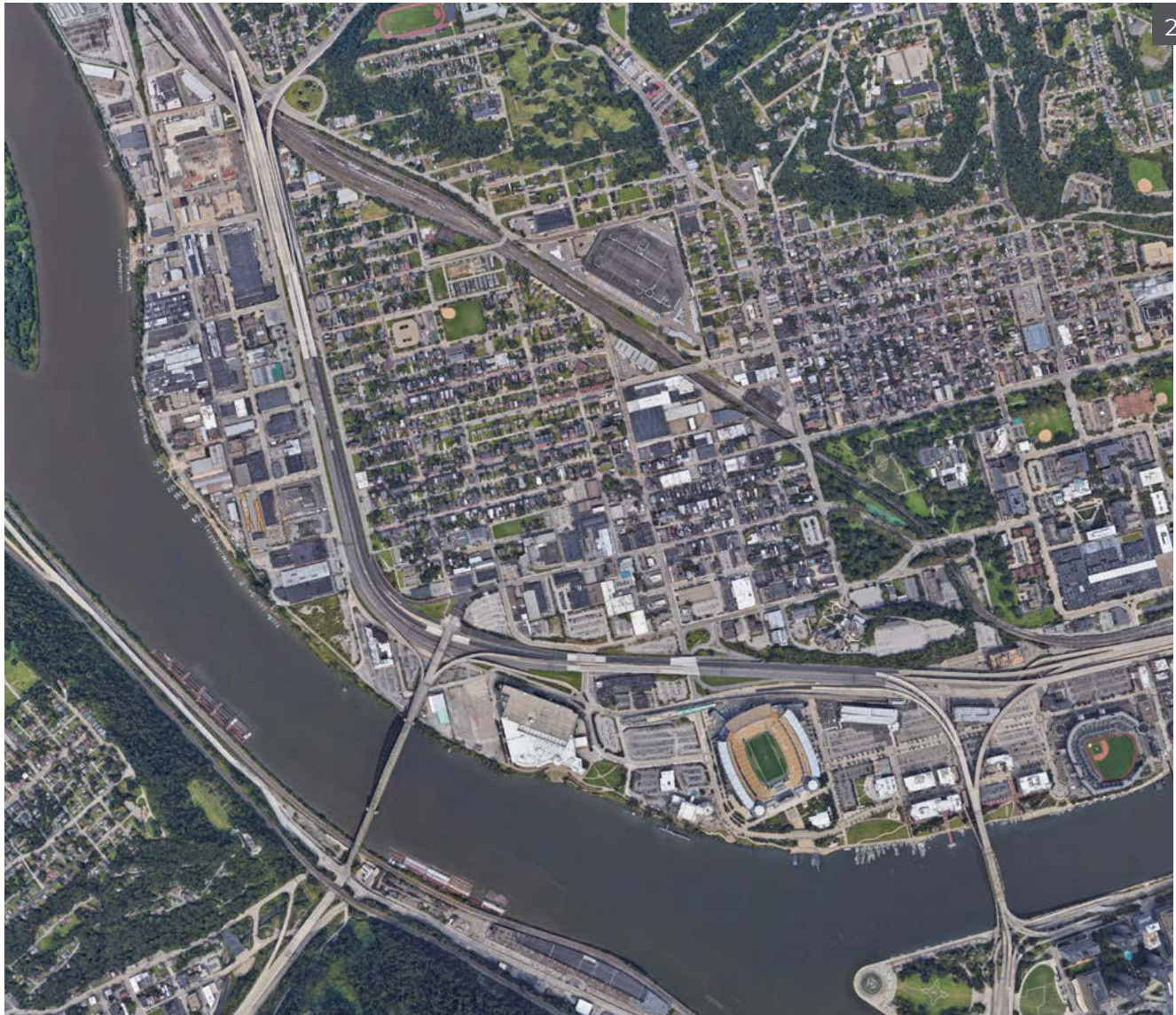
**\$36,543**

Median Household  
Income for Manchester  
Which is **14% Less**  
Than the City

## NEIGHBORHOOD CONDITIONS

Between 2000 and 2019, multiple large-scale redevelopments have significantly changed the built environment of Pittsburgh's North Shore, along with significant investment in the Three Rivers Heritage Trail system. Additional development has occurred since then, particularly in between Heinz Field and PNC Park, and more development is underway. However, the major railways and highway infrastructure act as a significant divide between it and Manchester-Chateau. This divide has limited the full development potential of Manchester and other neighborhoods in the North Side, and limited access to job and other opportunities by the very communities that could benefit the most from them. Development potential along the riverfront will be transforming the Chateau neighborhood west of the highway and opening opportunities to reunite Manchester with Chateau.

*An aerial view of the study area and surrounding neighborhoods.*



Zoning

Much of the underutilized properties that are adjacent to the Allegheny Station are zoned RIV-NS (Riverfront North Shore Subdistrict). This subdistrict is intended to specifically address the North Shore and its unique mix of large-scale sports, entertainment, and cultural uses. As a mixed-use district, high density multi family residential development is also allowed by right, as are commercial and office uses. Potential developments in this zone can be built to a maximum height of 150 feet (about 12 stories), though floors above 6 stories, or 65 feet, in height must be stepped back by 10 feet. This zone includes a parking reduction of 25%, except for residential uses, which require 1 parking space per unit. Large new developments in this zone are subject to a development plan review and approval by the Planning Commission.

Land Use

The planning team utilized the Real Estate Data CD provided by Allegheny County which included property address, ownership, characteristics and tax information for the County’s parcels. Interface Studio then updated that parcel information by conducting a parcel by parcel survey to accurately depict current land uses in June 2021. As seen in the following map, much of the land directly surrounding the Allegheny Station includes surface parking lots (shown

in light grey) and large entertainment uses, namely the Rivers Casino, Carnegie Science Center, and Heinz Field. **In fact, there are currently only five residential households that live within a 5 minute walk of the Allegheny Station.<sup>2</sup>**

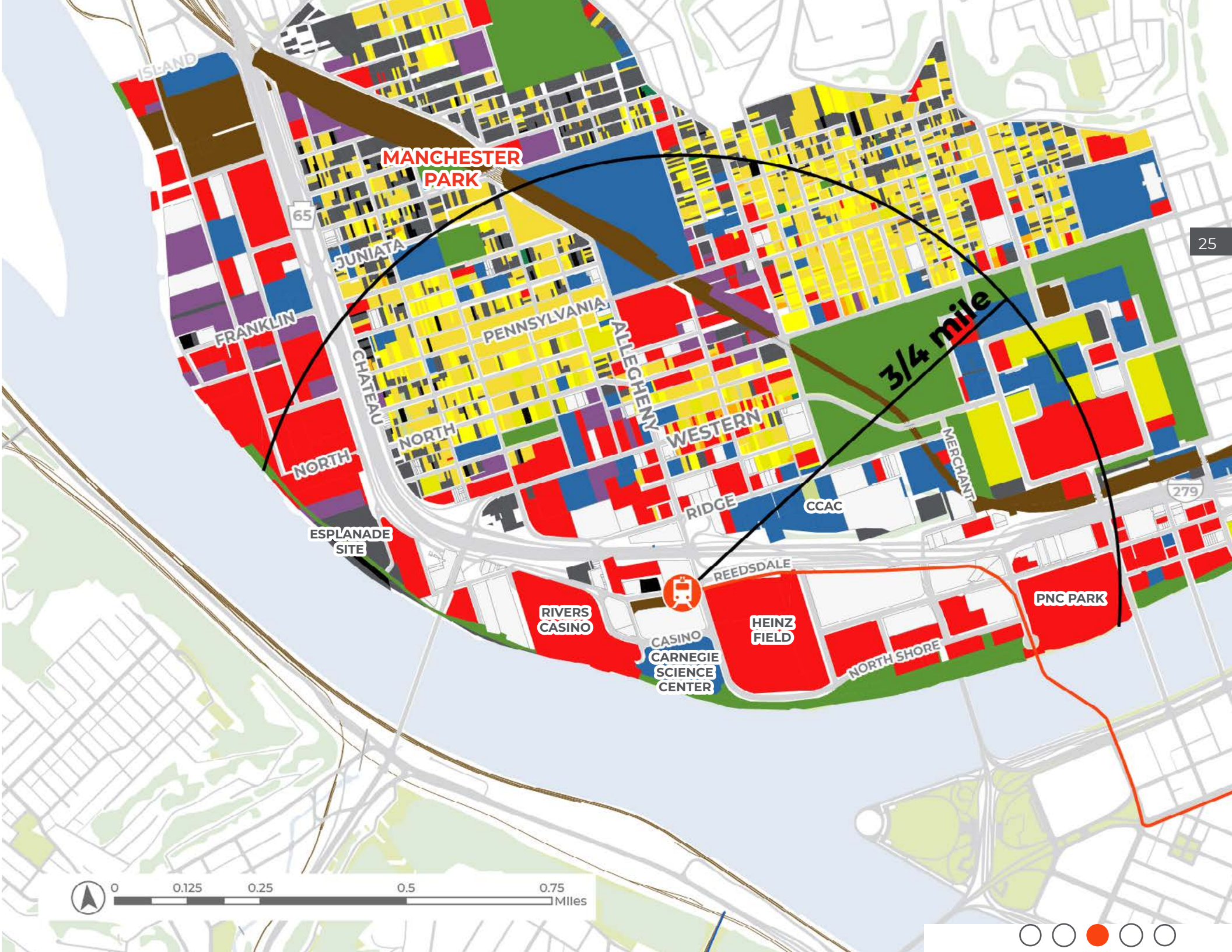
To the west in Chateau, sandwiched between SR 65 and the River, much of the existing land uses are commercial and industrial uses. This area is largely composed of active businesses, though many of the parcels could be considered underutilized given their large parcel size compared to the amount of inactive uses that comprise them, for example, surface parking lots, materials storage, and bus storage, etc. Moving north from the Allegheny Station towards Manchester, much of the properties along Allegheny Avenue and south of Western Avenue are commercial, including fast food restaurants, convenience stores, and storage facilities. Market momentum suggests that as the Esplanade development and new eTOD around the Allegheny Station catalyzes new development in Chateau and along the North Shore, these parcels could support land uses that are more geared towards a mixed-use commercial residential walkable district.

<sup>2</sup> ESRI enriched walkshed analysis conducted by Interface Studio in June, 2021.

LAND USE

Interface Studio, June 2021

- Single Family Residential
- Multi-Family Residential 3 or less units
- Multi-Family Residential 4 or more units
- Commercial Residential Mixed Use
- Commercial
- Industrial
- Institution
- Park
- Parking
- Utility/Transportation
- Vacant Land
- Vacant Building
- Garden
- Side Yard
- Allegheny Station



MANCHESTER PARK

65

JUNIATA

FRANKLIN

CHATEAU

PENNSYLVANIA

ALLEGHENY

NORTH

WESTERN

RIDGE

CCAC

MERCHANT

279

ESPLANADE SITE

REEDSDALE

RIVERS CASINO

CASINO  
CARNEGIE  
SCIENCE  
CENTER

HEINZ  
FIELD

NORTH SHORE

PNC PARK

3/4 mile



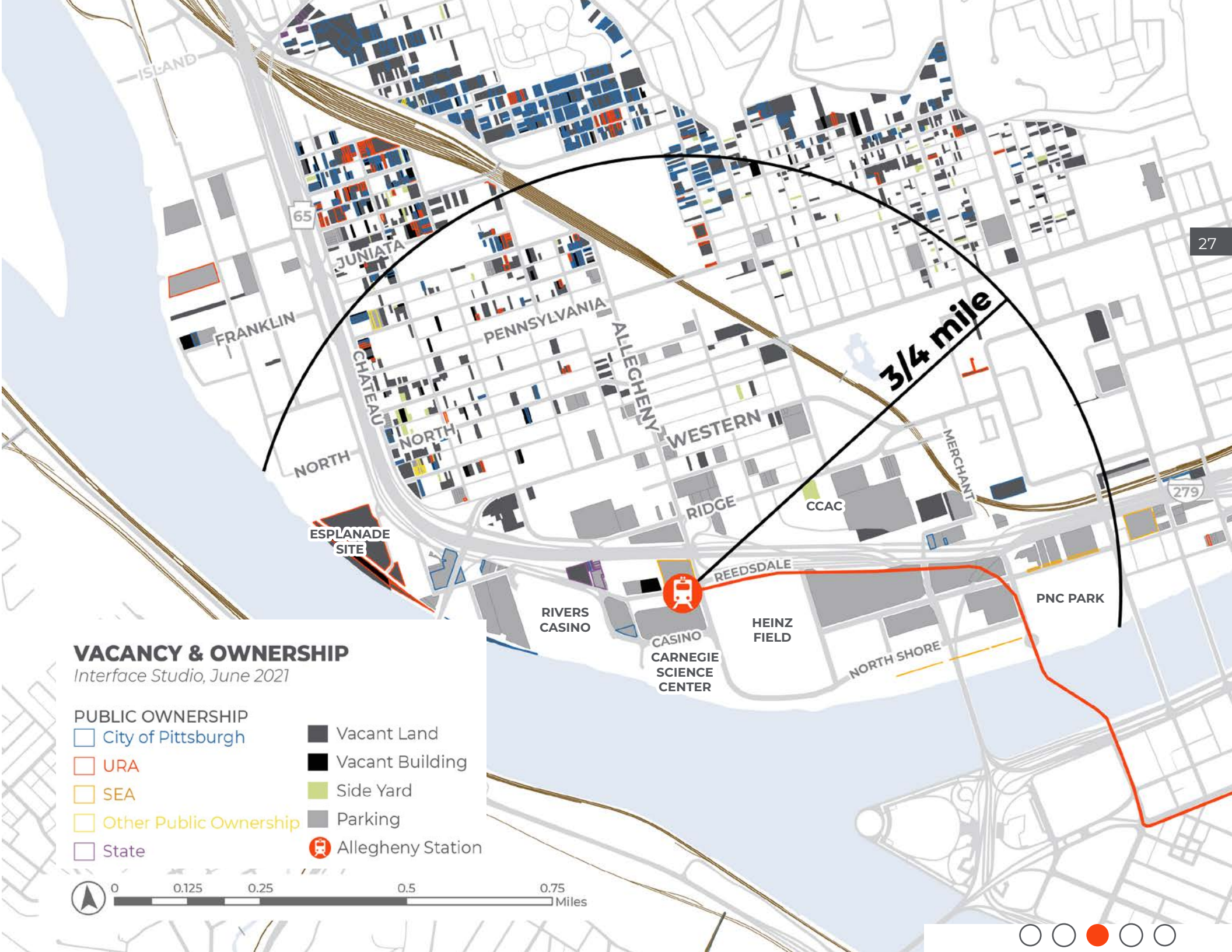
## 26 Vacancy & Underutilized Land

Within three-quarter miles of the station, there are about 60 acres of surface parking lots and 30 acres of vacant land. That is the equivalent of 46 football fields of parking and 23 football fields of vacant land. The largest vacant land parcel is, of course, the future Esplanade development site. Vacancy in the Manchester neighborhood increases as you move north into the neighborhood, but the parcels are largely scattered and provide minimal assemblage opportunities for large scale development. An analysis of parcel ownership strengthens that finding; of the vacant land within the three-quarter radius, only 34%, or 10 acres is publicly owned.

As mentioned above, many of the parcels surrounding the Allegheny Station itself are surface parking lots, owned by the Carnegie Science Center to the south and the Sports and Exhibition Authority (SEA) to the north. They are highly utilized during Pittsburgh Steelers games and for other special events/ concerts at Heinz Field, but for much of the year sit inactive and underutilized. Given one of the major goals of this study was to explore equitable Transit Oriented Development opportunities, these surface parking lots surrounding the station were identified as the main opportunity sites for eTOD, outside of the proposed Esplanade.



*From Allegheny Station looking south towards the Carnegie Science Center and Heinz Field.  
Source: Interface Studio*



## VACANCY & OWNERSHIP

Interface Studio, June 2021

### PUBLIC OWNERSHIP

City of Pittsburgh

URA

SEA

Other Public Ownership

State

Vacant Land

Vacant Building

Side Yard

Parking

Allegheny Station

0 0.125 0.25 0.5 0.75 Miles

## MARKET CONDITIONS & POTENTIAL

28

RES conducted market analysis of existing conditions and market potential for the following real estate types in Pittsburgh submarkets relevant to the TRID Study Area: office, multifamily, retail, condominium and hotel. Recent market conditions and trends are used to predict the feasibility and likely timeline of future development. Key data points available through REIS are provided in the sections below for commercial and residential markets that include Manchester Chateau and adjacent neighborhoods on the North Side of Pittsburgh.

### Office

As businesses across all industry sectors continue to reopen and return to in-person operations, the foreseeable demand for physical office space remains uncertain. Remote working solutions have become an attractive option for many workers with the need for social distancing as a result of the pandemic. An October 2021 report from REIS states that office vacancy peaked at 18.5% in Q2 2021 as a result of COVID-19 and slightly declined by 30 basis points in Q3, suggesting optimism in the office market. However, researchers attribute occupancy growth to new leases from small businesses and startups, which is likely to be offset by downsizing at large corporations. REIS anticipates that vacancy will continue to increase and office markets will experience negative rent growth over the next two years as employers adjust to demand shifts as a result of evolving employee preferences.

### Greater Pittsburgh Submarket



Manchester-Chateau is located in the Greater Pittsburgh submarket, the second largest geography in the overall Pittsburgh office market. In Q3 of 2021, Greater Pittsburgh consisted of 11.6 million SF of office space with a vacancy rate of 20.3%. Asking rents were approximately \$23 psf, which is the second highest asking rent of the five Pittsburgh submarkets. Average asking rent throughout the Pittsburgh market were similar to the Greater Pittsburgh submarket, with a slightly lower vacancy rate at 19.5%. Effective rent was \$19 psf, a 2.1% increase from Q2 of 2020, despite a 0.2% decrease from Q1 2021. Over the past ten years, the submarket inventory increased by 1.1 million square feet for an annualized growth rate of 1.0%. Currently, there is approximately 2 million square feet of space in ten properties under construction in the submarket and 869,000 square feet have been completed. The largest office development under construction in the

submarket includes 800,000 square feet at Riverfront Landing.

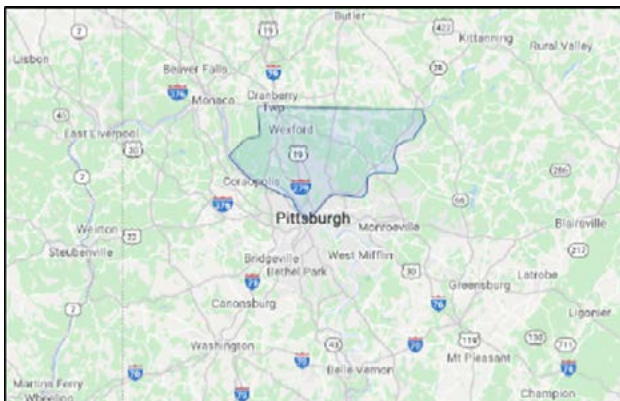
REIS provides five-year forecasts for indicators of market performance with two alternative growth scenarios. In the baseline scenario, asking rents experience modest growth in 2022 at 0.1%, with growth continuing each year up to 2026 by a rate of 1.4% or higher. In alternative scenarios 1 and 2, rents decline in 2022 by 1.9% and 2.1% respectively. Rents show recovery in each scenario by 2024. REIS projects that office vacancy will slowly decline each year starting at 21.4% in 2021 and reaching 19.6% by 2026. In downside scenarios, vacancy continues to increase through 2022 with rates of 22.7% in scenario 1 and 22.9% in scenario 2. The vacancy rate is anticipated to decline each year from 2023 to 2026 in scenario 1 and every year from 2024 to 2026 in scenario 2. The forecasted rates in the overall Pittsburgh market follow a similar trend, however, vacancy throughout Pittsburgh was typically lower than the submarket in any given year.

**The slow recovery of the office market in Pittsburgh indicates that there is limited demand for additional new construction of office inventory in the short term. Potential redevelopment sites in the TRID Study Area would be better suited for development of other uses. While there will likely be demand for new construction of office supply in the long term, it is uncertain when the market in Pittsburgh and nationwide will be able to support significant additions following the pandemic.**

## Retail

Retail markets across the U.S. are recovering following poor performance during 2020. Positive absorption and minimal completions have led to lower vacancy rates in over half of the metros in the country including Pittsburgh during Q3 of 2021. Effective rents experienced two consecutive quarters of growth in the majority of U.S. retail markets including Pittsburgh. However, rents have remained well below levels before industry shutdowns as a result of COVID-19. Future market disruptions could occur with the spread of new variants as we enter colder weather seasons. Class B and C properties in neighborhood shopping centers are most at risk, particularly in secondary markets. The forecast is more positive for newer destination-style retail property.

### North Submarket



The Pittsburgh retail market consists of four submarkets including the North submarket where Manchester-Chateau is located. In Q3 2021, REIS reported an inventory of 5.1 million square feet for the North submarket with a vacancy rate of 12.1%. Asking rents were at \$20.35 psf, which is consistent with rents in Q3 2020. Asking rent was lower in the overall Pittsburgh market at \$18.20 with the same vacancy rate. Effective rent was reported to be \$17.62 psf. Rent levels have remained stable, fluctuating from \$20.18 to \$20.52 for asking rent and from \$17.50 to \$17.83 for effective rent during each quarter since Q1 of 2018. During this period the inventory experienced minimal growth with only one completion since 2018 of 12,000 square feet. As a result, the submarket shows a net negative absorption of retail space every year since 2017.

REIS projects that asking rents in the submarket will continue to decline in 2022 by 0.7% or greater in the baseline and downside scenarios. Asking rent will decline at a slower pace throughout Pittsburgh at an estimated 0.2%. Rents begin to recover in 2023 in the baseline scenario and the Pittsburgh metro with growth of 0.4% and 0.8%, respectively. REIS projects that vacancy will slightly decrease from 2021 to 2022 in the submarket from 12.9% to 12.7% in the baseline scenario. REIS shows similar trends for downside scenarios 1 and 2. The vacancy rate in 2021 for Pittsburgh is estimated to be 12.6% and is projected to decrease every year through 2026.

**The outlook for retail is similar to office, despite recent growth in U.S. markets. The growth of online shopping limits the feasibility of new construction of brick and mortar retail. The lack of residential density on potential development sites in the Study Area make the location less attractive to major retail tenants. As proposed developments such as Esplanade and other mixed-use or residential projects are built, long-term there are opportunities for retail development to support this activity.**

# Multifamily

Nationwide the apartment market has mostly recovered from the impacts of recession during the pandemic. By the end of Q3 2021, the national vacancy rate was 4.7%, which is lower than nationwide vacancy at the end of 2019. Asking and effective rents increased by 7.5% and 7.9%, following four consecutive quarters of rent decline. Strong growth in GDP and projected rent growth suggests that performance in the multifamily sector will continue to improve. However, there is still uncertainty related to the impact of lifting the eviction moratorium and the lack of household movement during the pandemic.

## North Apartment Submarket



The North apartment submarket is one of seven submarkets in the Pittsburgh metro area and consists of 19,035 market-rate rental units according to REIS Q3 2021 data. Average asking rents for the quarter is \$1,279, a 12.4% increase from the same period in the previous year. Effective rent in the submarket was \$1,220, an 11.7% from Q2 2021. In the Pittsburgh metro, average asking rent is \$1,254, which increased at a similar rate as rents in the North submarket. The vacancy rate in the submarket is 4.3% compared to 4.1% in the Pittsburgh metro. Since Q4 2011, 2,129 units have been added to the submarket inventory, for an average annual growth rate of 1.2%, however no units have been completed since 2018. The submarket will add an additional 263 units by the end of 2021 and a total of 490 units are under construction.

Asking rents are projected to grow 4.3% by 2022 in the submarket under REIS' baseline scenario, which is similar to growth throughout the metro area at 4.3%. Downside scenarios 1 and 2 project that asking rents will decline every year through 2024. REIS projects an annual vacancy rate of 3.7% in the submarket and 4.4% in the Pittsburgh metro for 2021. Vacancy is projected to decrease by 2022 to 2.6% in the submarket and increase every year following, reaching 3.5% in 2026. The vacancy rate in the Pittsburgh metro is projected to slightly decrease but mostly remain stable, not exceeding 3.9% over the same period.

**Multifamily real estate markets in the Pittsburgh metro have experienced recent rent growth and declining vacancy during the second half of 2021. Increasing residential demand is attributed to new household formation in the Pittsburgh metro and is evidenced by the delivery of speculative apartment construction. Strong residential growth on the North Side should continue as residents seek less congested locations that are still in proximity to employment centers such as Downtown Pittsburgh. Potential development sites in the TRID Study Area that are well-located for apartment development should be prioritized for short and long-term real estate investments.**

## Condominiums

Of the 490 units under construction in the North submarket, 24 will be condominiums. According to Realtor.com, there are currently 233 condominium properties listed for-sale in the City of Pittsburgh, only four of which are located on the Northside. These properties are priced from \$140,000 to \$875,000 and consist of one, two and three-bedroom units. One listing is for a recently constructed luxury condominium building with nine available one-bedroom units and one three-bedroom unit. The one-bedroom condominiums have sales prices from \$209,900 to \$409,900. An interview with a sales-representative for this property indicates that the developer sees the project as an investment opportunity for short-term rentals given proximity to entertainment venues and attractions along the North Shore.



*A building undergoing a conversion into residential condos on Reedsdale Street.  
Source: Interface Studio*

## Hotel

The COVID-19 pandemic dramatically changed the dynamics of hotel demand globally and nationwide. Hotel property acquisition is increasingly focused in resort markets and urban markets that are popular destinations for leisure travel, as demand from corporate travelers plummeted with the expansion of remote work options. Additionally, hotel demand is increasingly met through alternative lodging, such as AirBnB. In recent years, hotel companies have constructed properties with smaller rooms and fewer complimentary amenities, however, hotel users are beginning to find solutions to compete in a more diverse hospitality sector that caters to a wider range of consumers.

According to a CBRE report from Q1 2021, hotel demand in business and tourism-dependent markets have been most impacted by the lack of travel due to the pandemic. Occupancy in U.S hotels declined 17.5% since Q1 2020. Employment loss has led to the closing of high-end hotel brands across the country. However, the outlook is optimistic as traveling restrictions have been lifted. Market research indicates that the hospitality sector will recover relatively quickly with mass vaccination and as businesses continue to reopen.

*The Landing Hotel is an addition being added to Rivers Casino.  
Source: Rivers Casino Pittsburgh*

**Currently there are two hotel developments planned in the TRID Study Area- one is proposed as an expansion of the Rivers Casino complex and one is a later phase of the Esplanade Project. Given the existing conditions of the hotel market nationwide, research suggests that there is not significant demand for new construction of multiple hotels in the short term. However, investments in entertainment and public space amenities available to residents and visitors of the North Shore, such as the development of Esplanade, would facilitate market support for this sector in the five-to-ten-year time frame.**



## Development Opportunities

In order to evaluate the potential developments that could generate significant value capture for the TRID, the planning team conducted extensive stakeholder interviews with property owners and developers of the largest opportunity sites in the study area, as identified by the land use analysis. A summary of those future/potential development sites can be seen in the map on the next page.

The properties that are shaded in solid blue are those that have the most potential to generate value capture within the next 5 years. They are anchored by the Esplanade development (Site 2), which has the potential to generate the largest tax increment in the area, along with the proposed Rivers Casino Hotel (Site 13), an office expansion by Astrobotic and the new Moonshot museum (Site 5), a commercial-residential mixed use building containing 120 residential units (Site 23), and a new high rise apartment building containing 260 units (Site 21).

The hatched blue parcels are **potential** opportunities that might be able to generate value capture in the future, but are currently in the fundamental stages of planning or are on a longer time frame due to funding constraints or other reasons. They include the surface parking lots surrounding the Allegheny Station - SEA parking lot (Site 16) and the Carnegie Science Center parking lots (Sites 14, 17, and 25). Other potential opportunity sites for development include those adjacent to the West End Bridge - a large vacant parcel owned by the Rivers Casino (Site 12) and the former Stable building owned by Alcosan (Site 12). It is important to note that in the next 10 years, the West End Bridge is set to receive \$66m in infrastructure funding as part of its maintenance lifecycle, and the beginning stages of a planning

process are taking shape with Riverlife to explore open space, trail, pedestrian and bike connections at the base of the bridge. In addition, CCAC has explored private/public partnerships for parking garage developments (Sites 7 and 20) in the past. Lastly, there are two surface parking lots in between Heinz Field and PNC Park that have interested developers for mixed use residential development (Sites 22 and 24), but plans for those sites have yet to be realized.

The parcels shaded in orange are further or potential development sites, but were determined to have limited value capture potential given their proposed investment, use, lack of development momentum, or are non-profits.

This future and potential development opportunity assessment does indicate the Esplanade development acts as an anchor and a large generator of funds for the TRID. Without that development, the creation of a TRID in this area would not be viable at this time, not until the larger surface parking lots surrounding the Allegheny Station were ready to be developed. The Esplanade development does require TRID funding for enabling public infrastructure to make the proposed development work, including converting Beaver Avenue to a two-way traffic pattern, redesigning the Juniata underpass, and redesigning connections between Beaver Ave, North Point Drive, and Reedsdale Streets.

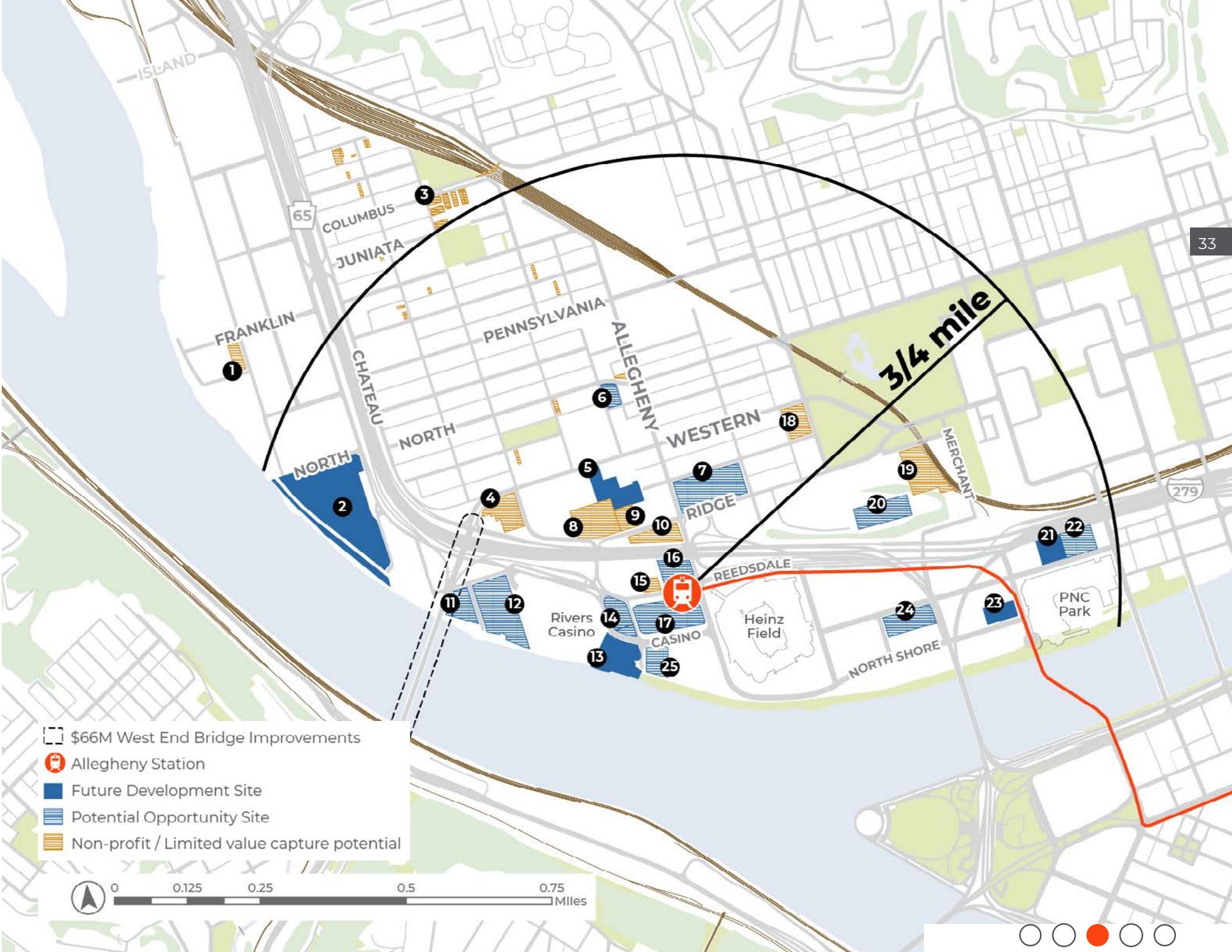
In summary, the TRID is reliant upon funding from the Esplanade to be established, and the Esplanade is reliant upon TRID to help fund the public infrastructure it needs. It's a bit of a chicken or egg situation, and if the TRID is not established at this time, the Esplanade development team would seek a TIF as an alternative funding mechanism, which

would then provide limited resources for the community of Manchester to utilize value capture funds to implement their goals from the *Manchester Chateau Neighborhood Plan*.

## FUTURE / POTENTIAL DEVELOPMENT SITES

*Interface Studio, June 2021*

- 1 Five Star / Bodyography
- 2 Esplanade
- 3 Columbus Square / MCC Scattered Sites
- 4 Get - Go Gas Station
- 5 Astrobotic Museum + Office Expansion
- 6 Former Carter Chapel, 30 apt. units
- 7 CCAC Parking Garage + Market Rate Housing
- 8 Private Parking Lot 1
- 9 Private Parking Lot 2
- 10 Private Parking Lot 3
- 11 Alcosan Stable Building
- 12 Rivers Casino Vacant Lot
- 13 Rivers Casino Hotel
- 14 Science Center Parking Lot 2
- 15 Eleven06 Condos
- 16 SEA Parking Lot
- 17 Science Center Parking Lot 1
- 18 Affordable Apartment Building, 21 units
- 19 Emergency Shelter, Community Center
- 20 CCAC Parking Garage + Market Rate Housing
- 21 Market Rate Apts., 260 units
- 22 Alco Parking Lot
- 23 Mixed Use Building, 120 units
- 24 SEA Parking Lot



**CHAPTER**

**3**



# **COMMUNITY ENGAGEMENT**

## OVERVIEW

36

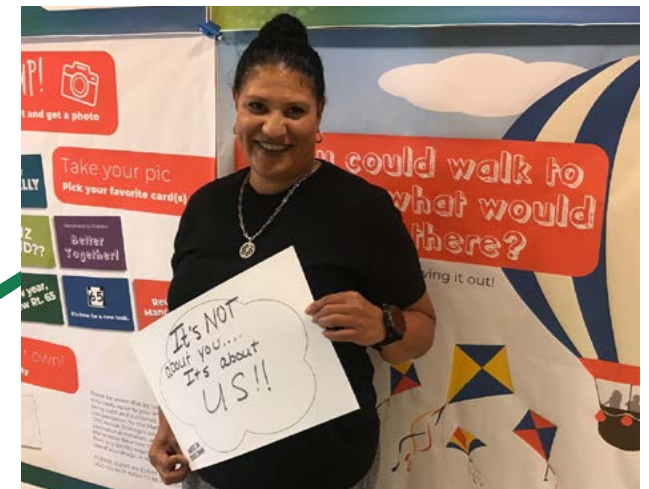
The public engagement process was designed to be a safe and accessible process during the COVID-19 crisis. It primarily targeted Manchester residents, as this residential area will be impacted the most by future development. Other stakeholders that were engaged in this process included Chateau employers and employees, property owners and developers, and City officials. In all, about 140 individuals were engaged in discussion about the TRID in different ways over the course of the project. This outreach builds on the substantial engagement conducted for the Manchester-Chateau Neighborhood Plan which serves as the foundation for the recommendations presented here.

It's important to note that the Manchester-Chateau Neighborhood Plan (2019) was developed around robust community outreach and engagement. The MCNP established the communities vision for the future of their neighborhood, and outlined both general priorities and specific projects to help them reach those goals.

The purpose of the public engagement for this Action Strategy was intentionally focused. Public participants were engaged to inform if a TRID should be created in the neighborhood, and how the money generated from a TRID should be prioritized for different neighborhood improvements already identified by the MCNP. This was done using the following methods:

- > **Plan Communication**
- > **Business Survey**
- > **Steering Committee**
- > **Stakeholder Interviews**
- > **Public Events**

140 participants



## Plan Communications

The project took a hybrid approach to communications during the COVID-19 crisis, using both online tools and analog print methods to distribute information. Special attention was given to the large, 'seasoned' population that lives in the Manchester neighborhood. Efforts to bridge the digital divide included the creation of a custom newspaper highlighting project information and upcoming community events (right). The planning team worked with MCC to distribute ~1200 door to door flyers and custom newspapers to every doorstep in the neighborhood at different touch points throughout the process.

Digitally, the team used the City's Engage platform to create a website that housed project information, FAQs, a project timelines, ways to get involved and input activities. We also created content for social media platforms to advertise the public events and live-stream the final Zoom meeting.

**MANCHESTER [RE]UNITED News**

Rendering of the proposed Juniata Street underpass

**MANCHESTER INFRASTRUCTURE WEEK!**

**Join us for 2 virtual community meetings!**

① **Monday, November 8th**  
6:30pm - 8:30pm  
**Topic: Esplanade**  
developers will share their latest plans for the site

② **Wednesday, November 10th**  
6:30pm - 8:30pm  
**Topic: Manchester Reunited and the creation of a TRID (Transit Revitalization Investment District)**

You can attend both of these meetings on Nov. 8th & 10th at 6:30pm by  
visiting us online on your computer, tablet, or smartphone:  
<https://us02web.zoom.us/j/6795273971>

Or by calling: +1 929 205 6099 (you will be able to listen, but not see the presentation)

RSVP: [bit.ly/manchesterinfrastructure](http://bit.ly/manchesterinfrastructure)

Meeting ID: 679 527 3971  
Passcode: 3715827

**WHAT'S MANCHESTER REUNITED?**

The purpose of this Action Strategy is to explore the creation of a Transit Revitalization Investment District (TRID) to spur equitable, transit-oriented development (TOD) near the Allegheny Station.

Specifically, this study looks at:

- Leveraging new development in Chateau to benefit the Manchester-Chateau neighborhood.
- Identifying public infrastructure improvements to make streets safer and greener in the study area.
- Evaluating the potential reuse of publicly owned vacant land.
- Bridging the psychological and physical barriers that exist between the Manchester-Chateau neighborhoods and the Allegheny Station.

More information on the TRID can be found on the following pages!

**BACKGROUND**

What is the Manchester [Re]united Action Strategy for?

The Manchester-Chateau plan for Manchester that way SR 65 in the 1960s. It with Chateau, improving and reconnecting the

ogy is to explore the creation ment District (TRID) to pions that came out of the hood Plan.

capture to implement logment (eTOD) projects overments within walking this case the Allegheny T

e capture, it means that by new development in the oned Esplanade, is reinvested

re.

**How a TRID Works: Value Capture**

Increase in taxes from new development are captured and spent locally on priority projects, like Reuniting Manchester

**What area is eligible to be included in the TRID?**

A TRID district can be established within 3/4 miles of the Allegheny Station. This area can be expanded or made smaller based on the recommendations in this study. Revenue generated from value capture can only be spent in the designated TRID boundary area.

**Once the TRID is established, what can the tax revenue be spent on?**

TRID revenue can support capital or buildable projects to implement transit oriented strategies in the Manchester-Chateau Neighborhood Plan, like:

- Studying the removal of Rt. 65
- Implement Juniata underpass improvements.
- Transform Route 65 wall (if it will remain for 10+ years) with public art and lighting and streetscape improvements.
- Enhance design of bus stops to showcase local artists and community heritage.
- Implement near-term safety improvements on Chateau St. & Beaver St. to create pedestrian-safe transition zones.
- Increase affordable housing near transit assets.

TRID revenue cannot be spent on events, programming or transit operations.

Above: Images of newspaper design, distributed to the community with project information.

## Steering Committee

A project steering committee was composed by the City of Pittsburgh and met five times throughout the planning process. Their role was to provide guidance and feedback on the team's analysis and recommendations, as well as review materials before public engagement touch-points. For a full list of Steering Committee members, see Acknowledgments.

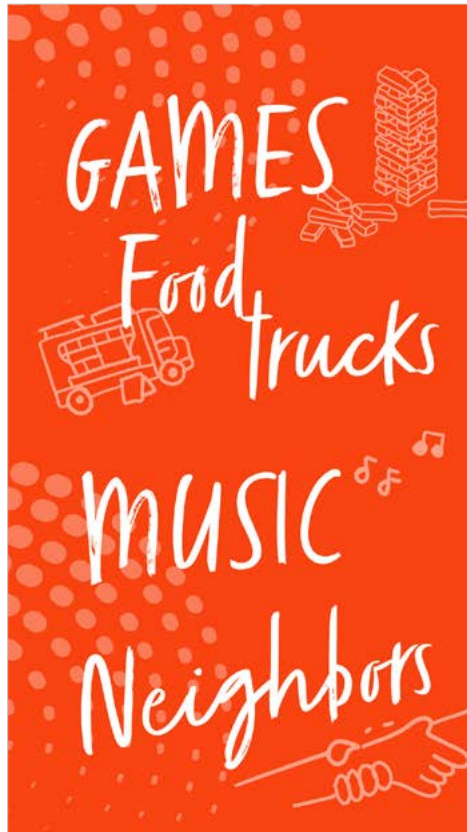
## Business Survey

In order to engage with those who work in Chateau, we developed an online survey in order to gain insight into those who work or own businesses in Chateau, such as; How do employees travel to work? Are there improvements that would encourage them to use alternative transportation? Are there opportunities for redevelopment? Despite our best efforts, participation in the business survey was limited. Findings from the survey are folded into the summary of key findings found on Page 40.

## Stakeholder Interviews

As part of this process, the planning team conducted 30 Stakeholder interviews to gain a better understanding of the neighborhood context, potential development opportunities, and to understand specific perspectives, wants and needs of key stakeholders in and around the Allegheny Station, including:

key stakeholders >>>



# MANCHESTER [RE]UNITED

Transit Revitalization Investment District [TRID] Action Strategy

## BLOCK PARTY!

Stop by anytime to share your thoughts on reuniting Manchester with Chateau and improving transportation in the neighborhood.

visit our website for more information: [engage.pittsburghpa.gov/manchester-reunited](http://engage.pittsburghpa.gov/manchester-reunited)

**WHERE** North Franklin Street between Beaver Ave and the River

**WHEN** Saturday, July 17th 2pm-8pm  
*Rain Date: Sunday, July 18th*

**RSVP** Visit [manchester-reunited.eventbrite.com](http://manchester-reunited.eventbrite.com) or call (412)-407-6216

**CAN'T COME?** Visit [www.engage.pittsburghpa.gov/manchester-reunited](http://www.engage.pittsburghpa.gov/manchester-reunited) to participate online



THE CITY OF  
**PITTSBURGH**



**MANCHESTER**  
[RE]UNITED

*Above: Informational postcard about the Manchester [Re]United Block Party was mailed to Manchester-Chateau Residents.*

- › State Legislative District 42
- › Pittsburgh City Council District 6
- › Department of City Planning
- › Department of Mobility & Infrastructure
- › Manchester Citizens Corporation
- › Port Authority of Allegheny County
- › Riverlife
- › Community College of Allegheny County, Northside Campus
- › Carnegie Science Center
- › Rivers Casino
- › Urban Redevelopment Authority of Pittsburgh
- › Esplanade Partners, LP / Millcraft

- › Sports and Exhibition Authority
- › Astrobotic
- › Cardello
- › Five Star Development
- › Bike Pittsburgh
- › Mobilify
- › Alcosan
- › Steelers
- › Pirates
- › Continental Real Estate
- › Alco Parking
- › Shawn Fox, RDC
- › James Welker, RESACA

## Public Event 1

To reach the community in the time of COVID-19, our team, together with MCC and the City, designed an outdoor block party on North Franklin Street to share and collect information from the community while meeting social distancing guidelines. The purpose of this event was to educate the community on what a TRID is, how it could benefit them, and how to begin to prioritize what community improvements the TRID could pay for. Due to storms at the start of the event, the event shut down early and turnout was limited. To maximize participation, all displays and input exercise materials were displayed at MCC's headquarters, and digital versions were provided on the Engage project website. In all, about 40 participants provided their feedback.

## Public Event 2

The second and final event was held via Zoom as part of "Manchester Infrastructure Week." The City of Pittsburgh and Manchester Citizens Corporation held two Zoom meetings to discuss the Esplanade project and how that development can benefit the neighborhood of Manchester. The first meeting was held by the Esplanade development team. They shared their latest plans for the site with the community, and answered questions. The second meeting discussed the creation of a TRID to capture increased tax revenue generated by the Esplanade development so that it can benefit Manchester. It was held on November 10th, 2021 and updated the community on the TRID planning process and sought community input on priorities and discussed how this potential money can be spent. About 50 people attended.



The poster features a green and blue background with a map of the Manchester area. A large blue arrow points from the top right towards the center. The text 'MANCHESTER [RE]UNITED' is at the top in white, with '[RE]' in a white box. Below it, 'Block Party' is written in large, orange, hand-drawn letters. To the left, 'GAMES', 'Food', 'trucks', 'MUSIC', and 'Neighbors' are listed in white, hand-drawn fonts, accompanied by small icons of a Jenga tower, a food truck, musical notes, and a hand holding a string. On the right, a white box contains event details. Below this box is an orange banner with a QR code and the website URL. At the bottom, logos for the City of Pittsburgh and Manchester Citizens Corporation are shown.

**MANCHESTER [RE]UNITED**

**Block Party**

**GAMES**

**Food**

**trucks**

**MUSIC**

**Neighbors**

**Manchester [Re]United** is a Transit Revitalization Investment District **[TRID]** Action Strategy

Stop by anytime to share your thoughts on reuniting Manchester with Chateau and improving transportation in the neighborhood.

visit our website for more information:  
[engage.pittsburghpa.gov/manchester-reunited](https://engage.pittsburghpa.gov/manchester-reunited)

**WHERE** North Franklin Street  
between Beaver Ave and the River

**WHEN** Saturday, July 17th 2pm-8pm  
Rain Date: Sunday, July 18th

**RSVP** Visit [manchester-reunited.eventbrite.com](https://manchester-reunited.eventbrite.com)  
or call (412)-407-6216

**CAN'T COME?** Visit our website to participate online!

Left: Poster with information about the Manchester [Re]United Block Party event.

## SUMMARY OF KEY FINDINGS

40

The following are **7 Key Findings** that represent important community feedback received throughout the TRID Action Strategy engagement process:

1

**There is support for creating a TRID around the Allegheny Station by participants!**

At each touch-point, the planning team asked, “How do you feel about establishing a TRID district around the Allegheny Station?”, Resulting in the following:

**88%**

**SUPPORT!**

Number of participants who support the creation of a TRID

**1%**

**DO NOT SUPPORT**  
the creation of a TRID

**11%**

**FEEL UNSURE**

2

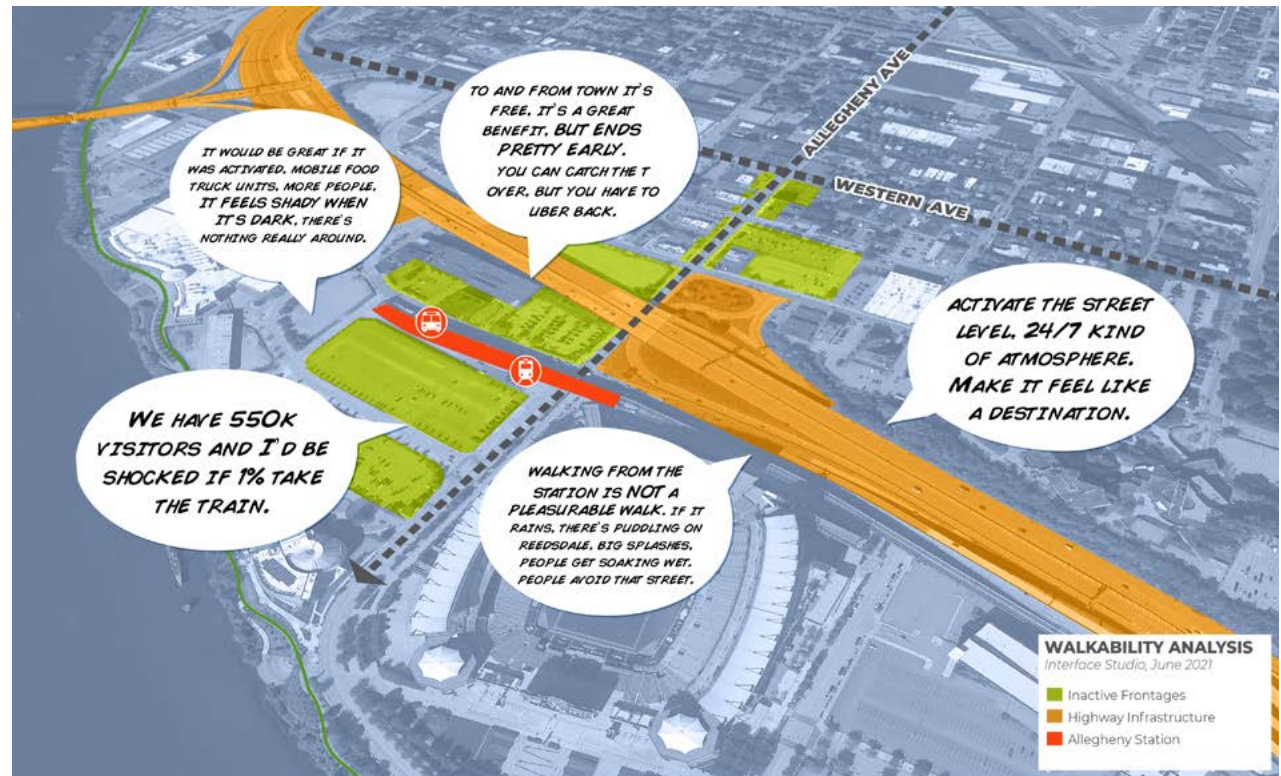
**Equitable Development means different things to different people. Two primary qualities that distinguish “Equitable Development”: Increased transparency in the development process, and safe and accessible connections for current residents.**

<i>We must change / address</i> _____(fill in the blank)_____	<i>...in order to have more</i> _____	<i>... for</i> _____
<i>the lack of speeding enforcement</i>	<i>safe roads</i>	<i>the people who actually live here</i>
<i>The overabundance of properties owned by speculators</i>	<i>Affordable housing</i>	<i>Families</i>
<i>The lack of jobs and stores in the area</i>	<i>Opportunities to earn and spend money in our neighborhood</i>	<i>the residents here</i>
<i>We must address how to involve as many residents as possible in decision making processes regarding neighborhood development.</i>	<i>awareness of neighborhood plans and activities</i>	<i>present residents.</i>
<i>Bike/walking routes/access, outdoor youth points of interest</i>	<i>Safe outdoor destinations</i>	<i>Youth and community members</i>

Public participants were also asked questions related to their understanding of “Equitable Development”. Equitable Development means different things to different people and is central to understanding public expectations around how “Equitable Transit-Oriented Development” might be applied in the TRID area.

- 3 Better sidewalks and lighting are priorities for making it easier and safer to get around.
- 4 Traveling by public transit in Manchester-Chateau is considered the most challenging way to get around because the bus routes are confusing and accessing the T Stations is difficult.
- 5 Reuniting Manchester to bridge the physiological and physical barriers that exist between the neighborhood and the Ohio River is paramount. SR-65 must change.
- 6 Further study is needed to understand the implications of lowering SR-65, and how to move this important priority forward.
- 7 The community agrees on the top 5 Priorities for eTOD Improvements, which include:

1. Connect to the Three Rivers Heritage Trail system on North Franklin Street
2. Improving the Juniata Street Underpass
3. Pedestrian safety improvements on Beaver and Chateau Streets



Above: Graphic depicts public comments related to walkability of the area around Allegheny Station.

**CHAPTER**

**4**

# eTOD ACTIONS



## SUMMARY OF PROPOSED NEIGHBORHOOD IMPROVEMENTS

Previous plan analysis by Interface Studio, August 2021

- 1 Ensure the TRID by supporting the Esplanade; Ensure the Esplanade by supporting the TRID\*
- 2 Increase investment in Juniata underpass design and activation
- 3 Create new neighborhood connections to the river for all modes
- 4 Initiate formal study of re-imagining SR 65 and extending the T line
- 5 Provide gap financing for affordable housing
- 6 Support development around the Allegheny T Station
- 7 Double-down on Allegheny Ave as a primary gateway to the station
- 8 Invest in infrastructure that integrates cultural heritage and art into public spaces
- 9 Secure gap financing for West End Bridge pedestrian infrastructure
- 10 Secure gap financing for riverbank restoration

- Two way Beaver Ave and roadway alignment
- Additional neighborhood connections
- Trail improvements and integration
- Open Space/Marina public realm improvements
- Underpass art, lighting and improvements
- Improve connections to trail networks by constructing green corridors with improved ADA accessibility
- Transform the intersections along Allegheny Ave with gateway signage/public art at Western Ave & Reedsdale
- Route 65 wall with public art and lighting
- Additional first/last mile infrastructure improvements including new bikeshare stations
- Promote development of rental and for sale housing at all income levels
- Bank restoration by USACE along the River
- West End Bridge Improvements
- Allegheny Station

The following pages include actions that were largely generated by the recommendations in the *Manchester Chateau Neighborhood Plan*. It was expanded to include specific improvements relating to eTOD around the Allegheny Station, as well as enabling infrastructure for the Esplanade development based upon TRID goals and research findings. A summary map of where these improvements fall geographically in relation to the Station is seen to the left.

### RECOMMENDED ETOD ACTIONS:

1. **Ensure the TRID by supporting the Esplanade; Ensure the Esplanade by supporting the TRID\***
2. **Increase investment in Juniata underpass design and activation**
3. **Create new neighborhood connections to the river for all modes**
4. **Initiate formal study of re-imagining SR 65 and extending the T line**
5. **Provide gap financing for affordable housing**
6. **Support development around the Allegheny Station**
7. **Double-down on Allegheny Ave as a primary gateway to the station**
8. **Invest in infrastructure that integrates cultural heritage and art into public spaces**
9. **Secure gap financing for West End Bridge pedestrian infrastructure**
10. **Secure gap financing for riverbank restoration**



## Ensure the TRID by supporting the Esplanade;

## Ensure the Esplanade by supporting the TRID

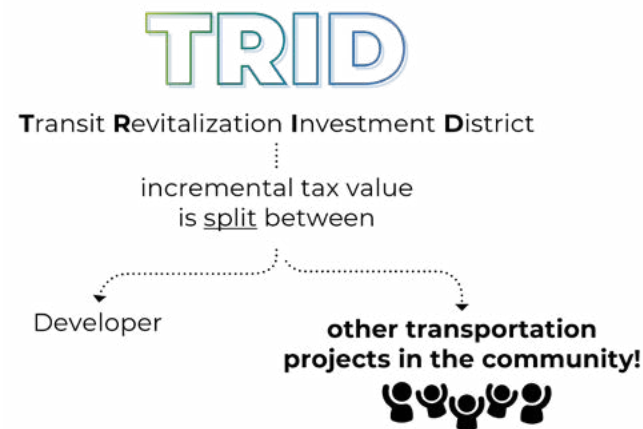
As detailed above, the Esplanade development is an anchor that is needed to ensure the establishment of this TRID. Esplanade is seeking TRID funding, in lieu of a TIF, to support development of public infrastructure, including necessary utilities and site connectivity, planning, predevelopment and soft costs for the project. More specifically:

- › Neighborhood Connection Improvements
- › Trail Relocation & Improvement
- › Excavation / Utilities / Roads & Drives
- › Public Realm Marina Improvements
- › Public Open Space Improvements and Pavilion components

## Design considerations

As the design of the Esplanade continues to evolve, extra care should be taken to ensure that public realm improvements meet urban design standards and best practices to ensure a greener and safer public realm. This includes continuous and connected wide sidewalks, street trees, stormwater gardens, pedestrian

scale lighting, enhanced crosswalks, and connected bicycle infrastructure. This is especially true for improvements made to Beaver Avenue and North Point Drive, the two main pedestrian access points from the proposed development to the Manchester Neighborhood and the Allegheny Station. The development team should continue to coordinate with MCC and Riverlife to balance the future plans of both the West End Bridge infrastructure improvements and the SR 65 removal, being mindful of their timelines, as to not over invest in amenities that will be replaced in the short term.





# 2

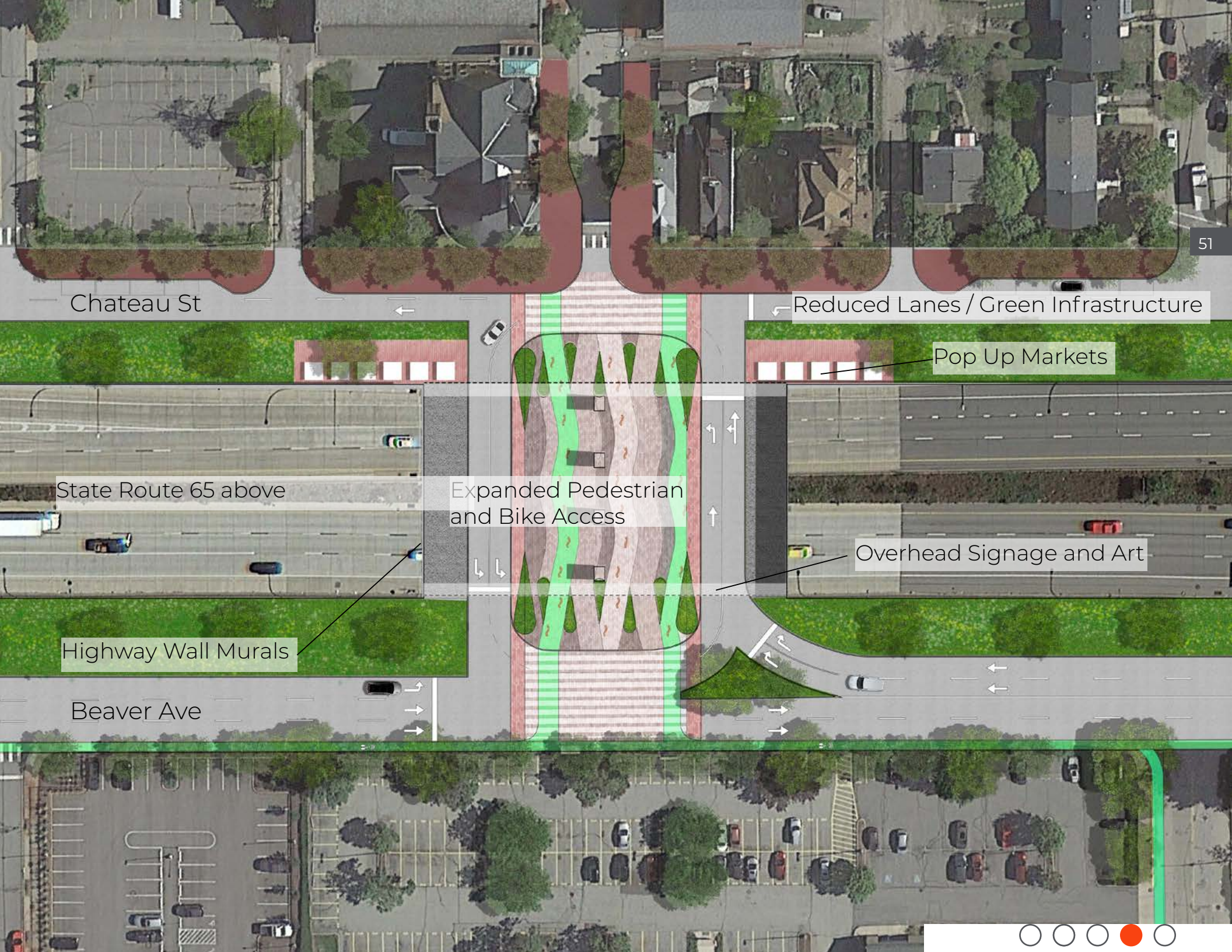
## **Increase investment in Juniata underpass design and activation**

The proposed Esplanade development is working with PennDOT on an \$8m transformation of Beaver Avenue, converting it from a one-way to two-way traffic pattern. This enabling infrastructure will improve access to/from the site and relieve traffic congestion on highway access points to the current configuration. This baseline improvement includes a reconfiguration of the Juniata Street underpass as well, though what's included in the initial cost estimates do not include some of the amenities that the community would like to see in this improvement, as identified in the EPA funded 2019 Study, Greening America's Communities: Manchester Chateau including:

- › Enhanced and bold crosswalk facilities for all modes
- › Brick pavement details that connect the materiality of the neighborhood
- › Widened pedestrian space
- › Chateau Road Diet
- › Lighting
- › Wayfinding
- › Public Art
- › Landscaping
- › Activation opportunities for community events, entrepreneur space, and pop up markets and associated electrical infrastructure

TRID funds can be directed to further enhance the Juniata underpass to incorporate these additional amenities to achieve the community's vision and as a first step to Reunite Manchester. The proposed hybrid design merges the EPA Study findings and Esplanade's proposed traffic reconfiguration. It includes exaggerated and welcoming crosswalks, drop shaped planters and wave elements (highlighting the proximity to the River), creative lighting and art, and flexible space for community programming / activities.

*Day and Night renderings of the transformed Juniata Street Underpass, including planters, lighting, and enhanced crosswalks*  
Source: Omnes Studio



Chateau St

Reduced Lanes / Green Infrastructure

Pop Up Markets

State Route 65 above

Expanded Pedestrian and Bike Access

Overhead Signage and Art

Highway Wall Murals

Beaver Ave

Day and Night renderings of the transformed Juniata Street Underpass, including planters, lighting, and enhanced crosswalks  
Source: Omnes Studio



MANCHESTER



# 3

## Create new neighborhood connections to the river for all modes

Once residents are able to comfortably navigate the Juniata Street underpass, the connection between Beaver Avenue and the Three Rivers Heritage Trail needs to be overhauled. The MCNP calls for the creation of Green Corridors to create these connections - on North Franklin Street and Columbus Avenue. And, the EPA 2019 study, *Greening America's Communities: Manchester Chateau* took that recommendation further, and incorporated community input to design an enhanced trail connection along North Franklin Street that included painted bike lanes, street trees, ADA accessibility and road resurfacing on North Franklin Street.

*Note that while the MCNP called for green corridors on both North Franklin and Columbus Avenue, North Franklin Street should be prioritized given limited TRID funding and its proximity to the TRID Study Area. Should future TRID dollars be generated in later phases, considerations can be made to expand the TRID to create an additional green corridor on Columbus Ave.*



North Franklin Street today

*Rendering of N. Franklin Street, part of the 2019 Greening America's Communities: Manchester Chateau  
Source: Floura Teeter*



# 4

## **Initiate formal study of re-imagining SR 65 and extending the T line**

Goal 18 of the *Manchester Chateau Neighborhood Plan* calls for reconnecting Manchester and Chateau through a new vision for the SR 65 Network, as the barrier it creates is one of the most pressing transportation challenges in the neighborhood. While that plan poses some scenarios of how the highway can be re-imagined (lowered as a boulevard, reconfigured as a bridge, etc.), a formal scoping study is needed to determine feasibility, impacts, scope, cost, and timeframe of removal. A robust community engagement process must be incorporated

to provide transparency and ensure that public input is integrated into its findings.

This study must also include a transit component, evaluating a potential alignment of extending the T line with light rail or rapid transit, continuing from the Allegheny Station north to Emsworth along this corridor. The lowering of SR 65 would create opportunities for connecting Manchester and Chateau to at-grade transit connections. Not only would this new transit infrastructure work to alleviate congestion, it would provide restorative justice and real economic opportunity to the residents of Manchester.

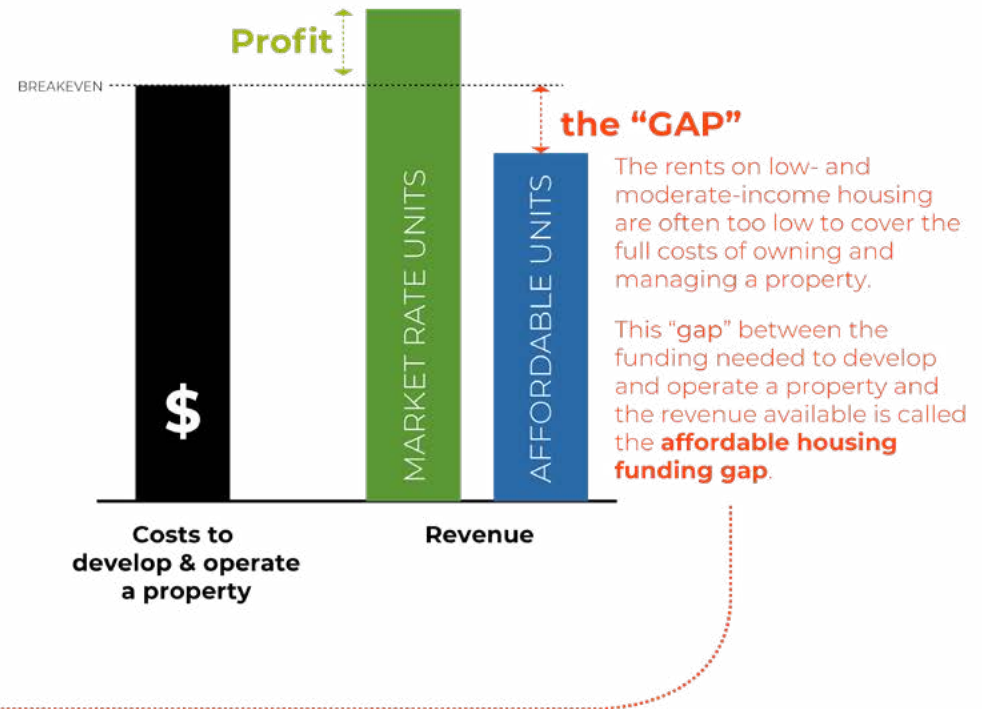


*Rendering shows a vision for an at-grade boulevard.  
Source: Manchester Chateau  
Neighborhood Plan*

# 5

## Provide gap financing for affordable housing

Goals 1 and 2 of the *Manchester Chateau Neighborhood Plan* speak to the importance of providing affordable and diverse unit typologies. The TRID should support the inclusion of affordable housing units in new North Shore developments, as financing for such projects is often hard to obtain and very competitive. Lessons learned from the East Liberty TRID also speak to the need of including dollars for affordable units as part of the TRID recommendations. Analysis done by RES estimates \$383/sf for the development of affordable housing units, at an average unit size of 780sf, generally speaking it costs about \$300,000 per unit to construct.



## 6

## Support development around the Allegheny Station

Equitable transit oriented development of the parcels surrounding the Allegheny Station will help to activate the station, increase ridership, bridge the neighborhood fabric, and capitalize on Phases 2 and 3 of the TRID. The market analysis conducted as part of this study suggests that the real estate market can support large scale commercial residential mixed use development on these parcels. Alternative uses that were considered for these sites included hotel and office uses, but were ruled out as part of this assessment, namely the proposed competition from the Rivers Casino Hotel, and downtown in the market for office space due to COVID-19.

Currently, all of these development parcels are zoned RIV-NS (Riverfront North Shore Subdistrict). They currently support 830 surface parking spaces, with an additional 4,111 parking spaces available in the Rivers Casino parking garage. The parcels to the south of the Allegheny Station are parking lots owned and operated by the Carnegie Science Center. Those parking spaces currently produce a valuable revenue stream for the Science Center - to the tune of \$50,000 per gameday. However, surface parking as a land use received only a temporary zoning variance when it was built as part of the construction of the Allegheny Station. While the Science Center just received an extension of this variance to

operate the surface parking for the next 10 years, they are expected to develop this lot in that timeframe. For this reason, the parcels around the station are being considered as a Phase 2 development in this TRID, with an expected development timeline of 5-10 years.

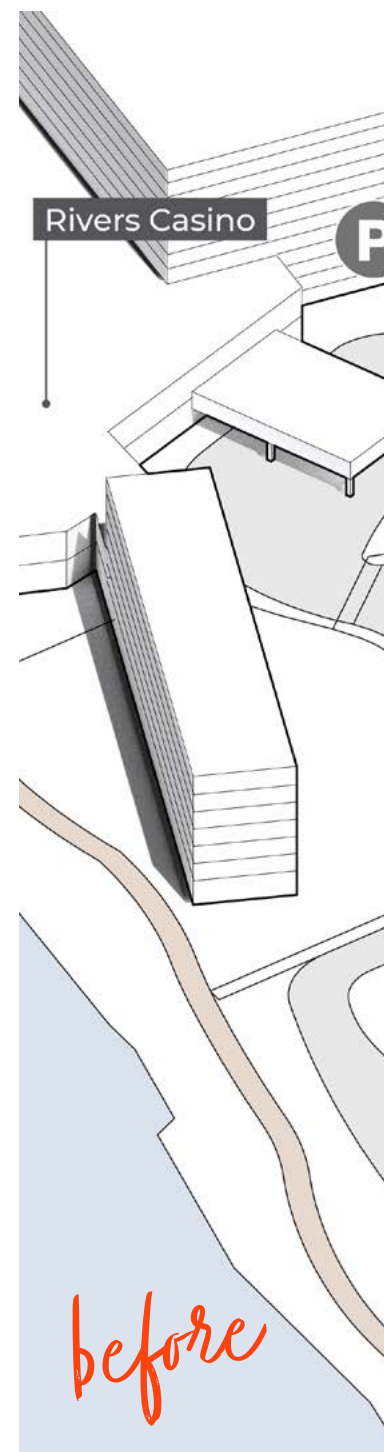
To envision the potential of these lots, the proposed development scenario as shown can be built by-right in the zoning code, save for the proposed setback on Building 5. As drawn, this development scheme supports 705 residential units (540,000 sf) and a commercial retail use of 25,000 sf on the ground floor of Building 5. Additional ground floor retail could be considered as part of the other proposed building schemes should the market be strong enough once these sites are closer to development.

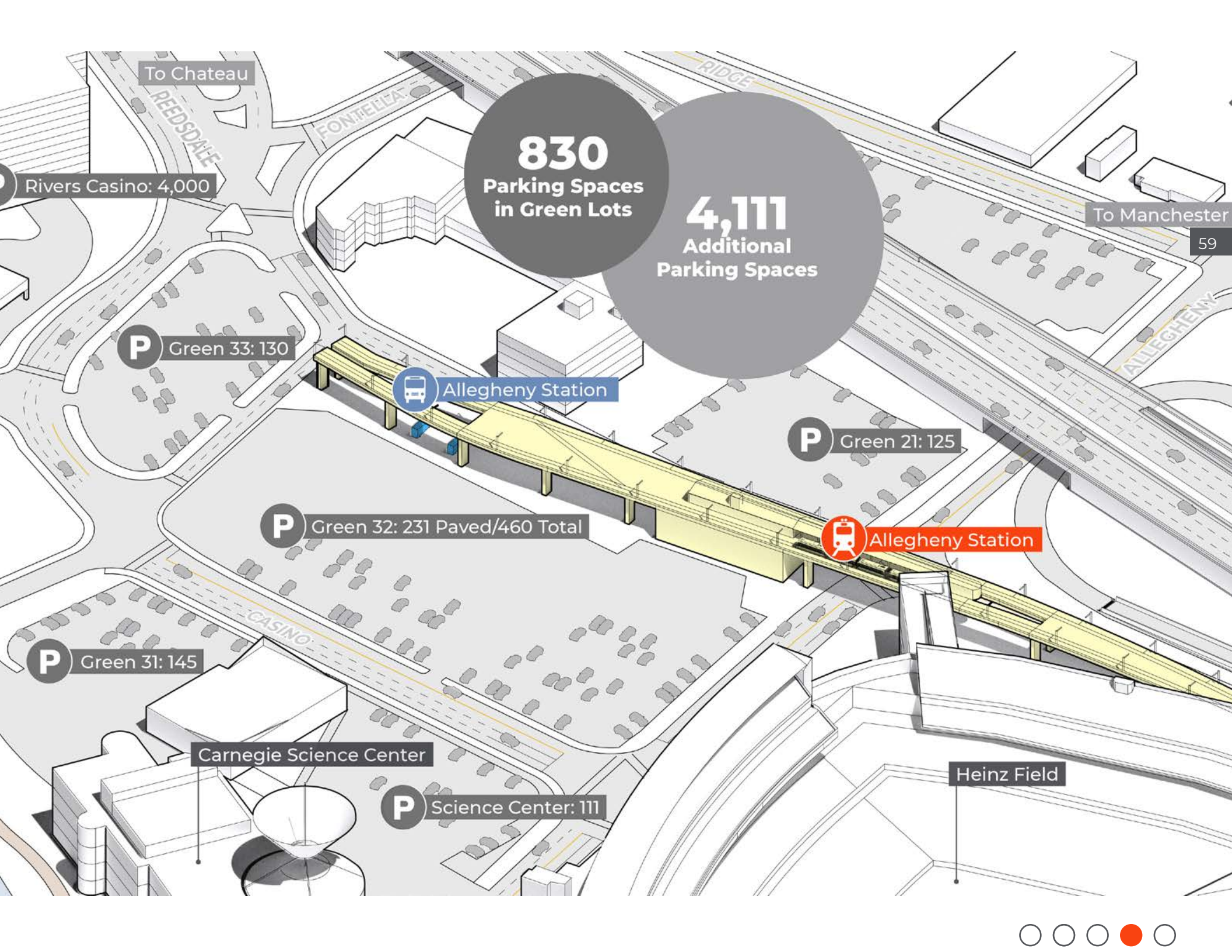
It is well understood that gameday impacts, traffic and parking are an important factor in the viability of these development sites, but they do not preclude their development, as illustrated by recent developments between Heinz Field and PNC Park. Future development schemes will need to thoughtfully consider mitigation of these impacts and work with the sports teams to provide design solutions that work for all parties, while creating a walkable built environment for the majority of the year. The proposed build out scenario as drawn

### Estimated Phase 1: \$481k

Estimated Phase 2 Development Enabling Infrastructure Costs: TBD

Estimated Phase 2 Development 20% Affordable Component: \$42M





To Chateau

Rivers Casino: 4,000

**830**  
Parking Spaces  
in Green Lots

**4,111**  
Additional  
Parking Spaces

To Manchester

59

ALLEGHENY

**P** Green 33: 130



Allegheny Station

**P** Green 21: 125



Green 32: 231 Paved/460 Total



Allegheny Station



Green 31: 145

Carnegie Science Center



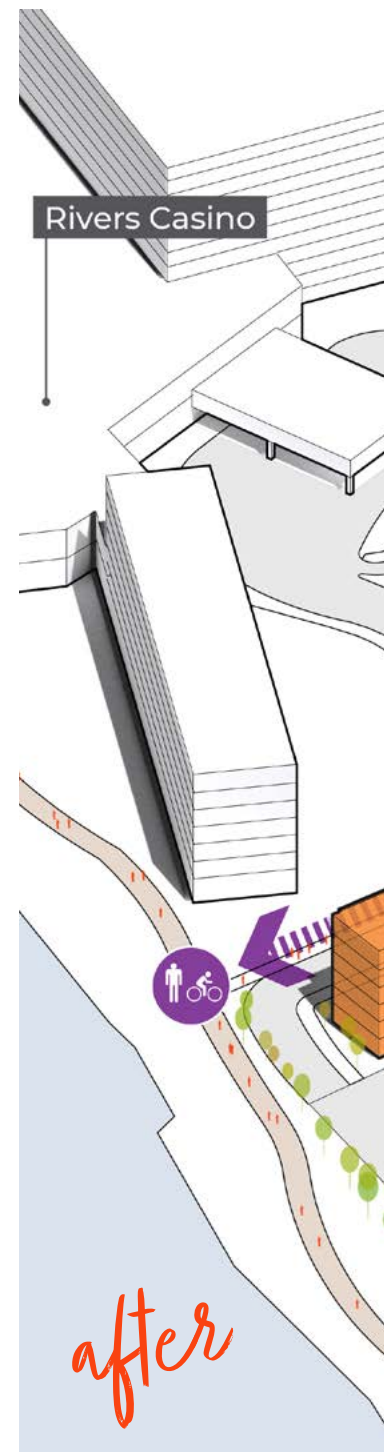
Science Center: 111

Heinz Field

does take into account those considerations. First, given the importance of parking as a revenue stream for the Science Center, the proposed scheme ensures a 1:1 replacement of all parking spaces by including a centralized parking structure. In fact this scheme includes more parking spaces, as the existing count is 830, the proposed is 900 across all development sites. Urban design best practices helped to site the parking structure in the center of the parcel, ensuring that Allegheny Avenue, Casino Drive and Sproat way can be activated on the ground floor. A large setback is provided along the Allegheny Station and Allegheny Avenue to provide a buffer and create opportunities for gameday gathering and activities. Other considerations included a redesign of the Fontella/Reedsdale intersection, streetscape improvements and greening along Reedsdale Avenue, and activated building edges along Sproat way creating a new welcoming River access point.

To ensure the equitable component of this equitable transit oriented development, consideration must be given to providing units to a mix of income levels and family composition [read; not just luxury apartments for millennials]. Gap financing for providing 20% affordable units will need to be considered (estimated Future iterations of the design should include a community input process to incorporate feedback from the residents of Manchester.

Again, the timeline for such a development proposal could take up to 10 years. As early actions, to spruce up the ground level of the station, the Port Authority should consider large planters on Reedsdale Avenue, and pop-up activations on the surface lots to catalyze development. The City should work with the Science Center, SEA, MCC, and the sports teams to develop a competitive RFP to realize the potential of these sites during this time as well.



*Model depicting full build out of surface parking lots around the Allegheny Station*

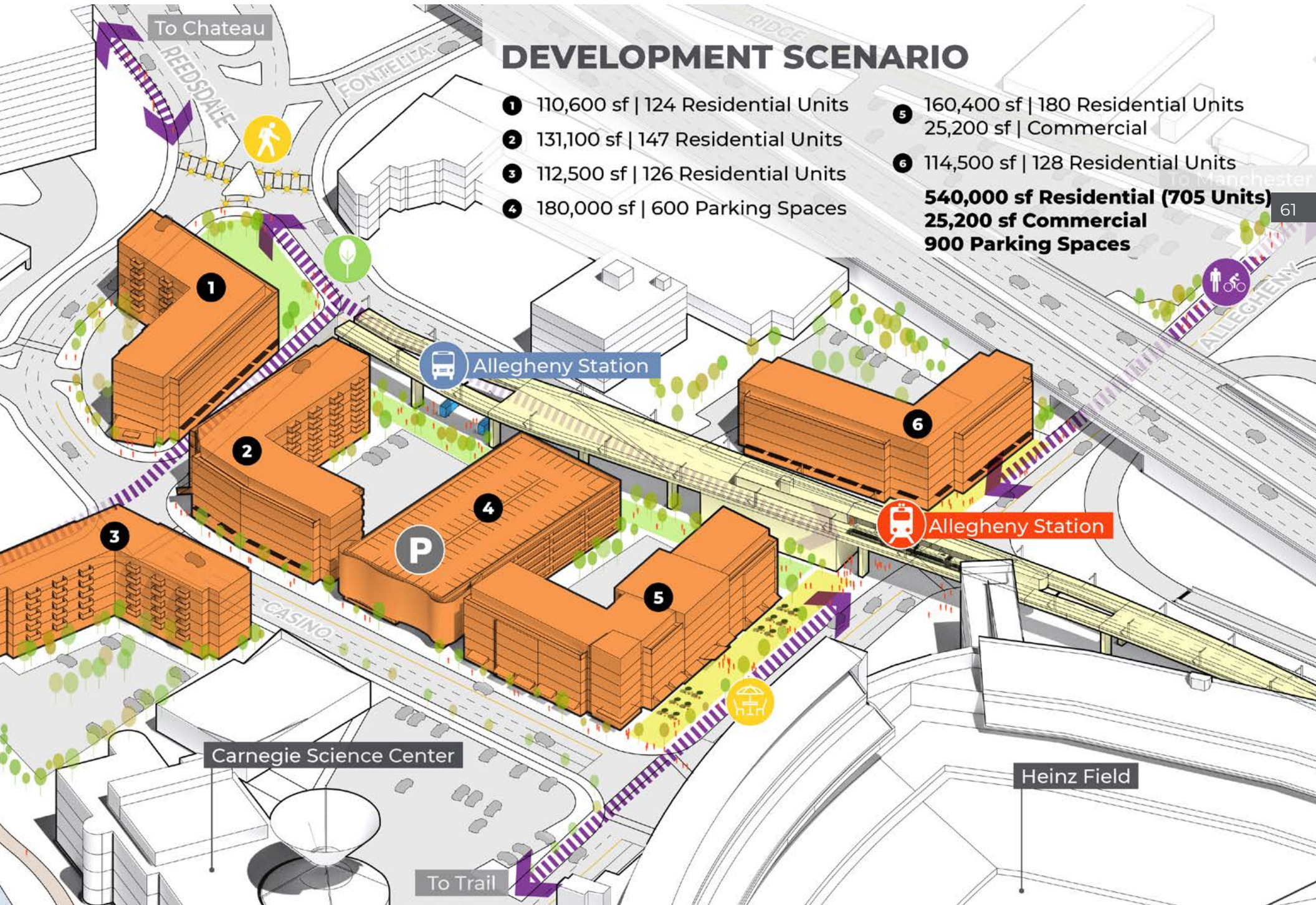
## DEVELOPMENT SCENARIO

- 1 110,600 sf | 124 Residential Units
- 2 131,100 sf | 147 Residential Units
- 3 112,500 sf | 126 Residential Units
- 4 180,000 sf | 600 Parking Spaces

- 5 160,400 sf | 180 Residential Units  
25,200 sf | Commercial

- 6 114,500 sf | 128 Residential Units

**540,000 sf Residential (705 Units)**  
**25,200 sf Commercial**  
**900 Parking Spaces**



## 7

## Double-down on Allegheny Ave as a primary gateway to the station

**Estimated Cost: \$5.3m**

Allegheny Avenue is the most heavily used route\* from the Allegheny Station to the Manchester Neighborhood. The pedestrian experience is quite harsh from Western Avenue down to Reedsdale Street. The adjacent uses to this corridor contain auto-oriented fast food restaurants, surface parking lots, and a highway underpass and ramp infrastructure. The public realm conditions offer little in pedestrian amenities, the corridor is severely lacking in street trees, pedestrian scale lighting and enhanced crosswalks. The design of the cartway itself contains eight foot sidewalks, a travel lane in each direction and a center turning lane. In all it's about 50 feet curb to curb. CCAC students also heavily use this corridor, and often choose to take the quickest route to their destination, while walking along the sidewalk-less southern portion of Ridge Avenue.

To address these challenges, and create a pleasurable walking experience to the T, the street should be considered for a complete redesign. Adjustments to the traffic pattern, roadway width may be difficult due to the congestion created during game days, but options should be explored to narrow the roadway and provide wider sidewalks. Additionally, consider options to provide a flexible travel lane that is dedicated to alternative modes much of the year, but

could restore traffic movements during game days and special events (e.g. removable bollards that would allow for current traffic flow during game days).

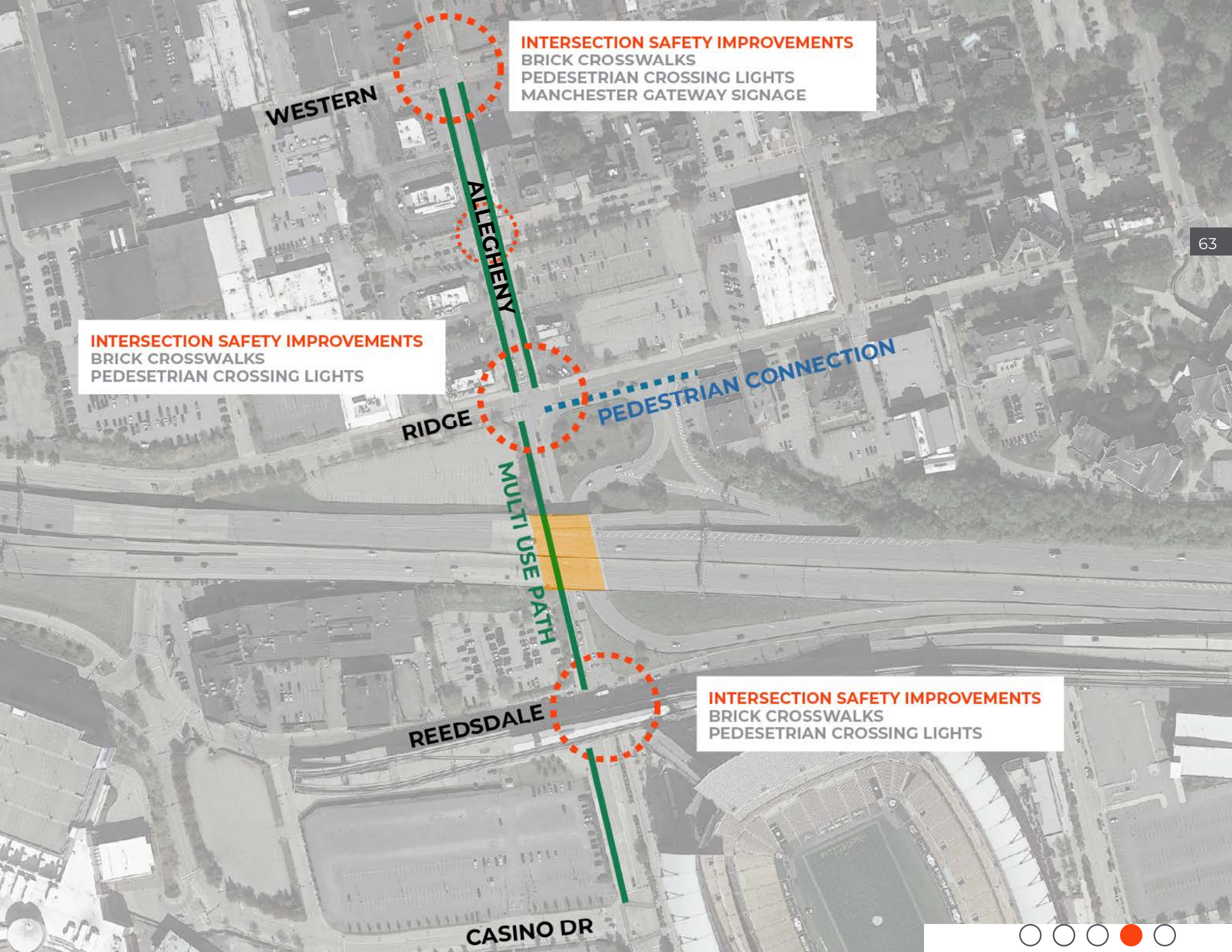
If a reconfiguration of the street is not possible, at a minimum, the street should be upgraded to:

- › Create enhanced pedestrian crosswalks and signals at all intersections
- › Provide gateway signage and public art at Allegheny and Western Avenues (as recommended by the MCNP)
- › Provide pedestrian scale lighting
- › Plant street trees
- › Buffer inactive or unsightly edges with landscaping
- › Transform the SR 65 underpass with art and lighting

The rendering of the underpass to the right

*\* At Public Event 2 some participants conveyed that the Fontella Street underpass was their main access point to the Allegheny Station from Manchester. This underpass should be evaluated for improvements in Phase 2 of the TRID strategy as developments for the parcels surrounding the T Station are being explored. Allegheny Avenue is prioritized for improvements in Phase 1 because it was cited in the Manchester Chateau Neighborhood Plan, and it has the potential to impact the commute to the Allegheny Station of a much larger segment of the population.*





**WESTERN**

**ALLEGHENY**

**RIDGE**

**REEDSDALE**

**CASINO DR**

**INTERSECTION SAFETY IMPROVEMENTS**  
BRICK CROSSWALKS  
PEDESETRIAN CROSSING LIGHTS  
MANCHESTER GATEWAY SIGNAGE

**INTERSECTION SAFETY IMPROVEMENTS**  
BRICK CROSSWALKS  
PEDESETRIAN CROSSING LIGHTS

**PEDESTRIAN CONNECTION**

**MULTI USE PATH**

**INTERSECTION SAFETY IMPROVEMENTS**  
BRICK CROSSWALKS  
PEDESETRIAN CROSSING LIGHTS

depicts a cosmos theme, as this corridor will connect the Science Center with the new Moonshot museum, and both parties are interested in celebrating those uses in the public realm. Moonboots imprinted in the sidewalk could really bring this idea to life.

This corridor was studied for bicycle infrastructure improvements, but DOMI found that they were not possible given the current constraints. To make the corridor safer for cyclists, consider creating shared path signage on the sidewalk (where it is at least 12 foot in width) to allow for all uses connecting down the Station and connecting the Three Rivers Heritage Trail.

The Port Authority had previously designed a

pedestrian bridge from Ridge Avenue to the top of the Allegheny Concourse, but it was value engineered out during the construction of the station. While this option remains, this study recommends creating a better walking environment at grade along the street to create amenities that will contribute to the beautification of the area and establishing the neighborhood fabric.

before

Rendering depicting a transformed Allegheny Ave underpass, with cosmos starry lights and moon prints in the pavement.





after

**Estimated Cost: \$750k**

66

# 8

## Invest in infrastructure that integrates cultural heritage and art into public spaces

Manchester is rich with historical legacy, culture and vibrancy. Investments in the public realm should work to celebrate that vibrancy, through public art and design, as recommended in the MCNP. This includes enhancing the design of bus stops to showcase local artists and community heritage, and transforming the SR 65 wall with public art. As shown in the rendering to the right, art on the wall of the highway can build awareness of the campaign to reunite Manchester (and tear down that wall) and garner attention, as the national discourse on the damage of systemic racism and constructing highways through black neighborhoods is heightened. This can be done with optical allusions of portals bursting through to the other side, depicting what that connection could be like in the future, or even what it was in the past.

*Rendering depicting murals of portals through the SR-65 wall to the other side.*



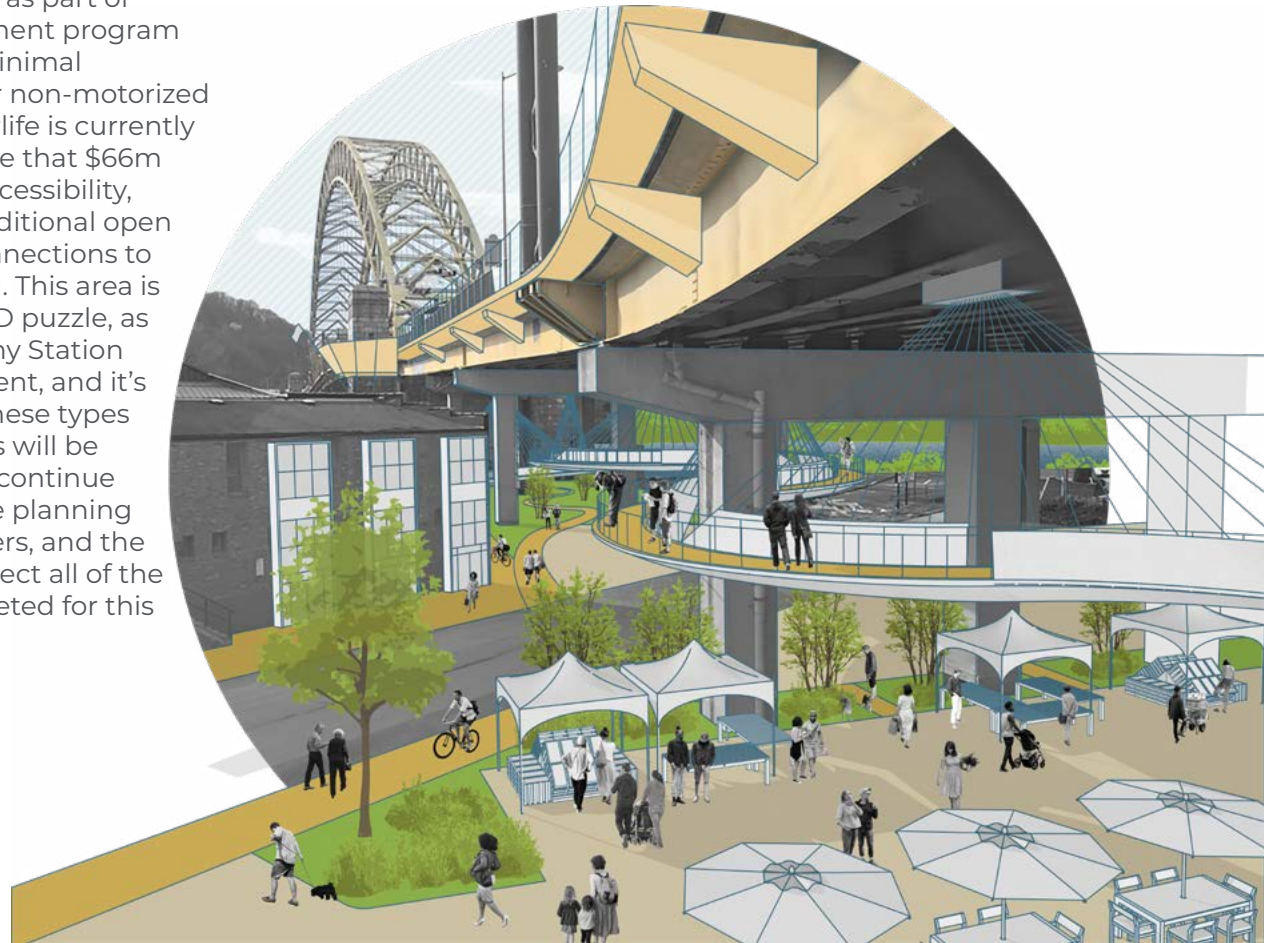
after



# 9

## Secure gap financing for West End Bridge pedestrian infrastructure

The West End Bridge will be celebrating its 100th birthday in 2032. With this important milestone comes structural maintenance, to be completed by PennDOT as part of their transportation improvement program in 2028. Currently there are minimal infrastructure investments for non-motorized users slated in this work. Riverlife is currently conducting a study to leverage that \$66m investment to include ADA accessibility, pedestrian improvements, additional open space at the landings and connections to the Three Rivers Heritage Trail. This area is an important piece in the TRID puzzle, as it sits in between the Allegheny Station and the Esplanade development, and it's likely that gap financing for these types of public realm improvements will be needed. Coordination should continue between the West End Bridge planning team, the Esplanade developers, and the TRID to align efforts and connect all of the proposed improvements targeted for this area.



*Rendering of enhanced West End Bridge landing.  
Source: Riverlife*

**Estimated Cost: \$3.5M**

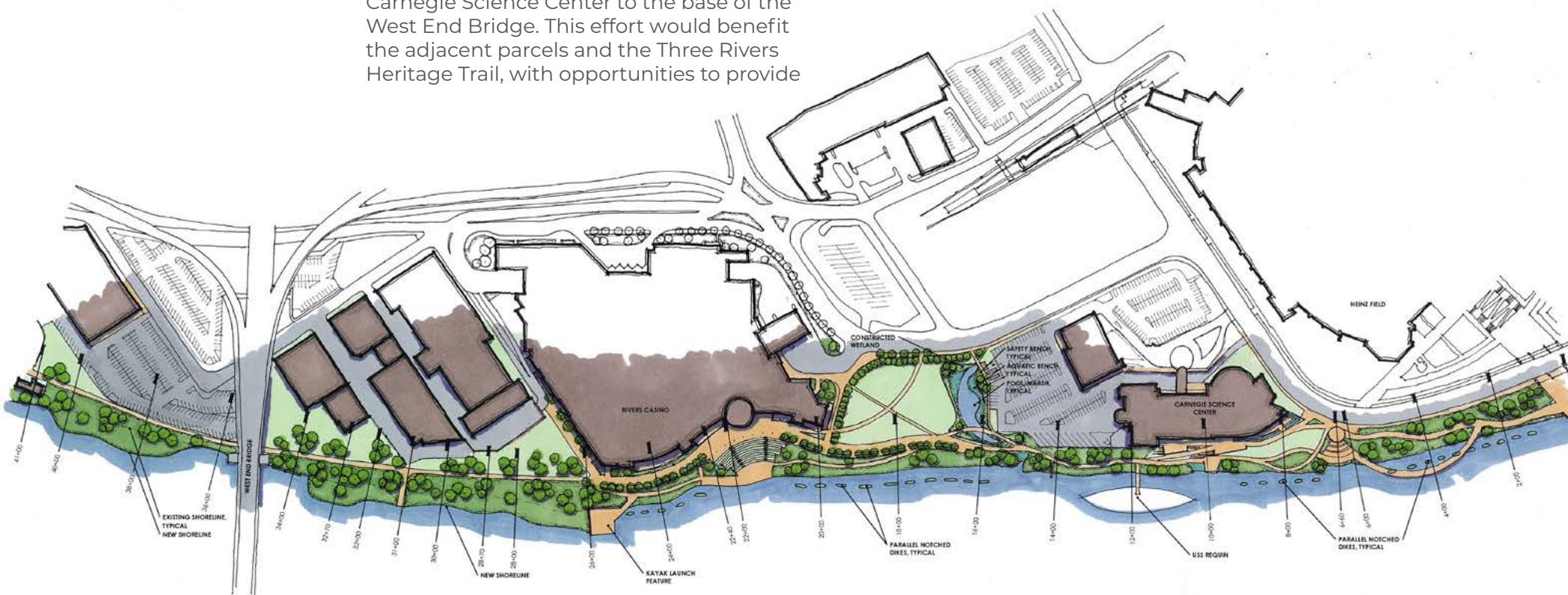
# 10

## Secure gap financing for riverbank restoration

The USACE conducted an assessment of approximately 13 acres of heavily degraded aquatic and riverbank habitat in 2016, [\*The North Shore Riverfront Ecosystem Restoration Project\*](#), and found stabilization and ecological restoration needs on the northern bank of the Ohio River, from the Carnegie Science Center to the base of the West End Bridge. This effort would benefit the adjacent parcels and the Three Rivers Heritage Trail, with opportunities to provide

recreation opportunities (kayak launches, etc.) The total project cost for this restoration project is \$10m. The federal government is looking for a local match of 35%, or \$3.5m, to complete this work. Currently there is no source for these funds.

69



Site plan from the North Shore Riverfront Ecosystem Restoration Project Source: USACE

**CHAPTER**

**5**

# FINANCIAL PLAN

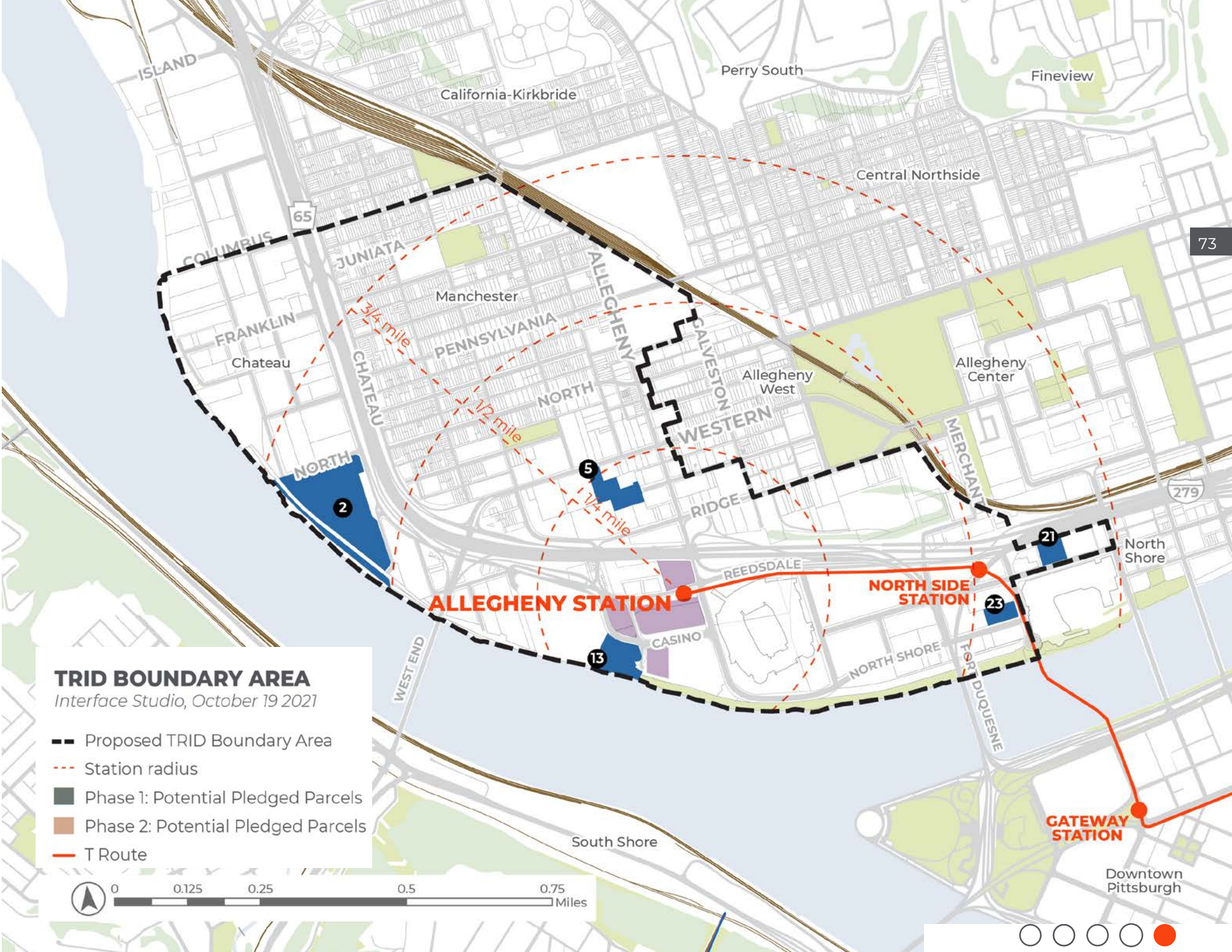
According to the legislation, eligible TRID locations may include any geographic area of a municipality or municipalities, including vacant, underutilized or potentially developable land, within an area not to exceed a radius of three-quarters mile from a transit station, measured from the centerline of the track or roadway traversing the station or stop location. However, the specific boundaries of a TRID may be expanded or reduced based on local circumstances such as local economic development and planning goals, community character, property boundary and scale variations but only when:

- (i) authorized by the governing body or bodies of the affected jurisdiction or jurisdictions in cooperation with the pertinent public transportation agency; and
- (ii) the rationale for the boundaries is supported by the findings of the required TRID planning study.

The proposed TRID boundary area is seen on the following page. This study recommends extending the boundary slightly past the three-quarter mile boundary to Columbus Avenue in order to capture the Juniata Street underpass, and the connections to the Three Rivers Heritage Trail via the green connectors on North Franklin Street and Columbus Avenue as recommended by the Manchester Chateau Neighborhood Plan. These improvements are important community

priorities. Geographically, the rail line acts as a natural delineation to the northeast, and as such, the boundary of the TRID follows the rail line and then down Allegheny Avenue, capturing the parcels alongside that important corridor to the Allegheny Station.

The area between Heinz Field and PNC Park was included in this boundary in order to capture the large mixed use and residential developments coming online in the near future (Sites 21 and 23). While they are closer to the North Shore Station, no TRID is being proposed for that station at the current time. This study recommends including those properties in this TRID to ensure that all new development on the North Shore is leveraged to implement the *Manchester Chateau Neighborhood Plan*, to heal the divides caused by the construction of SR 65, and its impacts on this historically black neighborhood.



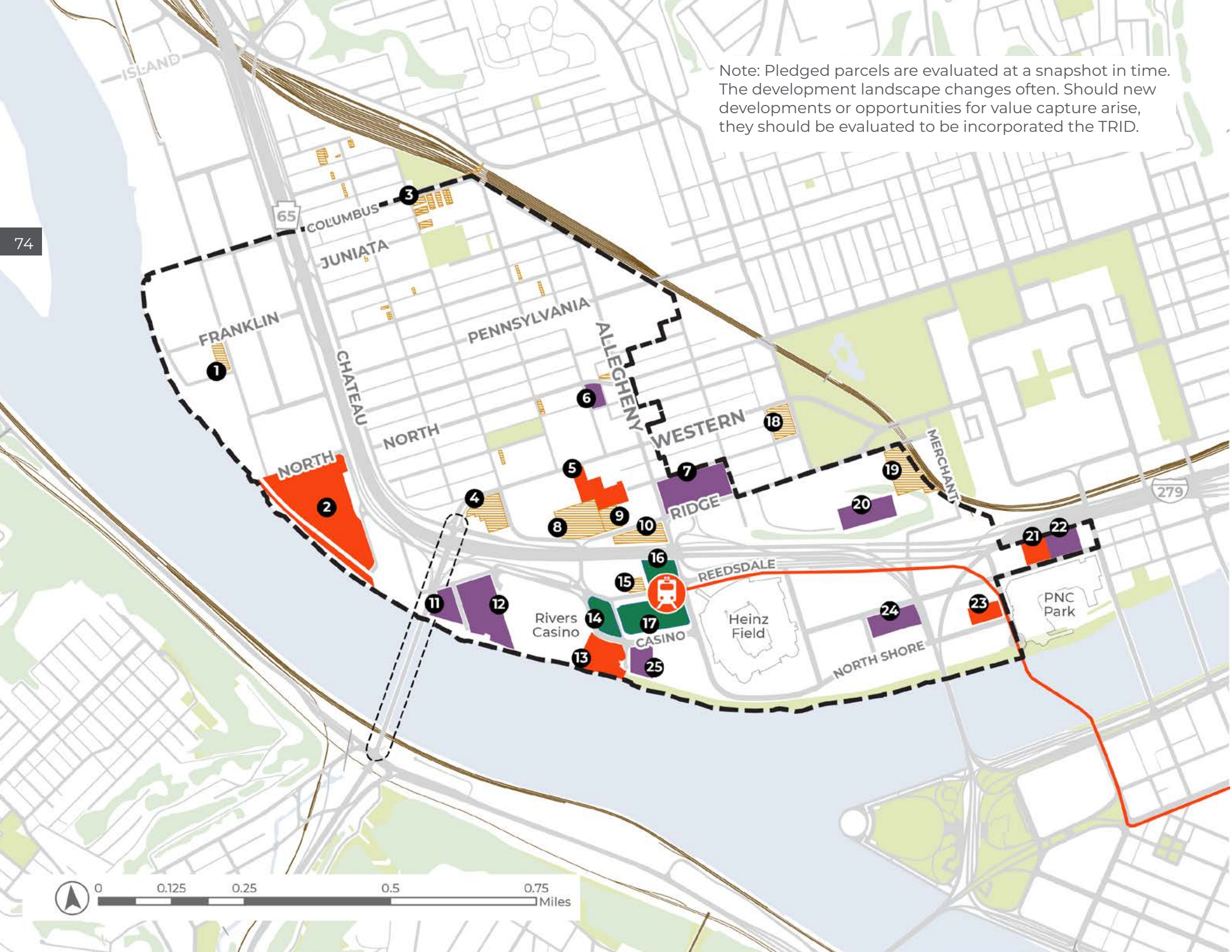
## TRID BOUNDARY AREA

Interface Studio, October 19 2021

- Proposed TRID Boundary Area
- - - Station radius
- Phase 1: Potential Pledged Parcels
- Phase 2: Potential Pledged Parcels
- T Route



Note: Pledged parcels are evaluated at a snapshot in time. The development landscape changes often. Should new developments or opportunities for value capture arise, they should be evaluated to be incorporated the TRID.



## PHASING OF PLEDGED PARCELS

Interface Studio, December 2021

- 1 Five Star / Bodyography
- 2 Esplanade
- 3 Columbus Square / MCC Scattered Sites
- 4 Get - Go Gas Station
- 5 Astrobotic Museum + Office Expansion
- 6 Former Carter Chapel, 30 apt. units
- 7 CCAC Parking Garage + Market Rate Housing
- 8 Private Parking Lot 1
- 9 Private Parking Lot 2
- 10 Private Parking Lot 3
- 11 Alcosan Stable Building
- 12 Rivers Casino Vacant Lot
- 13 Rivers Casino Hotel
- 14 Science Center Parking Lot 2
- 15 Eleven06 Condos
- 16 SEA Parking Lot
- 17 Science Center Parking Lot 1
- 18 Affordable Apartment Building, 21 units
- 19 Emergency Shelter, Community Center
- 20 CCAC Parking Garage + Market Rate Housing
- 21 Market Rate Apts., 260 units
- 22 Alco Parking Lot
- 23 Mixed Use Building, 120 units
- 24 SEA Parking Lot
- ☐ \$66M West End Bridge Improvements
- Proposed TRID Boundary Area
- 🚊 Allegheny Station
- Phase 1
- Phase 2
- Phase 3
- Non-profit / Limited value capture potential

## TRID PHASING

The TRID legislation allows capture of all or a portion of the tax increment generated by pledged parcels within the boundary over 20 years. At the end of the 20 year period, 100% of incremental tax revenue flows to the taxing bodies. To maximize the total increment available to fund improvements in Manchester-Chateau, this study recommends three phases for the TRID, based on today's known development landscape. In each phase, all or part of the tax increment generated by a group of parcels is pledged to flow into the TRID Fund. Parcels that already are planned for development or have clear market support for development in the short-term are included in Phase 1. The amount of tax increment generated depends on the year a development is completed. For example, if an apartment building opens at the beginning of TRID Year 3, then 18 years of increment from that property will flow into the TRID Fund. If a hotel opens at the end of Year 5, then only 15 years of tax increment would flow into the Fund.

Parcels that are likely to be developed in TRID Years 6 through 10 are included in Phase 2. By pledging the tax increment for these parcels at the beginning of a second phase (at the beginning of TRID Year 6) the 20-year clock can be "reset" to allow as close to 20 years of increment capture as possible on these Phase 2 developments. The following section presents tax increment projections that have been prepared for both Phase 1 and Phase 2 representing potential tax increment that could be generated in Years 1 through 25 of the TRID. See the map to the left for the potential phasing of pledged parcels:

- > **Phase 1:** Parcels likely to be developed in TRID Years 1-5
- > **Phase 2:** Parcels likely to be developed in TRID Years 6-10
- > **Phase 3:** Longer term development prospects—10 - 20 years out



## Proportion Of Tax Diversion/ Value Capture

The level of funding generated in a TRID depends on multiple factors: the specific parcels pledged; the completion date of a specific development; the types of taxes included for value capture; and the percentage of tax increment approved for diversion. The TRID legislation does not specify a diversion percentage, but notes that the figure should be developed as part of negotiations with the taxing bodies participating in the TRID. The URA reports that TIF agreements in Pittsburgh have typically used a 60% diversion figure, but percentages up to 75% are permitted if projects require additional subsidy. For the purpose of this study, it is assumed that all three taxing bodies — the City of Pittsburgh, the Pittsburgh School District, and Allegheny County — agree to allow diversion of between 60% and 75% of new tax revenue (over the base taxes collected pre-TRID designation) to flow into a TRID Fund. The Fund can be used for debt service on a bond or for direct payment of the cost of improvements and TRID administration.

The universe of tax types considered for value capture include:

- Real estate taxes: City (8.06 mills), School District (9.95 mills), and County (4.73 mills) portions
- City parking tax (37.5%)
- City amusement tax (5%)
- Hotel taxes: City (1%) and County (0.25% general fund portion)

The tables below shows the potential up front funding that could be raised through a debt issuance backed by the flow of diverted tax increment over the twenty year periods of TRID Phase I and Phase 2. Several scenarios were modeled to explore the impact of various factors on the availability of capital of improvements within the TRID boundary. The tax increment generated from each scenario at both the 60% and 75% diversion levels are shown. It is important to note that the “net debt capacity from diversion” does not show a simple total of 20 years of tax increment. Rather, it is an estimate of the size of an upfront financing secured by the future stream of tax increments generated over the life of the TRID.

### Manchester Chateau Tax Increment Analysis

Scenarios		Full Boundary: All Taxes	Full Boundary: No Esplanade All Taxes	Low Scenario* with Esplanade: Real Estate Taxes Only	Full Boundary: Real Estate Taxes Only
Scenarios at 60% Diversion					
Net Debt Capacity from Diversion					
	Phase 1	\$ 39,520,061	\$ 9,733,718	\$ 25,026,621	\$ 34,501,575
	Phase 2	\$ 32,504,211	\$ 11,935,143	\$ 24,673,660	\$ 24,673,660
	Total	\$ 72,024,272	\$ 21,668,862	\$ 49,700,282	\$ 59,175,235
New Revenue (from both phases) to:					
	City	\$ 47,216,575	\$ 14,858,644	\$ 25,857,837	\$ 30,307,246
	School District	\$ 35,303,051	\$ 10,245,177	\$ 29,810,295	\$ 35,303,051
	County	\$ 17,087,456	\$ 5,042,291	\$ 14,171,125	\$ 16,782,255
Scenarios at 75% Diversion					
Net Debt Capacity from Diversion					
	Phase 1	\$49,400,076	\$12,167,148	\$30,734,919	\$41,822,973
	Phase 2	\$40,630,264	\$14,918,929	\$30,842,076	\$30,842,076
	Total	\$90,030,340	\$27,086,077	\$61,576,995	\$72,665,049
New Revenue (from both phases) to:					
	City	\$29,510,359	\$9,286,653	\$15,092,398	\$17,873,279
	School District	\$22,064,407	\$6,403,236	\$18,631,435	\$22,064,407
	County	\$10,679,660	\$3,151,432	\$8,856,953	\$10,488,909

\* Low scenario = smaller TRID boundary, no casino hotel, Esplanade included, real estate taxes only.

- › The first scenario — **full boundary: all taxes** — includes all parcels in the recommended TRID boundary and diversion of all four types of taxes outlined above. This represents the maximum potential funding that could be raised by the Manchester-Chateau TRID: \$39.5 million in Phase 1 and \$32.5 million in Phase 2 or \$72 million overall if 60% is diverted. Increasing the diversion level to 75% produces potential funding levels of \$49.4 million in Phase 1 and \$40.6 million in Phase 2. To realize this level of funding, multiple property owners besides Millcraft would have to agree to participate in the TRID, forgo any application for tax abatements, and potentially guarantee the portion of the projected increment that is expected to be generated by development of their parcel. This scenario is also dependent on the taxing bodies agreeing to divert increments of multiple tax types.
- › The second scenario — **no Esplanade** — illustrates the impact of the Esplanade development in generating tax increment for the TRID. The various components of the Esplanade build out are estimated to make up more than 70% of the tax increment total.
- › The third scenario — **low scenario with Esplanade** — explores a TRID boundary that is reduced in size to exclude the proposed mixed-use development parcels nearer to the North Shore Station and also excludes the Casino hotel to reflect the possibility that this property comes on line prior to the establishment of the TRID.

This scenario only includes revenue generated from real estate taxes. These more conservative assumptions result in financings totaling \$24.6 million in Phase 1 and approximately \$24.7 million in Phase 2 assuming 60% diversion to the TRID. Increasing the diversion percentage to 75% raises the amount of upfront funding to \$30.7 million in Phase 1 and \$30.8 million in Phase 2.

- › The final scenario presented — **full boundary: real estate taxes only** — shows that by relying only on the real estate tax increment, with a 60% diversion the TRID could raise an estimated \$33.5 million in Phase 1 and \$24.7 million in Phase 2. If the diversion percentage is increased to 75%, the debt capacity increases to \$41.8 million in Phase 1 and \$30.8 million in Phase 2.

For each scenario, the table shows the new revenue that would be expected to flow to the taxing bodies after diversion of the TRID increment. These figures are the sum of new taxes generated – but not diverted – over the 20 year life of each phase of the TRID. Because the 75%/25% diversion scenario still creates substantial new revenues for the taxing bodies, negotiating the higher level of diversion from all or some of the taxing bodies would substantially increase the capital available for improvements in Manchester-Chateau. This could be particularly helpful in Phase 1 to facilitate catalytic improvements within the TRID boundary.

# TRID Increment Analysis Assumptions

The TRID increment analysis included in this study was modeled using assumptions developed from RES market research and standard industry reference sources (Integra, REIS, regional hotel data). For Esplanade’s development components, RES used Millcraft’s proforma assumptions adjusted as noted below. To develop the estimated real estate tax assessments of specific parcel build-out, RES used an income capitalization approach and an 80% assessment ratio. Capitalization rates for the Pittsburgh metropolitan area were taken from Integra’s Viewpoint 2021 publication. Retail and office leases are assumed to be triple net (all expenses paid by tenant).

Assumption	Office	Apartments	Retail
Rent per Square Foot (psf)	\$30*	\$2.76	\$30*
Per Unit Rent/ (Monthly)		\$2,000	
Vacancy Rate	20%	5%	0%
Operating Expense Ratio	0%	40%	0%
Capitalization Rate	7.13%	5.58%	7.7%

*\*Millcraft pro forma shows office and retail rents at \$35 psf. RES used \$30 psf based on market research.*

## Parking

The following assumptions were used to estimate taxes related to parking. Revenue and occupancy assumptions were provided by Millcraft. Revenues were inflated at 1.5% annually.

- Construction cost: \$20,000/space
- Average Occupancy: 75%
- Apartment parking charge: \$225-\$250 / month
- Public/Event parking charge: \$8.50/turn

## Hotel

Revenue per available room (RevPAR) was based on a review of 2018 and 2019 pre-pandemic information compiled by the Pittsburgh Downtown Partnership. Revenues were inflated at 1.5% annually.

- RevPAR: \$105
- Capitalization rate: 8%

## Residential Condominiums

Condominium sales price assumptions were provided by Millcraft based on their experience developing condominiums in downtown Pittsburgh.

- Price per square foot: \$700

## Ferris Wheel

- Annual revenue: \$4.5 million per Millcraft
- Amusement tax was calculated, but no separate real estate tax was estimated for the Ferris wheel.

## Aquarium

Tax assessment was calculated based on Millcraft’s annual percentage rent (\$250,000) capitalized at 8%. No information was available to estimate annual revenue that would be subject to amusement tax, so this potential increment was excluded from the analysis and could be an additional source of contributions to a TRID Fund in Phase 2.

## Tax Rates

- Real Estate Tax (mills)
  - City of Pittsburgh: 8.06
  - Pittsburgh Public School District: 9.95
  - Allegheny County: 4.73
  - All tax revenues discounted by 2% early payment incentive.
- Amusement Tax (City): 5%
- Hotel Tax
  - City: 1% (7 % collected—1% retained by City)
  - County: 0.25% (portion of 7% tax collected that flows to the County’s General Fund—most receipts are earmarked for specific purposes)
- Parking Tax (City): 37.5%

## Increment Financing

- Tax diversion percentage to TRID: 60% - 75% (URA guidance)
- Tax-Exempt Bond Interest Rate: 3.3%

### Management Structure

The TRID enabling legislation provides for the establishment of a TRID Management Entity tasked with overseeing both the value capture mechanism and the distribution of TRID funds. The Management Entity for the East Liberty TRID—the East Liberty Revitalization Investment and Redevelopment Authority (ELTRIDRA)—is a public authority made up of a five member board representing both the community and the taxing bodies. The ELTRIDRA Board is comprised of a representative from each of the taxing bodies as well as Port Authority of Allegheny County and the Urban Redevelopment Authority of Pittsburgh. It is recommended that the board for this TRID be expanded to seven seats, to include a representative from the Department of City Planning and Manchester Citizens Corp (MCC) in addition to the entities included in the ELTRIDRA.

URA currently administers the ELTRIDRA, but these services are not supported financially. Because of the staff expertise at URA, it would make sense to structure the Management Entity for the Manchester-Chateau TRID similarly and for URA to be responsible for program administration. An annual payment from the TRID Fund should be budgeted to defray the cost of URA staff time associated with these services. The experience with the East Liberty TRID administration can serve as an estimate of the staff time required, and this in turn can be translated into a baseline administrative fee for a new TRID.

### Priorities

Community engagement efforts were impacted by Covid-19. While the process was able to reach 150 participants, of those 37 participants provided their feedback on prioritization of community actions. Continuous community conversations should be maintained throughout implementation to ensure they are in line with current community priorities. The following eTOD actions are organized in order of prioritization:

1. **Ensure the TRID by supporting the Esplanade; Ensure the Esplanade by supporting the TRID\***
2. **Increase investment in Juniata underpass design and activation**
3. **Create new neighborhood connections to the river for all modes**
4. **Initiate formal study of re-imagining SR 65 and extending the T line**
5. **Provide gap financing for affordable housing**
6. **Support development around the Allegheny Station**
7. **Double-down on Allegheny Ave as a primary gateway to the station**
8. **Invest in infrastructure that integrates cultural heritage and art into public spaces**
9. **Secure gap financing for West End Bridge pedestrian infrastructure**
10. **Secure gap financing for riverbank restoration**

*\*The viability of the TRID in the near term is reliant on the Esplanade. Therefore, supporting their infrastructure needs is paramount to the TRID's success and has been prioritized first. The URA and governing bodies should continue conversations on how to equitably split value capture dollars with the community's priorities.*

## Estimated Improvement Costs

The URA and governing bodies should continue conversations on how to deploy TRID funds equitably, balancing the needs of the Esplanade development and the community improvement actions. Recommended eTOD Actions currently total \$122.5m. Two of the actions - securing gap financing for affordable housing and for West End Bridge pedestrian infrastructure - will increase this total cost depending upon the need and outcome of the forthcoming West End Bridge planning study. The value capture generation scenarios listed above provide a range of \$21.6m to \$72m for both Phases 1 and 2. Additional funding from other sources should be sought to leverage TRID funds where possible. Opportunities for project funding partners and additional resources are listed in the chart below.

	Action	Description	"Distance/ Quantity"	Cost/Unit	Unit	Cost estimate	Project Partners	Potential additional funding sources
1	<b>Ensure the TRID by supporting the Esplanade; Ensure the Esplanade by supporting the TRID</b>	Subtotal Includes: Neighborhood Connection Improvements Trail Relocation & Improvement Excavation / Utilities / Roads & Drives Public Realm Marina Improvements Public Open Space Improvements and Pavilion components Design and Other Soft Costs				<b>\$24,613,691.00</b>	Esplanade, PennDOT, DCED, MCC, URA, Riverlife	Commonwealth of PA, Commonwealth Finance Authority, DCED
2	<b>Increase investment in Juniata underpass design and activation</b>	<i>planters (container)</i> <i>new trees</i> <i>planters (planting)</i> <i>planters (soil)</i> <i>pavers</i> <i>lighting (projection)</i> <i>lighting (uplight)</i> <i>art</i> <i>electrical outlets</i> <i>engineering fees</i> <i>signalized crossing</i> <i>10% contingency</i> <i>Subtotal</i>	14 30 4900 4 27600 10 16 1 1 1 1 1	\$2,000.00 \$860.00 \$20.00 \$49.00 \$25.00 \$3,200.00 \$1,100.00      	each each sq feet cubic yard sq feet each each lump sum lump sum lump sum lump sum lump sum	\$28,000.00 \$25,800.00 \$98,000.00 \$200.00 \$690,000.00 \$32,000.00 \$17,600.00 \$24,000.00 \$10,000.00 \$50,000.00 \$50,000.00 \$130,000.00 <b>\$1,128,600.00</b>	Esplanade, MCC, SPC, PennDOT, DOMI, DCED, DEP, DCNR, USDOT	Federal: Reconnecting Communities Pilot*, Healthy Streets*,  State: PA Infrastructure Bank; DCED/CFA and/ or PennDOT Multimodal; PennDOT ARLE & Green Light-Go, DCNR Community Recreation and Conservation Program; DCED/CF Act 13 - Greenways, Trails, & Rec Program
3	<b>Create new neighborhood connections to the river for all modes</b>	Subtotal Includes: segment of North Franklin Street, extending from Beaver Avenue to the Riverfront. Incl: painted bike lanes, street trees, road resurfacing as shown in the Manchester-Chateau PLAN	1300	\$2,000.00	linear feet	<b>\$2,600,000.00</b>	MCC, Riverlife, DOMI, DCP Friends of the Riverfront, DEP, DCNR, SPC, PennDOT, USDOT	Federal: Transportation Alternatives Set-Aside (TASA) & other Surface Transportation Block Grant programs, Carbon Reduction*, Healthy Streets*, PROTECT*, HSIP*  State: PA Infrastructure Bank; DCED/CFA and/ or PennDOT Multimodal; DCNR Community Recreation and Conservation Program; DCED/CF Act 13 - Greenways, Trails, & Rec Program

\* New programs within the IIJA (Bipartisan Infrastructure Bill)


Action	Description	"Distance/ Quantity"	Cost/Unit	Unit	Cost estimate	Project Partners	Potential additional funding sources
4	Initiate formal study of re-imagining SR 65 and extending the T line	Subtotal Includes: Scoping study with scenarios for re-envisioning SR 65 and a robust public engagement process				USDOT/FHWA, EPA, PennDOT, SPC, County, Port Authority, City, MCC, Mobilify SWPA	Federal: Surface Transportation Acts, Transportation Alternatives Set-Aside (TASA) & other Surface Transportation Block Grant programs, Reconnecting Communities Pilot*, RAISE, Brownfields  State: PA Infrastructure Bank; DCED/CFA Multimodal; RACP, Municipal Assistance Program  SPC: UPWP
5	Provide gap financing for affordable housing	Subtotal Includes: 60 units @ \$300k each. Additional units should be incorporated as more TRID funding becomes available				URA, HACP	LITHC, Housing Opportunity Fund
6	Support development around the Allegheny Station (Early Actions: Planters around the station and intersection improvements at Reedsdale, Fontella, and Casino Drive Intersection)	<i>signals</i> <i>enhanced pedestrian crosswalks</i> <i>engineering fees</i> <i>10% contingency</i> <i>Large planters</i> <i>Trees in planters</i> <i>10% contingency</i> Subtotal:	6 12 1 1 20 20 1 	\$50,000.00 \$2,500.00 \$50,000.00 10% \$2,000.00 \$860.00 10% 	each each lump sum lump sum each each lump sum 	\$300,000.00 \$30,000.00 \$50,000.00 \$38,000.00 \$40,000.00 \$17,200.00 \$5,720.00 \$480,920.00	URA, DCP, Port Authority, SEA, Science Center

\* New programs within the IIJA (Bipartisan Infrastructure Bill)

Action		Description	"Distance/ Quantity"	Cost/Unit	Unit	Cost estimate	Project Partners	Potential additional funding sources
7	Double-down on Allegheny Ave as a primary gateway to the station (Western to Reedsdale)	road resurfacing	1300	\$250.00	linear feet	\$325,000.00	DOMI, Port Authority, PennDOT, Sports Teams, Astrobotic, Science Center	Astrobotic/Science Center
		bury power lines	1300	\$1,800.00	linear feet	\$2,340,000.00		
		pedestrian scale lighting (50' o.c.)	52	\$6,990.00	each	\$363,480.00		
		new sidewalk pavement/brick paver treatment in furnishing zone	10500	\$25.00	sq feet	\$262,500.00		
		street trees (25 ft o.c.)	104	\$860.00	each	\$89,440.00		
		flower beds from Ridge to Reedsdale	4000	\$20.00	sq feet	\$80,000.00		
		wayfinding signage	8	\$800.00	each	\$6,400.00		
		enhanced crosswalks (4 intersections: Allegheny/Western, Allegheny/Lincoln, Allegheny/Ridge, Allegheny/Reedsdale)	8	\$2,500.00	each	\$20,000.00		
		pedestrian crossing signals (intersection of Lincoln/Allegheny)	4	\$50,000.00	lump sum	\$200,000.00		
		gateway art signage at Western & Allegheny (only)	4	\$7,000.00	lump sum	\$28,000.00		
		engineering fees	1	\$200,000.00	lump sum	\$200,000.00		
		underpass art and lighting	\$1.00	\$1,000,000.00	lump sum	\$1,000,000.00		
		10% contingency	1	\$50,000.00	lump sum	\$371,482.00		
		Subtotal Includes: Urban design amenities along Allegheny Ave, resurfacing, street trees, new lighting, wayfinding, and public art				\$5,286,302.00		
8	Invest in infrastructure that integrates cultural heritage and art into public spaces	Subtotal includes: Mural along Chateau Street, artful bus stops, etc.				\$750,000.00	MCC, PACD, Office of Public Art, Greater Pittsburgh Arts Council	
9	Secure gap financing for West End Bridge pedestrian infrastructure	A planning study is currently being conducted, costs to be determined as an outcome of that planning study				\$65,215,260.00	Riverlife, PennDOT, Esplanade, DCP	
10	Secure gap financing for riverbank restoration	Subtotal includes the financing gap of \$3.5m of the total \$10m project cost.				\$3,500,000.00	Riverlife, Science Center, Rivers Casino Hotel	Adjacent property owners
CURRENT GRAND TOTAL FOR ETOD ACTIONS:							\$122,574,773	

## Schedule

As indicated in the following list, this plan is Step 4 of creating and implementing the TRID. After this study is finalized, each taxing body must approve this action strategy. The approval process could take nine to 16 months, depending on legislative schedules and processing.

- › **Step 1** – Municipality and Transit Agency agree to work cooperatively to create TRID
- › **Step 2** – Municipality undertakes TRID Planning Study to determine location, boundaries, and rationale
- › **Step 3** – Municipality and Transit Agency conduct community public meeting(s) on planning study
- › **Step 4 – Planning Study is revised and completed**  **WE ARE HERE**
- › **Step 5** – Municipality and Transit Agency accept Planning Study's findings and recommendations
- › **Step 6** – Municipality forms Management Entity (e.g., an Authority) to administer TRID implementation
- › **Step 7** – Municipality and Transit Agency prepare project lists of Public Sector Infrastructure Improvements, including costs, phasing, and maintenance
- › **Step 8** – Municipality and Transit Agency coordinate with School District and County on Value Capture shares, schedule, and TRID Financial Plan
- › **Step 9** – Municipality and Transit Agency hold public meeting on TRID Implementation Program improvements
- › **Step 10** – Municipality and Transit Agency execute Agreement on roles, responsibilities, financial commitments, management entity, and defined improvements
- › **Step 11** – TRID Management Entity solicits Developer interest
- › **Step 12** – Development proposal accepted by TRID Management Entity and municipality
- › **Step 13** – TRID Management Entity executes Development Agreement with successful Developer, including Public Sector Improvements and Private Sector Financial or Project Commitments
- › **Step 14** – Project construction and completion
- › **Step 15** – TRID Management Entity administers Value Capture revenues and expenditures in accordance with approved Implementation Program
- › **Step 16** – Amendments to Agreement or TRID Plan, as required



The implementation of the Manchester Chateau TRID would have positive impacts for both the City of Pittsburgh and Allegheny County as a whole including: population and household growth, new tax revenue, and increases in employment, earnings, and economic output.

- **New population and households:** The apartment developments envisioned would bring more than 1,330 resident households to Manchester-Chateau.
- **New tax revenue:** Although TRID implementation will be financed by diverting a percentage of new taxes generated within the boundary, a portion of these new tax revenues will flow to the taxing bodies beginning in the early years of the 25-year two-phased TRID. Assuming that 60% of new taxes are directed to the TRID, the remaining 40% of the tax increment generated over the 25-year life of the two-phase TRID. If 60% of new taxes are directed to the TRID, the remaining 40% of the tax increment generated over the 25-year life of the two-phase TRID are new funds. If 75% of new taxes are directed to the TRID, 25% of the tax increment generated will be allocated to the taxing bodies.

**TRID Phases 1 and 2: Aggregate New Tax Revenue Retained by Taxing Bodies (TRID Years 1 – 25)**

**40% of increment retained (60% diverted to TRID)**

Tax Type	Taxing Body	Total (millions)
Real Estate Tax	City	\$28.6
Real Estate Tax	School District	\$35.3
Real Estate Tax	County	\$16.8
Parking Tax	City	\$16.1
Hotel Tax	City/County	\$1.1
Amusement Tax	City	\$1.7

**25% of increment retained (75% diverted to TRID)**

Tax Type	Taxing Body	Total (millions)
Real Estate Tax	City	\$17.9
Real Estate Tax	School District	\$22.0
Real Estate Tax	County	\$10.5
Parking Tax	City	\$10.1
Hotel Tax	City/County	\$0.7
Amusement Tax	City	\$1.1

- **Economic activity and employment growth:** The table on the following page (page 84) provides a preliminary summary of economic impacts to the City of Pittsburgh and Allegheny County as a whole for the full build out of the private sector projects in TRID Phases 1 and 2. The TRID implementation will generate one-time impacts during construction and then recurring annual impacts once the various components of the plan are constructed and open for occupancy.

## Preliminary Economic Impact Summary: Full Phase 1 and Phase 2 Build Out (2021 dollars)

Sources: IMPLAN, RES

CONSTRUCTION IMPACTS: ALLEGHENY COUNTY			
Phase 1			
Impact	Employment	Labor Income	Output
Direct	3,902	\$294,872,989	\$439,704,000
Indirect	362	\$26,883,463	\$71,088,744
Induced	1,432	\$84,662,451	\$236,998,464
Total	5,697	\$406,418,904	\$747,791,208
Phase 2			
Impact	Employment	Labor Income	Output
Direct	3,429	\$258,459,714	\$396,385,500
Indirect	339	\$25,980,998	\$68,974,635
Induced	1,266	\$74,826,960	\$209,467,439
Total	5,035	\$359,267,672	\$674,827,574

ANNUAL IMPACTS: ALLEGHENY COUNTY			
Phase 1			
Impact	Employment	Labor Income	Output
Direct	563	\$18,804,737	\$64,472,380
Indirect	103	\$7,180,244	\$20,445,363
Induced	114	\$6,713,386	\$18,808,045
Total	779	\$32,698,367	\$103,725,787
Phase 2			
Impact	Employment	Labor Income	Output
Direct	132	\$3,857,145	\$26,442,888
Indirect	45	\$2,951,710	\$9,171,714
Induced	31	\$1,817,968	\$5,088,704
Total	207	\$8,626,823	\$40,703,306

CONSTRUCTION IMPACTS: PITTSBURGH			
Phase 1			
Impact	Employment	Labor Income	Output
Direct	3,902	\$294,872,989	\$439,704,000
Indirect	150	\$11,676,829	\$31,700,428
Induced	271	\$16,369,690	\$45,341,996
Total	4,324	\$322,919,508	\$516,746,424
Phase 2			
Impact	Employment	Labor Income	Output
Direct	3,429	\$258,459,714	\$396,385,500
Indirect	144	\$11,469,107	\$31,304,385
Induced	239	\$14,384,052	\$39,842,787
Total	3,812	\$284,312,874	\$467,532,673

ANNUAL IMPACTS: PITTSBURGH			
Phase 1			
Impact	Employment	Labor Income	Output
Direct	563	\$18,804,737	\$64,472,380
Indirect	56	\$3,999,436	\$11,863,777
Induced	16	\$994,282	\$2,759,844
Total	635	\$23,798,455	\$79,096,001
Phase 2			
Impact	Employment	Labor Income	Output
Direct	132	\$3,857,145	\$26,442,888
Indirect	24	\$1,640,918	\$5,338,916
Induced	5	\$311,811	\$863,323
Total	161	\$5,809,874	\$32,645,127

These impact estimates represent the following types of changes in the City or County economy County level impacts include the City impacts.

1. **Direct Impacts:** the initial change in economic activity generated by investment in the proposed TRID developments (e.g., construction worker employment, sales at new retail stores)
2. **Indirect Impacts:** gains to businesses located within the City or County that supply goods and services to the industry experiencing this investment (e.g. construction material suppliers, food wholesalers serving new restaurants).
3. **Induced Impacts:** economic activity generated by employee earnings, both direct and indirect, spent in either the City or the County.

Changes in economic activity are reflected in estimated changes in employment, labor income (employee earnings), and output. Output includes labor income.

Additional impacts would be generated by TRID financed expenditures on station area, circulation, and neighborhood improvements and affordable housing, but are not reflected in the estimates shown.

