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South Side Neighborhood Plan

NINTH UPDATE

APPROVED OCTOBER 2016

Presented by the South Side Planning Forum:
Brashear Association
South Side Chamber of Commerce
South Side Community Council
South Side Slopes Neighborhood Association

Pittsburgh, PA U.S.A.

SOUTH SIDE NEIGHBORHOOD PLAN: NINTH UPDATE, 2016

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I. OVERVIEW

The South Side Neighborhood Plan provides the policy framework for defining and prioritizing this community's aspirations and concerns. It is meant to guide both the neighborhood and the City of Pittsburgh in making decisions that affect the community, to ensure that these decisions support and enhance the South Side, rather than threaten and undermine it. Adherence to the spirit and intentions of the Neighborhood Plan is crucial to the sustenance of the South Side as a safe, livable, vital community for all who live, work, study, and play here.

The Neighborhood Plan ("Plan" or "Neighborhood Plan") was originally adopted by the South Side Planning Forum ("Forum") in June 1990. At that time, the Forum acknowledged the need to regularly update the Plan to strengthen its credibility and keep it current. In 1992, a committee comprised of representatives of Forum member organizations and staffed by the South Side Local Development Company undertook the first modification. The Plan was also supplemented with two appendices adopted by the Forum in 1992: a "Community-Based Planning Evaluation: LTV Steel's South Side Mill Site," which contains policy statements and recommendations for that site's redevelopment; and a plan for the South Shore Riverfront. Both of these documents continue to serve as addenda to the Plan and are on file at the locations indicated on page 2 of this 2016 update as appendices D and F. The updates of 1994, 1996, 1998, 2000, 2004, 2007, 2009 and 2012, along with this 2016 update, represent the Forum's ongoing commitment to the community planning process.

II. WHERE TO FIND THE PLAN; COMMENTING ON THE PLAN

To ensure public access to the South Side Neighborhood Plan and to aid in public comment on it, the Plan is available at the following locations:

- Brashear Henry Kaufmann Center at 2201 Salisbury Street; Brashear Center at 2005 Sarah Street; and Brashear's website (www.brashearassociation.org);
- the South Side Branch of the Carnegie Library of Pittsburgh, 2205 East Carson Street (hard copy only);
- South Side Chamber of Commerce website (www.southsidechamber.org);
- South Side Community Council website (www.southsidecommunitycouncil.org); and
- South Side Slopes Neighborhood Association website (www.southsideslopes.org).

Material that appeared in the first seven versions of the Neighborhood Plan under the headings "The Initial Planning Process," "Neighborhood Description," and "Neighborhood Strengths" was deleted from the 2012 version, for the sake of conciseness and usability of the Plan. This information is now collected in a document titled "Background to the South Side Neighborhood Plan," which can be found at the sites noted above.

Questions and/or comments about the plan can be directed to any member organization of the South Side Planning Forum. Contact information can be found on p. 22 of this Plan.

III. BACKGROUND TO THE CURRENT PLAN: THE TRANSITIONAL NEIGHBORHOOD PLAN OF 2012

The 2012 Plan was considered transitional, as the South Side was in a situation of organizational flux at the time of the update. In June 2012, the South Side Local Development Company ("SSLDC"), a founding member of the Forum, ceased business operations pursuant to the vote of its Board of Directors in 2011 to dissolve the organization. This decision was made after more than three years of research and consultation with advisors, and in response to external funders' clear indications that their priorities were shifting to neighborhoods in much greater need than the South Side, which was thriving by this time.

Because the SSLDC was one of the only member organizations in the Forum with full-time paid staff, it frequently provided technical assistance to other Forum member organizations, in furtherance of the entire neighborhood's interests. The SSLDC informed Forum member organizations of its plan to dissolve eighteen months before ceasing operations. It endeavored to ease the impact of its closing by shifting certain programs to other Forum organizations: the South Side Community Council took over the Home Tour, and the South Side Chamber of Commerce and the Brashear Association assumed responsibility for the Soup Contest. The SSLDC also paid for training in leadership and operations of the remaining Forum member

organizations through Duquesne University's Center for Non-profit Leadership (now defunct). All the same, the closing of the SSLDC meant that those organizations had to reassess their objectives and priorities, as well as their capacity to address them.

In recognition of the situation described above, and to ensure that the community's current and emerging needs and interests would be addressed on a consistent basis, the 2012 update recommended establishment of several standing committees within the Forum.

1. Neighborhood Plan Revision Committee, to monitor progress in addressing issues as identified in the South Side Neighborhood Plan, and to update the Plan biennially.
2. Development Review Committee, to monitor proposed development in the neighborhood (including South Side Flats and Slopes, as well as South Side Works) to ensure that the architectural and historic integrity of the neighborhood is maintained. This committee began functioning in its current iteration in January 2012.
3. UPMC Mercy South Side Outpatient Center Committee, to maintain lines of communication between the neighborhood and UPMC regarding current and future use of the former South Side Hospital campus as it transitioned to an outpatient center, and to ensure that neighborhood interests were taken into consideration in the transition.
4. Parks and Green Space Committee, to ensure that projects related to maintenance of and improvements in the South Side's green spaces are coherent, are not duplicative, and conform with studies and plans done to date.
5. Neighborhood Improvement District (NID) Steering Committee, To explore the creation of a Neighborhood Improvement District (NID) in South Side.

The group that revised the Plan in 2012 also changed the Plan's format such that it was less a grocery list of issues and concerns and more a representation of member organizations' priorities and capacity to achieve their respective goals.

[1] Meetings were held on April 19, May 9, June 14, July 19, July 26, and August 30.

IV. THE 2016 NEIGHBORHOOD PLAN

Revision Process

Development of the 2016 Neighborhood Plan was an extraordinarily collaborative process that began in April and concluded with the Plan's approval by member organizations in October. The revision group consisted of at least one representative of each member organization and several at-large members. Each organization first reviewed the 2012 Plan within the context of its current activities and strategic objectives. This careful analysis allowed the organizations to ascertain (a) how important they felt each item in the 2012 Plan is to the South Side and (b) how important each item in that Plan is to the organization.

In the course of six work sessions, the group went on to review, negotiate, and reach consensus on every line item in the 2012 Plan.[1] As a result of this process, the group made the following changes in the Plan's format:

1. Areas within the Community Policies matrix (pp. 9-22) are now described as "policies," rather than "issues," as in the 2012 Plan. This change in terminology indicates that rather than simply identifying problems in the neighborhood, this plan establishes expectations that guide Planning Forum member organizations' activities and our relationship with the City. In short, it is meant to convey a belief that the community can exert some control over our conditions.
2. The Community Policies matrix reflects the analysis by Planning Forum member organizations described above. The fourth column was added to provide a detailed picture each organization's current activities, programs, and priorities.

Recommendations

1. Make the Plan a more functional document. This will be achieved in two ways:
   a. The Plan's new format facilitates ongoing assessment by each organization of its actual work in relation to its goals.

b. Implementation of a new process for ongoing formal review of the Plan. Rather than being revised only every two (or more) years, the Plan will now be subject to four reviews annually, so that it becomes more responsive to changing conditions both in the community and in terms of organizational goals and capacities.

2. Formalization of Neighborhood Plan Revision Committee. The committee that was recommended in the 2012 Plan was never formally established, but the group that worked on the 2016 update essentially functioned as such. The Committee is now considered to be fully established, with the following principal charges:
   a. carrying out the ongoing review process described in 1(a) above;
   b. ensuring effective communication among Forum member organizations; between the Forum and the community; and between the Forum and local government; and
   c. updating the Plan biennially.
3. New Committee on Liquor Licenses: The Neighborhood Plan Revision Committee proposes establishment of a standing committee to review applications for new or renewing liquor licenses.
   a. Purpose – To ensure that applicants for liquor licenses understand the standards of business conduct and responsibilities the community expects of both holders of these licenses and their clientele. This review process should complement and reinforce the State's review process. (See p. 14 in the Community Policies matrix).
   b. Membership – It is proposed that this committee be structured in the same way as the Development Review Committee, which is comprised of representatives of each of the Forum member organizations along with concerned individuals not allied with an organization. All members must be motivated by concern for the neighborhood's wellbeing and not their own interests.
   c. Meetings – The Committee will meet as it becomes aware of applications. Because there is not a set calendar for review of applications by the PLCB, and timely responsiveness will be key to the Committee's success, members will have to be flexible and accommodating.
4. Previously Recommended Committee on Parks and Green Spaces.
   a. Purpose – To maintain lines of communication among various stakeholders involved in the maintenance and improvement of South Side's green spaces (South Side Park, South Side Riverfront Park, Armstrong Playground, and Ormsby Recreation Center), and to ensure that any projects/improvements/proposals related to South Side's green spaces are in keeping with plans and studies included as appendices to the South Side Neighborhood Plan (see Appendices I, J, and K).
   b. Membership – One or more representative(s) from South Side Community Council and South Side Slopes Neighborhood Association or as appointed by the Planning Forum.
   c. Meetings – To be determined by the Committee.

   This committee has not been formally established. It remains an appropriate aspiration, and the Planning Forum recommends exploration of organizational interest in, and feasibility of, establishing it.
5. New members of the Planning Forum. The Neighborhood Plan Revision Committee strongly recommends that the South Side Bar and Restaurant Association become an organizational member of the Planning Forum, and that the universities whose students reside in the South Side become sector members of the Forum. The universities would be admitted as members of a new sector, Higher Education. These additions to the Forum would enhance the general level of communication within the neighborhood, ensure that the interests and needs of all segments of the neighborhood are represented; and facilitate inter-organizational collaboration.
6. Removal of member from Planning Forum. The Friends of the South Side Library, a founding and long-time member of the Planning Forum, no longer exists. Should it ever be reconstituted in the same or similar form, it can apply for admission to the Planning Forum.
7. Committees to be made dormant.
   a. UPMC Mercy South Side Outpatient Center Committee (described in Section III above). As the South Side Hospital's transition to an outpatient center is now complete, the Committee can be put into dormant status. Should circumstances change again, the Committee can be reactivated.
   b. Neighborhood Improvement District Steering Committee: This committee was effectively disbanded when the proposed NID plan was not brought forth to City Council for a vote. The NID plan survives, however, and should the community decide at

some point that an improvement district should again be considered, the Committee can be reactivated.

V. INTERPRETING THE NEIGHBORHOOD PLAN

On occasion, the South Side Neighborhood Plan may seem to be unclear or subject to differing interpretations. If a member of the Forum, its member organizations, or a South Side resident believes that the Plan's intent is being misrepresented, it is their right and responsibility to raise that concern at the Forum for proper action.

As a guide, the following steps should be employed to address perceived inconsistencies or difficulties in interpretation:

1. The Plan should be examined in its entirety. Because policies are re-visited throughout the Plan, they may be clarified elsewhere in the document.
2. If a policy cannot be clarified after an examination of the Plan, it should be discussed with a member of the Neighborhood Plan Revision Committee. Committee members can often provide the background for statements in the Plan based on committee discussions and precedent, and assess the applicability of policies delineated in the plan to specific situations or developments.
3. If no member of the Committee is able to provide clear direction, then the policy should come to the Forum for review and possible action. The Forum may elect to:
    a. address the policy immediately at the meeting through a discussion with all Forum members present;
    b. ask Forum members to take the question back to their organizations to get their input, leading to a discussion and possible vote at subsequent Forum meetings until the question is decided; or
    c. postpone discussion until a formal revision of the plan begins.

In all cases, it should be remembered that there is a distinction between legitimate confusion over *interpretation* of the Plan, and *disagreement* with policies and statements in the Plan. The procedure described here should only be followed in cases of questions about interpretation. Serious and prolonged disagreements with policies outlined in the Plan will always come before the Forum as a whole.

VI. SOUTH SIDE PLANNING FORUM

The South Side Planning Forum was established in 1985 and is the collective voice of the community on issues pertaining to planning policy. Its formation was the ultimate outcome of a process that started in 1984 with a community evaluation of (a) the neighborhood's parking situation and (b) a traffic study prepared by a consultant for the Pittsburgh Parking Authority**.** The following mission statement evolved out of this process:

> The South Side Planning Forum is a community-based group representing residents, businesses, and organizations that have come together to identify community needs and develop a comprehensive long-range plan to meet those needs. The goals of this effort are:
> 1. to direct future development according to the consensus of South Side residents and businesspersons;
> 2. to develop community leadership; and
> 3. to implement physical improvements.

The Forum operates as the monitor of the Neighborhood Plan, with the cooperation, participation, and input of constituent organizations.

<u>Forum Composition</u>

Two types of entities are represented on the Forum:

1. *Organization*s, which currently include the following:
    a. The Brashear Association;
    b. South Side Chamber of Commerce;
    c. South Side Community Council; and
    d. South Side Slopes Neighborhood Association.
2. *Sector*s, which currently include education, health, and religious institutions in the community.

Each organization is represented by one delegate and one alternate, as designated by each organization. It is recommended that the leadership of each organization serve on the Forum. If appropriate, staff may also be designated to serve. (Appendix A provides a list of current Forum member organizations, their contact information, and their current regularly scheduled meeting dates.)

Each sector is represented by one delegate and one alternate. Alternates need not be from the same institution. For example, representation of the religious sector could consist of one delegate and an alternate from two different churches. In 2009, as the result of an evaluation of Forum operations carried out by Jo DeBolt of La Piana Consulting, a recommendation was made that the sectors no longer have voting rights.

THE SUCCESS OF THE FORUM DEPENDS ON ALL MEMBER ORGANIZATIONS HAVING REPRESENTATION AT EVERY FORUM MEETING. Representatives have two tasks:

1. to accurately report to the members and/or leadership of their respective organizations on matters brought before the Forum; and
2. to accurately report their organizations' positions on those matters to the Forum.

The Forum meets each month, except that there is a single meeting for the months of July and August. ***ANY POLICY REQUIRING A FORUM VOTE SHOULD BE ALLOWED TWO TO THREE MONTHS TO MOVE THROUGH THE CONSENSUS BUILDING PROCESS.***

Forum membership can be extended to new organizations and sectors within the community that meet the following criteria:

1. Organizations
    a. Must evince a charitable purpose as defined by the Internal Revenue Service. This purpose must be reflected in the organization's by-laws and/or mission statement. While non-profit incorporation and/or status as a 501(c)(3) or 501(c)(6) are desirable as clear indications of charitable status, these measures are not absolutely required.
    b. Must be multi-issue in focus, rather than a single-issue, advocacy organization.
    c. Must be in active operation for more than one (1) year and be able to document a positive record of constructive neighborhood engagement.
    d. Must have an organizational structure that is clearly defined and demonstrated through the following: a written mission statement and/or by-laws; documented membership, community meetings and board meetings; written procedures for the election of a board of directors and/or officers, steering committee, or other leadership body; and a formal committee structure.
    e. Must formally accept, by resolution of its board or membership, the consensus-based decision making process utilized by the Forum.
    f. Must be approved through consensus vote of the current Forum membership.
2. Sectors
    a. Only individuals affiliated with non-profit, tax-exempt entities, whether public or private, can serve as sector (i.e., institutional) representatives.
    b. Organizations or institutions must have a broad-based focus with a demonstrable presence and impact in the community.
    c. Each sector can be represented by one delegate and one alternate.
    d. Every three (3) years, sector representatives will be chosen by consensus of the Forum's community-based organizations at a special meeting convened in March. Prior to the meeting, seats will be advertised in January, with letters of intent requested by February. The Forum will make every effort to achieve consensus on sector representatives. If no consensus is achieved, the seat will continue to be advertised until it is filled.

Admission of a new organization to the Forum is achieved by consensus vote of existing members. In the same manner, a member organization can be removed from the body only through consensus vote of the Forum.

<u>Forum Operating Policy</u>

Decision Making

Consensus was chosen as the Forum's method of decision making for several reasons. First, it was recognized that the member organizations represent a variety of organizational types, ranging from membership-based, un-staffed groups to staffed organizations led by boards, to institutions with complex organizational structures. There was a desire to bring all groups to the table as peers, with equal weight accorded to the votes of all participants.

Second, all parties recognized that the integrity of each member organization's internal decision making process must remain intact. No organization should be forced to support a decision that would violate its mission or policies. Consensus was employed as a protection of the rights of organizations holding minority positions on an issue.

Finally, consensus was chosen because it projects a position of community unity to external entities. Once consensus is achieved, it is evident to City agencies, developers, and others that community support for a given position is broad-based and collective.

The integrity of the consensus process is vital to the preservation of community unity and strong working relationships among community groups. With this in mind, the Forum operates under the following guidelines:

1. Consensus must be viewed as a goal, not as a strategy. The intent of the process is to achieve agreement on issues of importance to the *entire* community. It cannot be used as an obstructionist device by one organization to subvert the intent of the body or to impede timely action. While consensus legitimately protects the rights of each member, all members must be vigilant in their protection of the process as a whole.
2. All member organizations must be strongly committed to the accurate communication of information to constituencies and to active, full participation in the deliberations of the Forum. If the process is to function with relative smoothness and efficiency, all organizations must be represented at all meetings to ensure the accurate conveyance of information. It is incumbent on each Forum representative to deliver clear reports to member organizations for consideration and action.
3. The process is dependent on the timely receipt of information both from external groups, such as the Department of City Planning, and from member organizations. In the former case, it is important that the Forum work with external entities to ensure that information channels are open and effective. Within the community, all member organizations must recognize their responsibility to provide timely, accurate information to the body.
4. In purely procedural matters, the Forum requires the approval of the majority, rather than the attainment of consensus.

ONCE CONSENSUS IS ACHIEVED, THE DECISION CANNOT BE REVERSED UNLESS FURTHER CONSENSUS FOR REVERSAL IS ATTAINED. BECAUSE OF THE INHERENT DIFFICULTY IN SUCH ACTION, MEMBER ORGANIZATIONS MUST VIEW EACH VOTE WITH SERIOUSNESS AND REVIEW ALL RAMIFICATIONS AND CONSEQUENCES TO PREVENT THE NEED FOR REVERSAL. IT IS IMPERATIVE THAT ALL ORGANIZATIONS DEVELOP A FULL UNDERSTANDING OF THE PROCESS, COMMIT TO ITS EFFECTIVE USE, AND PARTICIPATE ACTIVELY IN DELIBERATION AND COMMUNICATIONS.

Conduct of Meetings

The position of chair of the Forum carries considerable authority and responsibility. The chair is chosen every second January, to serve for a period of two calendar years. Any Forum member organization may nominate a candidate for the position. There is no limit on the number of consecutive years that a chair can serve. Responsibilities of the chair include but are not limited to the following:

1. Setting the agenda. Issues that do not focus on development concerns and/or do not have a community-wide impact should generally be directed to appropriate member organizations.
2. Approval of presentations. All presentations to be made before the Forum will be by prior arrangement through the chair. Time limits will be imposed on presenters by the chair, who also will manage question-and-answer sessions. Questions from Forum member representatives will be addressed prior to any questions from the floor. Public comment and statements will be permitted at the discretion of the chair, and as time allows.

Minutes of Forum meetings are prepared by staff of The Brashear Association. In the absence of Brashear staff, minutes should be prepared by a member of the Forum. Minutes are distributed by staff of The Brashear Association.

All attendees at Forum meetings, whether representatives of organizations and sectors or members of the public, shall behave in a respectful and proper manner at all times. The chair of the Forum reserves the right to have removed from a meeting anyone who fails to behave appropriately.

Orientation of New Members

THE FORUM CAN ONLY FUNCTION SUCCESSFULLY IF REPRESENTATIVES OF ITS MEMBER ORGANIZATIONS AND SECTORS ATTEND MEETINGS REGULARLY AND PARTICIPATE IN THEM FULLY. Careful orientation of new members is thus essential for the Forum's smooth operation. Orientation takes place in two ways:

1. The chair of the Forum instructs new representatives on procedural matters, as well as organizational history and mission.
2. Member organizations are responsible for apprising their respective representatives of their duties to both the organization and the

Forum. Member organizations should supply new representatives with minutes of Forum meetings for the entire preceding year.

To ensure continuous and effective representation at the Forum, all member organizations should, at a minimum, appoint a full complement of representatives, and require regular reports from their representatives.

VII. COMMUNITY POLICIES

Notes:

- The items in the following matrix are not action items: they are areas the community has defined or confirmed as priorities or concerns in the course of revising the Neighborhood Plan.
- The goal: A basic consensus document to serve as a framework for organizational activities until the City decides on a format for neighborhood plans.
- How this document was created: Organizational boards evaluated their strategic plans in relation to the matrix on a line-by-line basis, to see how their respective plans align with the matrix. The current document reflects five rounds of review and revision.
- Use of the word "polices" in the headings (as opposed to "issues," as in the plan's last version) is meant to indicate that we hold ourselves, as well as the organizations, agencies and other entities with which we work, to the expectations articulated here. In other words, we view situations and conditions in the South Side as opportunities, rather than simply as challenges.

Neighborhood Realities

In the process of revising and reformatting the Plan in 2011-2012, the Revision Committee identified the following as conditions that are not likely to change, absent an initiative of some entity or government unit outside the neighborhood. They are not *necessarily* insurmountable, but they were considered to be beyond Forum member organizations' capabilities at the time of the Plan's revision.

- Funding for neighborhood revitalization efforts has been reduced.
- Funding environment for the South Side in particular is not sympathetic, because the neighborhood is no longer distressed.
- The City's Act 47 designation will continue to cause disruption and realignment of municipal services.
- A very high percentage of properties in the neighborhood are now rentals, rather than owner-occupied.
- East Carson Street is designated as a State road and is also a truck route.
- Heavy truck traffic on East Carson Street and alternate streets is viewed as a detriment to the community.
- The lack of east/west access between 21st and 23rd Streets forces traffic onto East Carson Street, which creates a traffic bottleneck around the Birmingham Bridge and slows travel from one end of the neighborhood to the other.
- There is heavy train traffic on active railways at all hours of the day.
- There are steep slopes, as well as steep and narrow roadways, in many areas.
- There are limited vehicular access points in certain areas.
- Regional entertainment activity has community-wide impact
- The South Side has historically lacked racial diversity.
- The school-age population in the neighborhood is declining.
- The housing stock was developed prior to common ownership of automobiles, making parking a serious problem.
- Traffic flow is severely hindered in the Slopes because of the necessity of street parking and the steep narrow roads.
- Many sidewalks, steps and streets are in poor condition; in some cases, they are nonexistent.
- Landslides have occurred and may continue to do so because of the lack of maintenance of sharply sloped areas.

Abbreviations

- committee to comm
- community to comm'y
- meeting(s) to mtg(s)
- DPW = Dept. of Public Works
- DRC = Development Review Comm
- NP = Neighborhood Plan
- PF = Planning Forum
- PLI = Permits, Licenses, and Inspections
- RPP = Residential Permit Parking

In the final column, "Current Activities; Recommendations," unless a recommendation is attributed to a specific PF member, it has been offered by the members collectively.

Overarching Policies	Impt to South Side	Impt to your org	Current Activities; Recommendations
The Neighborhood Plan must continue to be recognized by the City as an official planning document to be referred to in development and zoning decisions.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Board appointed a rep to NP committee and 2 reps to the Planning forum. **Council:** Board member serves on NP comm and on PF **Chamber:** Board member and board serve on NP Comm and PF
There is a continuing need for short- and long-term planning in both the South Side Flats and Slopes (i.e., land use, parking, traffic patterns, fire lanes, streets, steps, and signage)	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Step Trek Comm; Zoning Comm. As issues arise, communication w/ comm'y occurs at general mtgs, and via newsletters and e-blasts. Info is presented at general mtgs. **Council:** Working w/ business owners on parking task force to address daytime parking issues revealed by RPP. Council has supported residents if they chose to be part of RPP. Board members meet regularly w/ City officials and DPW on public safety issues. **Chamber:** Work w/ other SS groups. Chamber formally urged City to develop new/comprehensive parking ordinance to address contemporary parking demands for both businesses and residents. Request effective cooperation w/ Councilman. ***RECOMMENDATION*** **Council**: Develop master plan for the neighborhood.
All proposed development in the neighborhood should be monitored to ensure that it is architecturally and contextually appropriate.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Zoning, Housing, and City Services Comm (hereafter, Zoning Comm). **Council:** Board is represented on DRC; attend PF mtgs for additional updates and to hear view of other PF organizations. **Chamber:** Chamber president serves on DRC.

Community involvement in the South Side Works Development process must continue to be ensured.	All	All	***CURRENT ACTIVITIES*** **Council:** Board is represented on DRC; attend PF mtgs for additional updates and to hear views of other PF organizations. **Chamber:** Board president serves on DRC.
The neighborhood should take an active role in comprehensive transportation planning.	All	All	***CURRENT ACTIVITIES*** **Council:** Developing relationship w/ a resident who is interested in improving infrastructure for pedestrians and cyclists. Working w/ DPW and the State to inform comm'y about safety improvements occurring on Carson Street in 2018. **Chamber:** Request Port Authority to expand bus schedules after midnight service on East Carson Street on Fridays, Saturdays, and selected holidays. Seek funding for a shuttle on Fridays, Saturdays, Sundays, and for special events.
The neighborhood and the City, County, and State Police must work together to find ways to improve public safety, which has been an ongoing matter of concern to all neighborhood constituencies.	All	All	***CURRENT ACTIVITIES*** **Council:** Developing monthly community-process mtgs where residents can interact w/ City officials to resolve public safety issues. Board member attends Zone 3 public safety mtgs. **Chamber:** Assign rep to attend Zone 3 safety mtgs; include in communications with other NP orgs regularly. Requests that the City commit to increased presence on Fridays, Saturdays, and for special events.
The neighborhood and the Councilman should devise strategies for consistent and open communication, so we all are working toward the same ends.	All	All	***CURRENT ACTIVITIES*** **Council:** Board member will attend neighborhood plan mtgs and planning forum mtgs, along w/ occasional mtg initiated by the council. **Chamber:** Supports having NP orgs meet with Councilman every other month to review NP progress/ selected topics.
Communication between UPMC and the neighborhood regarding the UPMC Mercy South Side Outpatient Center must continue to be ensured.	All	All	***CURRENT ACTIVITIES*** **Council:** Through contact w/ residents, determine if there are needs to be addressed by social service organizations. **Chamber:** UPMC's PF rep (Lynn Kurhan) is on Chamber board.
Although social service organizations do not have the presence in the South Side they once did, and demographics have changed substantially in the last decade, the neighborhood must continue to understand and monitor community needs and act appropriately as these evolve.	**All**	**All**	***RECOMMENDATION*** Collaborate with service providers such as Goodwill and the Salvation Army to provide information about relevant issues and efforts.

Historic Preservation Policies	Impt to South Side	Impt to your org	Current Activities; Recommendations
Note: To avoid duplication of efforts and ensure appropriate approaches to preservation issues, activities in this area should be coordinated with Development Review Comm and Local Review Commission, both of which have substantial professional expertise.			
Preservation of the architectural, historic and social character of both the South Side Flats and Slopes should continue to play a prominent role in development.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Step Trek Comm; step tiling project; Zoning Comm; gateway installations; reconstruction and lighting of pedestrian bridges. **Council:** Exploring feasibility of extending the historic district into residential areas. **Chamber:** Support membership of South Side Bar and Restaurant Association in PF to ensure equal, responsible representation of both business and residential sectors. Board president serves on DRC and supports recommending extension of historic district into residential areas. ***RECOMMENDATION*** Conduct a thorough study of the Oliver Bath House to determine its condition and the feasibility of its restoration or reuse. **Chamber:** Strongly urge the City to provide resources for preservation of the Oliver Bath House.
Compliance with the Americans with Disabilities Act (ADA) impacts the preservation of historic buildings and needs to be carefully monitored.	All	All	***CURRENT ACTIVITIES*** **Chamber:** Work w/ DRC and, more recently, w/ City ADA official.
The neighborhood must work to ensure that zoning, historic district, and building codes are consistently enforced.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Zoning Comm; info about new developments is presented at general mtgs. **Council:** Developing monthly community-process mtgs where residents can interact w/ City officials to resolve zoning, historic district and building code issues. SSCC representative sits on DRC. **Chamber:** Work w/ DRC, new businesses, and City officials. Need document from City apprising all current and new businesses of rules on these matters. ***RECOMMENDATION*** **Chamber:** Form a "Business Resources Committee" to include regularly scheduled community process for businesses and residents.

Green Space Policies	Impt to South Side	Impt to your org	Current Activities; Recommendations
The limited available green space in both the South Side Flats and Slopes, including riverfront property and trails, should be preserved.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** SS Park Comm; Beautification Comm; Knoxville Greenway. **Council:** Green 'n' At Comm works on green space projects throughout the year and, on occasion, w/ PittServes and Duquesne students. Sponsors garden tours. **Chamber:** Work w/ SSSNA. Have Chamber members on SSSNA board, and Slopes residents on Chamber board. ***RECOMMENDATION*** The City should diligently continue to remove homeless encampments and address aggressive panhandling, in accordance with new practices initiated by the City in 2016.
The Planning Forum should consider the feasibility of a task force on green space, so all community efforts in this regard are coordinated.	All	All	***CURRENT ACTIVITIES*** **Council:** Supports need to coordinate efforts. **Chamber:** Supports having a task force on green space for all of South Side, flats and slopes included.
The community should continue to advocate for appropriate reuse of riverfront property.	All	All	***CURRENT ACTIVITIES*** **Chamber:** Board president serves on DRC. **Chamber and Council request:** Briefing on riverfront property use requirements.
Industrial development in the area from the 10th Street Bridge to the Birmingham Bridge should be discouraged, pursuant to the recommendations of the Riverfront Plan.	All	All	***CURRENT ACTIVITIES*** **Chamber:** Board president serves on DRC. **Chamber and Council request:** Briefing on Riverfront Plan. ***RECOMMENDATION*** Plan should be digitized and made available on-line.
The South Shore Riverfront Plan, Armstrong Park Study and Master Plan, and South Side Park Greenspace Management Plan should be used as guidelines for all green space preservation decisions.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** SS Park Green Space Plan is still used; SSSNA is advocating for a more comprehensive master plan of uses and facilities in the Park. **Council:** Unfamiliar w/ these studies. **Chamber:** Not working on this. ***QUESTIONS/REQUESTS*** **Council:** Revisit to see if they need to be updated? **Chamber and Council** request briefing on these plans.

			RECOMMENDATION Plans should be digitized and made available to the public.
Housing Policies	**Impt to South Side**	**Impt to your org**	**Current Activities; Recommendations**
To maintain a balance between owner-occupied and rental housing, measures should be taken to attract new residents and provide owner-occupied home-ownership opportunities.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Step Trek brings hundreds into Slopes to tour annually, hopefully attracting new residents; CARL (Comm'y Acquisition and Rehab Loan) program is promoted. **Council:** Beginning to interact w/ other comm'y organizations that have expertise in this area **Chamber:** Not working on this.
Strategies for attracting young families should be devised.	All	**All**	***CURRENT ACTIVITIES*** **Council:** Working w/ other comm'y organizations and City to build and highlight South Side's attractiveness to families. Working w/ Pgh Public Schools to inform families about elementary, middle- and secondary-school options. **Chamber**: Strongly supports this. Has Phillips Student of the Month Program. Work w/ Boy Scouts re comm'y service projects. Board member introduced large number of youth/parents to soccer training and hosted smaller group at dinner on East Carson Street. ***RECOMMENDATION*** **Chamber**: Council's work described above should be referred to proposed Business Resources Comm to determine how business comm'y can help welcome young families.
The affordability issue should be actively considered, taking advantage of work in this area by the City's task force.	All	All	***CURRENT ACTIVITIES*** **Council:** Work w/ City task force on affordability to determine how the issue affects the South. **Chamber:** Supports identifying City services/resources available to neighborhood business districts, residential areas and parks.
Illegal housing occupancy and residential development that does not comply w/ zoning codes should be monitored and prevented.	All	All	***CURRENT ACTIVITIES*** SSSNA: Zoning Comm; residents are encouraged to use 311 and info about that process has been available at general mtgs and via newsletters. Council: Developing monthly community-process mtgs where residents can interact w/ City officials to resolve violation issues.

			Chamber: Work w/ Duquesne and Pitt comm'y officials to resolve student-related issues; report to 311.
Business Development Policies	**Impt to South Side**	**Impt to your org**	**Current Activities; Recommendations**
Appropriate use of the limited number of available properties for business expansion, recruitment, and industrial development should be encouraged.	All	All	***CURRENT ACTIVITIES*** **Chamber:** URA often directs new business applicants to request Chamber letters of support. Requests are fully considered and provided if Chamber believes the business is a legal entity and will enhance business district vibrancy.
The 10th Street to 1st Street Redevelopment Study should be used as a guideline for future development of the area encompassed by that study.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** This IS our main street and part of our SS community. **Council:** Unfamiliar w/ the study. **Chamber:** Plan should be available, as this area is often forgotten for development purposes. ***QUESTIONS/REQUESTS*** **Council:** Revisit to see if it needs to be updated? **Chamber and Council** request briefing on the plan. ***RECOMMENDATION*** Plan should be digitized and made available to the public.
The community orgs should encourage recruitment and retention of businesses that address the following issues: lack of foot traffic during traditional shopping hours; storefronts of insufficient size to attract larger retailers as anchors; difficulty in developing neighborhood-serving shops; and limited diversity in new businesses.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Although we may not actively work on these issues, our role would be to support other comm'y orgs. **Council:** Needs to be done by full-time Main Street manager, which would require funding. **Chamber:** Working on this when potential businesses contact us; it does not happen enough. ***RECOMMENDATION*** **Chamber:** Should be high priority and be on agenda for regularly scheduled meetings with Councilman and other City officials.
Utilization of upper floors for residential and commercial reuse along East Carson Street should be encouraged.	All	All	***CURRENT ACTIVITIES*** **Council:** Needs to be done by full-time Main Street manager, which would require funding. **Chamber:** Not working on this. Needs to happen, but RPP works against it.

Less desirable establishments, such as predatory businesses, desiring to locate on East Carson Street should be discouraged.	All	All	***CURRENT ACTIVITIES*** **Council:** Needs to be done by full-time Main Street manager, which would require funding. **Chamber:** When URA requests Chamber support of proposed new business, assess and respond accordingly. Do not otherwise have advance knowledge of businesses being established. With SSBARA, contact City/County officials re problem SS establishments for their action. ***RECOMMENDATION*** **Chamber:** Develop strategy for securing funding for business district manager to address this and other business district matters. Refer to proposed Business Resources Comm. Chamber and other NP members should work closely w/ property owners and landlords.
Business and property owners should be encouraged to maintain or increase the amount of public space amenities and/or improvements in the business district, and to maintain the district in proper condition.	All	All	***CURRENT ACTIVITIES*** **Council:** Needs to be done by full-time Main Street manager, which would require funding. **Chamber:** Cleaning storefronts, sidewalks, and curbsides; managing garbage storage and debris properly.
Inappropriate, non-permitted, and illegal uses of sidewalks for dining and entertainment should be monitored and prevented.	All	All	***CURRENT ACTIVITIES*** **Council:** Needs to be done by full-time Main Street manager, which would require funding. **Chamber:** Chamber and SSBARA address violations when aware of them. City officials are responsible for monitoring and enforcing compliance. SS must have same code requirements as other business districts in Pgh.
Night-time Entertainment Policies	**Impt to South Side**	**Impt to your org**	**Current Activities; Recommendations**
Community organizations should develop a process, concurrent with the State liquor license issuance and renewal process, to review community needs and standards with all applicants.	All	All	***CURRENT ACTIVITIES*** **Council:** Use comm'y process developed w/ guidance from Lawrenceville United. **Chamber:** Encourages a plan for the organizations to come together to develop this process. ***RECOMMENDATION*** **Chamber:** PF orgs should continue to collaborate in urging City/County officials to investigate illegal and/or negative impacts.

The community should pressure the State legislature to enact legislation to improve management of liquor licenses, so as to minimize negative community impact.	All	All	***CURRENT ACTIVITIES*** **Council:** Explore how we can work w/ other comm'y organizations in cities in PA that have similar concerns.
Alcohol-themed events (e.g., Bar crawls, Mardi Gras, St. Patrick's Day) have a negative impact on both the residential and business community and should be managed responsibly.	All	All	***CURRENT ACTIVITIES*** **Council:** Monthly mtg w/ SSBARA and the Chamber to discuss these issues. **Chamber:** Board members who are on SSBARA board have taken over St. Patrick's Day pub crawl/pierogi contest; donated proceeds to assist Chamber clean-ups and to rent porto-Johns.
Business owners/landlords whose practices facilitate irresponsible and criminal behavior that negatively impacts the neighborhood must be held accountable.	All	All	***CURRENT ACTIVITIES*** **Council:** Organizing a comm'y process to work on code violations. **Chamber:** Works w/ City and County officials and SSBARA board to identify and request enforcement.
The community must actively pressure all appropriate City, County, and State agencies (i.e., Bureau of Building Inspection (BBI), Allegheny County Health Department (ACHD), Pennsylvania Liquor Control Board (PCLB), and State Liquor Enforcement (LCE)) to consistently enforce existing laws and codes.	All	All	***CURRENT ACTIVITIES*** **Council:** Working w/ SSBARA to consider PLI sweeps to address violations. **Chamber:** Several board members are bar restaurant owners and work w/ all these agencies.
Mobility Policies	**Impt to South Side**	**Impt to your org**	**Current Activities; Recommendations**
The community should develop an organized parking plan in both the South Side Flats and Slopes that mitigates the following issues: limited availability of parking; commuter parking; valet parking; employee parking, and night-time entertainment parking.	All	All	***CURRENT ACTIVITIES*** **Council:** Working w/ Mayor's office via parking task force w/ resident and business membership. Attempting, in concert w/ Chamber and SSBARA, to work w/ Councilman on Parking Enhancement District. **Chamber:** With SSBARA, developed successful night-time parking/valet parking/taxi stand plan as part of PGH Sociable City Plan, after RHI contract was signed. Board members have met w/ various City officials re parking issues. Chamber member is on parking task force, which is currently inactive. ***RECOMMENDATIONS*** **SSSNA:** Ask outside group to do parking study. **Chamber:** Develop plan for additional parking facilities between 10th and 22nd Streets. Request regular updates on parking enhancement district from Councilman.

The community should support initiatives concerning pedestrian safety on crosswalks, sidewalks, trails, and public steps.	All	All	***CURRENT ACTIVITIES*** **Council:** Working w/ Dept. of Public Works to ensure that these infrastructure elements are in good shape. **Chamber:** Strongly supports this. Serves on the Great Allegheny Passage Trail Alliance and is a certified Trail Town member.
The neighborhood should take an active role in decisions on expansion of the bike lane system and bike sharing initiatives.	All	All	***CURRENT ACTIVITIES*** **Council:** Working w/ and supporting the work of the Smart Street group. **Chamber:** Strongly supports this and urges City's consideration of business locations when selecting bike sharing stations.
Patrons and employees at South Side Works should be encouraged to park in the garages or at meters, and not on residential streets.	All	All	***CURRENT ACTIVITIES*** **Council:** Supported residents' interest in RPP, which limits amount of time patrons and employees can park on residential streets. **Chamber:** Supports this. Chamber board member is on parking task force. ***QUESTION*** **SSSNA:** Is this still relevant, given expansion of permit parking?
The community must actively work to ensure consistent enforcement of a variety of violations (e.g., blocking driveways and fire hydrants, illegal use of handicapped spots, and violating speed limits).	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Residents have received info at general mtgs and in newsletters on use of 311 and 911. Top 3 issues reported to the police: impaired driving; code enforcement; vehicle parking that restricts vehicle access. **Council:** Developing monthly community-process mtgs where residents can interact w/ City officials to resolve violation issues. Mtgs will include education on types of code violations and how residents can assist in correcting them. **Chamber:** Upon request, refer to City/County officials for action. Submit 311 Reports.
Infrastructure and Maintenance Policies	**Impt to South Side**	**Impt to your org**	**Current Activities; Recommendations**
Comm'y orgs should develop a system of education, accountability (using such tools as the landlord tenant agreement) and consistent enforcement of litter, graffiti, and improper storage of trash in both residential and business sectors.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Zoning Comm has subcomm to work on this; litter pick-ups are regularly scheduled. **Council:** Developing monthly community-process mtgs where residents can interact w/ City officials to resolve violation issues. Work w/ university students on litter pick-ups. Needs a marketing campaign, which would cost money.

			Chamber: Social media posts to thank/compliment Clean Team and comm'y volunteers. Report illegal dumping to City and 311.
The impacts of the aging infrastructure and housing stock in the neighborhood should be recognized and addressed.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Grants for step repairs, retaining walls, and historic fences. **Chamber:** Working w/ PennDOT regarding renovation of East Carson Street and Birmingham Bridge. Working w/ Trail Town Alliance-GAP re bicycle trail maintenance, repair, and development.
Publicly owned property (i.e., City steps, rights of ways, catch basins, steep slopes, park land, retaining walls, and signage) should be consistently maintained.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Step Trek; SS Park Comm; as issues arise, Zoning Comm works w/ City to address; grants; SSSNA working w/ PWSA to maximize benefits that federally mandated improvements can bring to Park. **NOTE**: PWSA and City are exploring a number of storm water issues in the area: SS Park, 21st St./East Carson Street, etc. **Council:** Green 'n' at Comm and Graffiti Watch Comm attempt to maintain publicly owned properties. Working w/ City to identify publicly owned property that needs repaired or replaced. **Chamber:** Submit 311 reports; make repair requests to City and PennDOT.
The community should continue to work with the City's DPW, using the Michael Baker Public Staircase Analysis, to mitigate concern over the possible closing of public staircases.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Michael Baker study is still in use. **Chamber:** Chamber members serve w/ SSSNA comm'y initiatives; Chamber members include some Slopes residents. ***REQUEST*** **Chamber and Council** request briefing on the Michael Baker study.
Efforts to obtain a positive response from the railroad on maintenance of trestles and adjoining properties must continue.	All	All	***CURRENT ACTIVITIES*** **SSSNA** worked w/ both City and RR to light beneath the trestles and reconstruct ped bridges. ***RECOMMENDATION*** **Chamber:** Request that Councilman and City officials take lead to ensure public safety, maintenance and upkeep of public sidewalks and street under and adjacent to railroad tracks/trestles.

Opportunities to assist property owners in maintaining their homes, including sidewalks and retaining walls, should be explored and/or developed.	All	All	***CURRENT ACTIVITIES*** **SSSNA:** Programs that are available to help are presented at general mtgs; Rebuilding Together Pgh. **Council:** Have received some CDBG monies but have been limited in how/where in the Flats to use them. **Chamber:** Refers to City/County officials for assistance and/or compliance.

VIII. APPENDICES

Note: Appendices A, B, C, and E are incorporated into this document. The remainder can be accessed in hard copy by appointment at the Carnegie Library of Pittsburgh South Side Branch. Funding will be sought in 2017 to pay for digital scanning of these documents and for creation of a website on which to post them for public access.

Appendix A – Forum member organizations and their meeting schedules
Appendix B – Instructions for accessing Department of City Planning zoning maps
Appendix C – Historic Review Commission Guidelines
Appendix D – "Community-Based Planning Evaluation: LTV Steel's South Side Mill Site"; Sasaki Plan
Appendix E – LTV Site Redevelopment Guiding Principles
Appendix F – South Shore Riverfront Plan
Appendix G – Bingham Street Corridor Study
Appendix H – 10th Street to 1st Street Redevelopment Study
Appendix I – South Side Park Master Site Plan
Appendix J – South Side Park Greenspace Management Plan
Appendix K – Armstrong Park Study and Master Plan
Appendix L – Riverfront Interim Planning Overlay District Map

Appendix A

Planning Forum Member Organizations and their Meeting Schedules
(current as of October 2016)

The Brashear Association
2005 Sarah Street, Pittsburgh 15203
412.431.2236
www.brashearassociation.org
First Monday of the month, as designated
5:30 pm at The Brashear Association,

South Side Chamber of Commerce
1100 East Carson Street
Pittsburgh, PA 15203
www.southsidechamber.org
info@southsidechamber.org
facebook.com/southsidechamber
@SSChamberPGH
General Board Meeting:
Third Wednesday of every month
5:30 p.m. at South Side Welcome Center
1100 East Carson Street

South Side Community Council
neighbors@southsidecommunitycouncil.org
www.southsidecommunitycouncil.org
Board Meeting:
Second Monday of every month except December
7:00 pm at The Brashear Association, 2005 Sarah Street

South Side Planning Forum
2005 Sarah Street, Pittsburgh 15203
412.431.2236
Second Tuesday of every month except July and August; single meeting for these months is held the fourth Tuesday of July
5:30 pm at The Brashear Association, 2005 Sarah Street

South Side Slopes Neighborhood Association
P.O. Box 4248, Pittsburgh 15203
412.246.9090
www.southsideslopes.org
Board Meeting:
Last Tuesday of every month except August
time and location TBD
General Meeting:
Dates and times variable; see website.

Appendix B

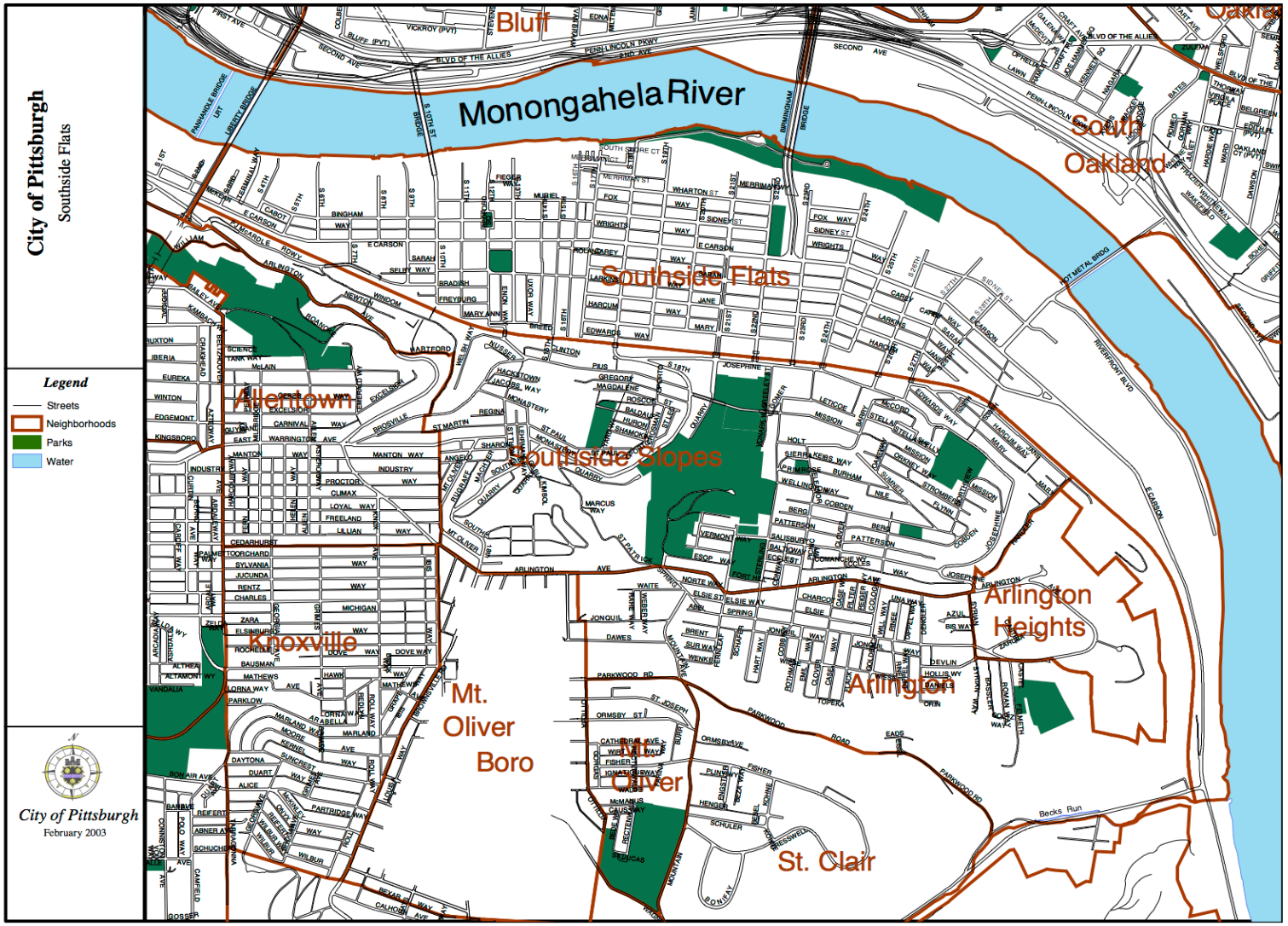
Zoning Maps

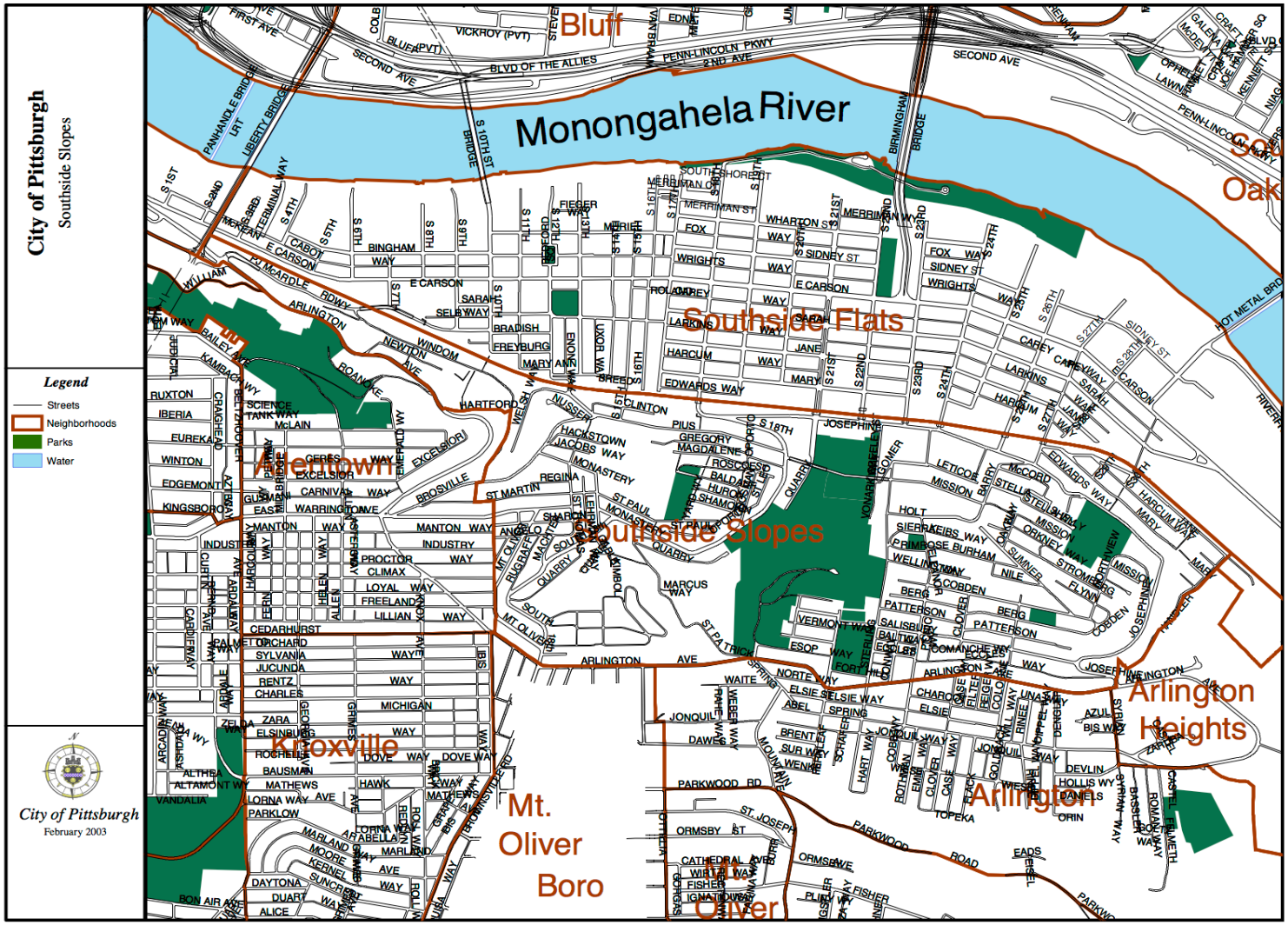
The attached zoning maps for the South Side (Flats and Slopes) can be accessed at the Department of City Planning's website:

- http://pittsburghpa.gov/dcp/gis/gis-map-room, then
- click on Hard Copy Maps, then
- click on Hardcopy Neighborhood Maps. This will download a zip file to your computer. Open the file to find PDFs of individual neighborhood maps.

Maps can also be accessed as follows:

- Click on Hard Copy Maps, then click on Interactive Pittsburgh Grid Map. Maps for the South Side are in grid sections 3, 12, 13, and 30; click on one of these to see the map.
- Click on Interactive Web Maps, then click on Pittsburgh Neighborhoods. From there, you can enter an address in the search bar to find a given property.


City of Pittsburgh
Southside Flats
Legend
Streets
Neighborhoods
Parks
Water
City of Pittsburgh
February 2003
Monongahela River
Bluff
Southside Flats
Allentown
Southside Slopes
Knoxville
Mt. Oliver Boro
Mt. Oliver
St. Clair
Arlington Heights
Arlington
South Oakland
Becks Run


City of Pittsburgh
Southside Slopes
Legend
Streets
Neighborhoods
Parks
Water
City of Pittsburgh
February 2003
Monongahela River
Bluff
Southside Flats
Southside Slopes
Allentown
Knoxville
Mt. Oliver Boro
Arlington Heights
Arlington
Oak
Soc

Appendix C

The Secretary of the Interior's Standards for Rehabilitation – Historic Review Commission

1. The Standards (Department of Interior regulations, 36 CFR 67) pertain to historic buildings of all materials, construction types, sizes, and occupancy and encompass the exterior and the interior, related landscape features and the building's site and environment as well as attached, adjacent, or related new construction. The Standards are to be applied to specific rehabilitation projects in a reasonable manner, taking into consideration economic and technical feasibility.
2. A property shall be used for its historic purpose or be placed in a new use that requires minimal change to the defining characteristics of the building and its site and environment.
3. The historic character of a property shall be retained and preserved. The removal of historic materials or alteration of features and spaces that characterize a property shall be avoided.
4. Each property shall be recognized as a physical record of its time, place, and use. Changes that create a false sense of historical development, such as adding conjectural features or architectural elements from other buildings, shall not be undertaken.
5. Most properties change over time; those changes that have acquired historic significance in their own right shall be retained and preserved.
6. Distinctive features, finishes, and construction techniques or examples of craftsmanship that characterize a property shall be preserved.
7. Deteriorated historic features shall be repaired rather than replaced. Where the severity of deterioration requires replacement of a distinctive feature, the new feature shall match the old in design, color, texture, and other visual qualities and, where possible, materials. Replacement of missing features shall be substantiated by documentary, physical, or pictorial evidence.
8. Chemical or physical treatments, such as sandblasting, that cause damage to historic materials shall not be used. The surface cleaning of structures, if appropriate, shall be undertaken using the gentlest means possible.
9. Significant archeological resources affected by a project shall be protected and preserved. If such resources must be disturbed, mitigation measures shall be undertaken.
10. New additions, exterior alterations, or related new construction shall not destroy historic materials that characterize the property. The new work shall be differentiated from the old and shall be compatible with the massing, size, scale, and architectural features to protect the historic integrity of the property and its environment.
11. New additions and adjacent or related new construction shall be undertaken in such a manner that if removed in the future, the essential form and integrity of the historic property and its environment would be unimpaired.

Appendix E

LTV Site Redevelopment Guiding Principles

1. The Neighborhood Plan: Planning for and development of the LTV property should be consistent with the policies, goals and objectives of the South Side Neighborhood Plan and should specifically respond to the interests and concerns identified here as elaborations of the Plan. The site should be addressed as an opportunity to create types of development that are beneficial and complementary to the South Side but which may not be feasible elsewhere within the community.

2. Zoning and Development Control: The property should be re-zoned as a Special Planned District in order to promote flexible development while also assuring maximum public review and ample opportunity for community involvement. Additionally, procedures should be established with LTV Steel, the City of Pittsburgh, and others who might be principally involved in influencing development activity on the property, to ensure responsible, meaningful and timely community input as planning proceeds.

3. Infrastructure Capacity: Development should not overburden local streets or available public services. The extent of development on the site should be limited by the capacity of streets and other public services, as independently assessed, but steps should be taken if required to expand such capacities so as to enable full development of the site. All parking associated with new development of the LTV property should be provided on-site in quantities sufficient to satisfy anticipated demand rather than associated code requirements.

4. Public Participation: Cooperative and joint efforts should be made by LTV in conjunction with the community to ensure needed involvement from public officials and agencies for the purpose of assisting in the solicitation and assemblage of resources, financial and otherwise, which may be needed to fully and effectively address and resolve the constraints and problems affecting the site which would work to limit its development potential and its success both as a financial investment and as a community and City-wide asset.

5. Timing and Phasing: Planning for and development of the LTV site should respond more to long term objectives than to short term opportunities. Within this context, however, approaches that would lead to near-term development and expeditious build-out of the site are encouraged.

6. Land Uses: Mixed-use development is encouraged as a means of providing needed flexibility to respond to market opportunities and potentials, to better assure expeditious development of the entire site, and to entail the variety that is appropriate to the community's character in the ways in which the site relates to its surroundings.

7. Market Orientation: Development of the property should be directed to markets that complement rather than duplicate those that can be addressed through development and renovation activities elsewhere in the community.

8. Project Design: Development of the LTV site should be master-planned so as to assure the creation of an over-all scheme that is functionally integrated and internally harmonious in terms of site planning and building design. Planning and design should be broadly compatible with the predominate scale and traditional character of the community. This is the most critical at the "head" of the site and on out parcels to the south of East Carson Street. Types and forms of development that would be less compatible in scale and character should be oriented toward the "tail" of the site. Any development at the "tail" of the site, however, should enhance the attractiveness of the approach to the South Side through its eastern portal.

9. Riverfront Development: The riverfront should be regarded as an important amenity for the on-site population and as a valuable public asset for the community and for the City at large. New development should provide continuous public access to the shore, should provide reasonable opportunities for riverfront recreation and incidental commercial activity, and

should be generally compatible with accepted public policy regarding land use.

10. Interim Uses: Except to the extent that interim use of any portion of the site would be compatible with the objectives of the Neighborhood Plan, such uses are strongly discouraged in that they tend to become permanent in character and/or respond more to short-term opportunities than to long-term policies and goals.