

Pittsburg Land Use Plan

Strategic vision to shape our city



January 2020



**We put Pittsburg's
land use puzzle
together.**

ACKNOWLEDGEMENTS

Thank you to all participants in the land use planning process. Your time, technical expertise, and guidance was critical to developing the Pittsburg Land Use Plan.

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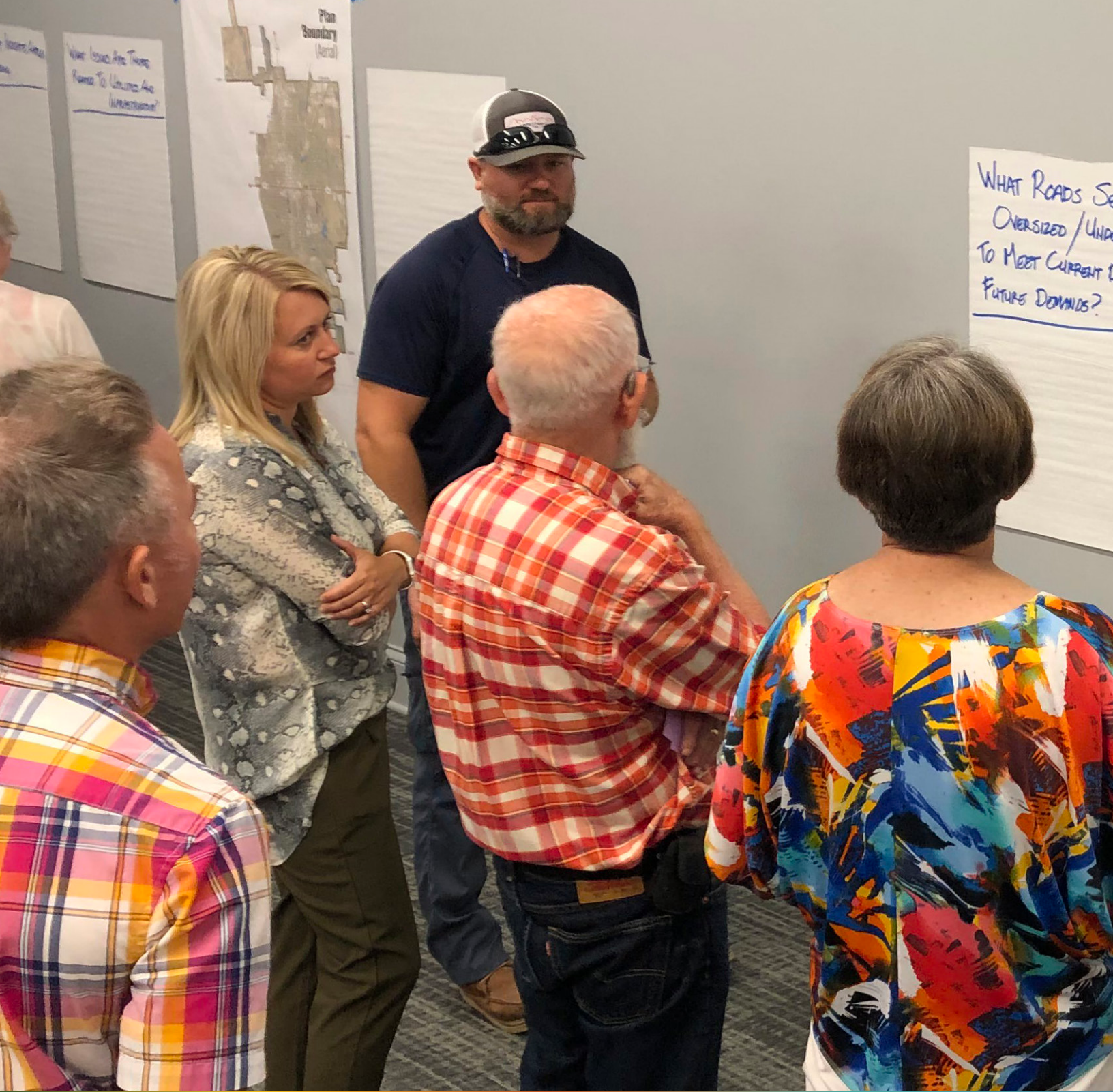
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"Empowerment is essentially a capacity to define clearly one's interests, and to develop a strategy to achieve those interests. It's the ability to create a plan or program to change one's reality in order to obtain those objectives or interests. Power is not a 'thing', it's a process. In other words...through its conscious activity, a group can empower itself by increasing its ability to achieve its own interests."

- Manning Marable

TABLE OF CONTENTS

SECTION 1	INTRODUCTION	1
	What is a Future Land Use Plan?	2
	Planning Process and Timeline	4
	The Vision and Guiding Principles	6
	Plan Boundary	
SECTION 2	CURRENT CONDITIONS	7
	Past Plans and Studies	8
	Existing Conditions	12
	Demographic and Market Profile	28
SECTION 3	MARKET ANALYSIS SUMMARY	33
	Market Analysis	34
	Study Conclusions	37
SECTION 4	PUBLIC ENGAGEMENT SUMMARY	43
	Introduction	44
	Outreach	44
	Community Conversations	45
	Online Survey	46
	Visioning Workshop and Planning Charrette Online Survey	49
	Findings, Concepts, and Comments	52
SECTION 5	FUTURE LAND USE PLAN	57
	Introduction	58
	Future Land Use	58
	Future Land Use Goals and Strategies	62
	Development, Redevelopment, and Revitalization	67
	Development, Redevelopment, and Revitalization Goals and Strategies	70
	Stormwater	78
	Runoff Potential	78
	Stormwater Goals and Strategies	80
SECTION 6	NEXT STEPS AND IMPLEMENTATION	83
	Introduction	84
	Next Steps	84
	Maintaining Momentum	91
APPENDIX A	ECONOMIC AND MARKET ANALYSIS	
APPENDIX B	PUBLIC ENGAGEMENT FULL SUMMARY	

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SECTION 1

INTRODUCTION



BACKGROUND AND PURPOSE

Communities experience constant growth, innovation, and change, and land use plans serve as a guiding force during these times. A land use plan safeguards a community vision by planning for how the community's land should be developed or redeveloped in the future. As the City of Pittsburg continues to grow, the development of a focused land use plan that provides context for future zoning changes is a critical step first step to ensure future developments align with the community's goals.

With increasing development pressures, unique housing challenges, and an aging population, now is the time to think about the future and asking the hard questions, of which the hardest is “who do we want to be?” This Future Land Use Plan (Plan) tackles this question head-on.

Through the use of robust public engagement, site visits, and many conversations with key stakeholders, city and county staff members, and members of the general public, this Plan aims to provide the City of Pittsburg with a Future Land Use Plan that will maintain the small town ambiance while paving the way for sustainable growth.

WHAT IS A FUTURE LAND USE PLAN?

The City of Pittsburg developed a land use plan to guide future citywide development patterns. This Plan guides residents, property owners, developers, city staff members, and elected officials in making sound land use, design, and development decisions.

It is important to note that a future land use plan is **not** a zoning plan. Through this process, zoning will not be changed or modified. Rather, this planning process developed a future land use plan for what the community desires moving forward.

A future land use plan:

- Plans for the long-term future of land uses, such as residential, commercial, or industrial, in a geographically defined area.
- Considers existing land use, major transportation routes, high activity nodes, and redevelopment/development opportunities.
- Guides city leaders in making sound land use decisions based on public input, local and regional market trends, and projected growth patterns.

In addition to providing a plan for land use moving forward, this process also provided a high-level review of the city's existing stormwater infrastructure. As part of the stormwater assessment, the following tasks were weaved into the Plan:

- Evaluation and identification of major drainage areas throughout city limits.
- Recommendations for protection and prohibited development adjacent to identified, major drainage ways.
- Evaluation of stormwater run-off based on recommended land use.
- Recommendations for potential locations of regional stormwater detention.

WHAT ARE THE GOALS OF THE PLAN?

The goals of the Plan are comprehensive, yet specific; they include the following:

- 1 Equip city staff members and elected officials with a road map for the future of land use planning within Pittsburgh.
- 2 Provide for orderly, thoughtful, and high quality development that is consistent with the community's goals for the city.
- 3 Establish a citywide land use framework to provide current and future residents with a Plan they can rely on now and moving forward.
- 4 Understand and identify the city's current stormwater management system and necessary upgrades and improvements to adequately serve future growth.
- 5 Generate community buy-in through an interactive public engagement process, both online and in-person, to create a shared vision for the future.
- 6 Define next steps to ensure successful implementation of the Plan.

LAND USE v. ZONING

WHAT IS ZONING?

Zoning is a lawful regulation of what can or cannot occur on a piece of land (i.e., allowable use, density, building height).

WHAT IS EXISTING LAND USE?

Existing land use is the current use on a piece of land (i.e., agriculture, commercial, residential).

WHAT IS FUTURE LAND USE?

Future land use is what the community desires for the future piece of land. This may or may not be the current land use.

PLANNING PROCESS AND TIMELINE

The planning process took place in 2019 through a six-step process, detailed as follows:

- Step 1: Discover
- Step 2: Engage
- Step 3: Envision
- Step 4: Narrow
- Step 5: Plan
- Step 6: Implement

The graphic to the right details this planning process, though it is important to understand that the planning process is not necessarily linear. It is infused with flexibility to be able to react to new information and changing circumstances. In general, each step builds on the one prior.

Public and stakeholder engagement was a core element of the Plan's development. After the initial launch of the planning process, outreach events and tools were used throughout the planning process, including a project web page, the city's social media accounts, in-person stakeholder sessions, and a public open house. The public engagement process is detailed in *Section 4 - Public Engagement Summary*.



THE VISION

Fueled by the public engagement process, a vision narrative and guiding principles were crafted for the future of land use in Pittsburg.

The vision was directly formed from stakeholder and public input on the identified issues, concerns, and opportunities citywide, coupled with their priorities and preferences for Pittsburg moving forward. The vision is an expression of future aspirations and paints a picture of what is hoped for in the city. Identifying the vision is critical to the planning process, as it can be referred to as a guide for recommendations that will define the Plan.

Capitalizing on the abundance of natural resource areas, its role as an emerging activity and employment hub of southeast Kansas, and the opportunities that exist for infill and redevelopment, the City of Pittsburg aspires to:

- 1 *...provide a healthy mixture of market-supported, complementary land uses that serve local businesses and residents and attract visitors and private development;*
- 2 *...be an aesthetically pleasing city that is inviting to all population segments and is representative of the welcoming, small town feel;*
- 3 *...incorporate principles of environmental sustainability by protecting the proximal natural resources while providing new and enhanced recreation facilities citywide;*
- 4 *...be a connected, safe, and accessible city that emphasizes the multimodal functionality of key corridors to serve all roadway users;*
- 5 *...maintain its young, highly-educated workforce by increasing access to high-paying, high-quality jobs within city limits; and,*
- 6 *...and reinvest in the aging housing stock to retain and attract future residents of Pittsburg.*

GUIDING PRINCIPLES

Achieving this vision is a complex process that requires a multi-layered approach. Multiple interests must be balanced and addressed, but establishing a common ground is one of the first steps to move forward. To guide this process and establish the common ground, the following guiding principles were developed:

Economically Vibrant

While strengthening and supporting existing businesses, an environment must be fostered that continually supports new development, redevelopment, and infill. As development opportunities increase, it is imperative to protect the future land use fabric of the city by having a community-built plan in place.

Connected and Accessible

With a growing population, increasing access to places to live, work, learn, and play is of growing importance. There must be comfortable and interesting ways to move throughout the city that support all modes of transportation, especially along key corridors.

Livable, Inclusive, and Engaging

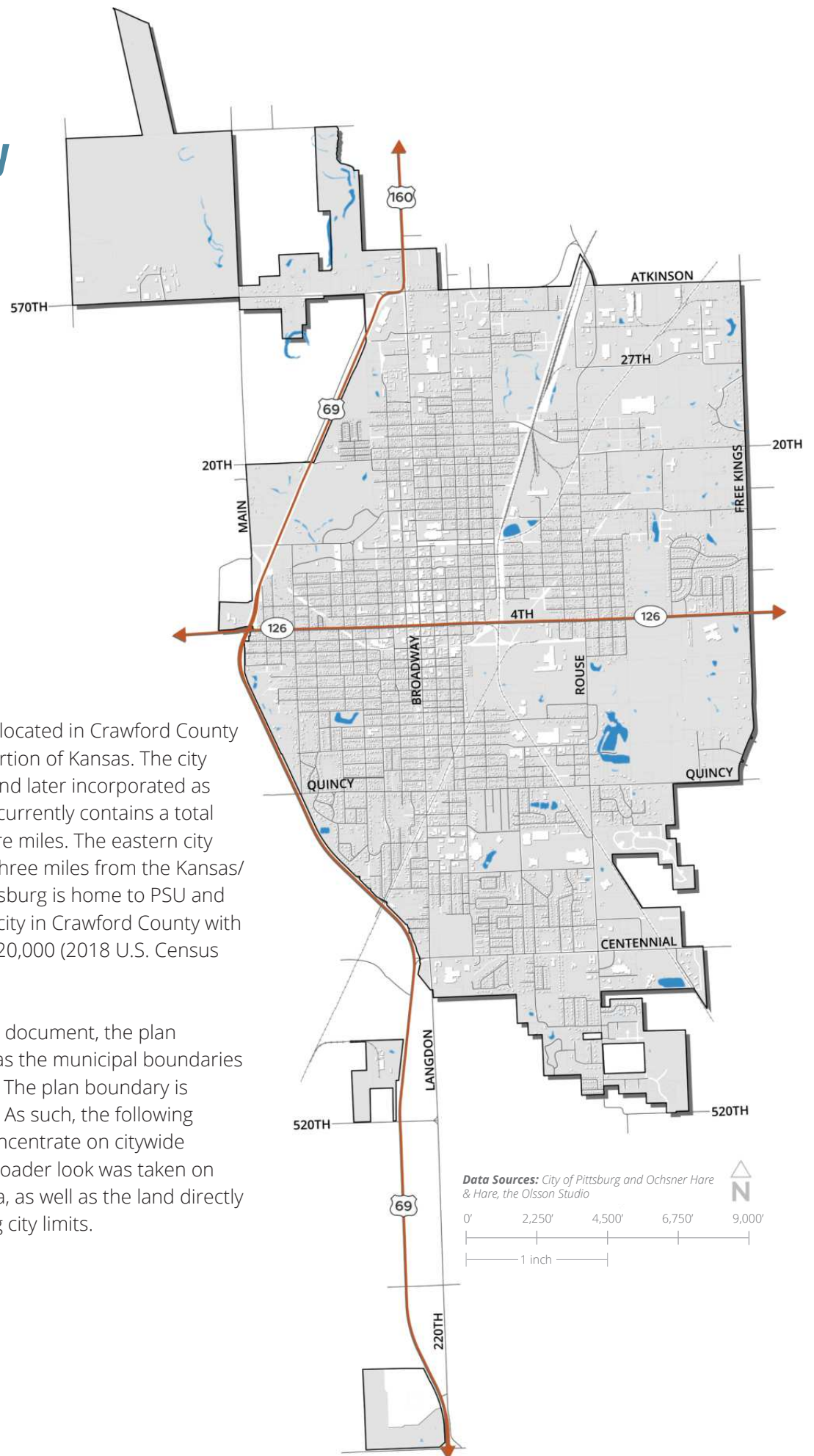
All community members are brought together through the rich activities that are growing in variety and frequency citywide. From the arts center to downtown to the weekend farmers market, Pittsburg must continue this trend of place-based activities that appeal to and engage all segments of the population. An aspect of this is promoting diverse housing options that accommodate many price ranges to support individual and family structures of all types. Ensuring diversity in the types of activities, services, and housing available will serve all of those who call Pittsburg home now and in the future.

Environmentally Sensitive

The city is rich in natural features that must be responsibly managed and incorporated throughout every recommendation of this Plan. A balance of preservation and environmentally-focused retrofitting and redevelopment, eco-conscious site development techniques, and forward-thinking public infrastructure should be struck to ensure harmony between nature and growth.

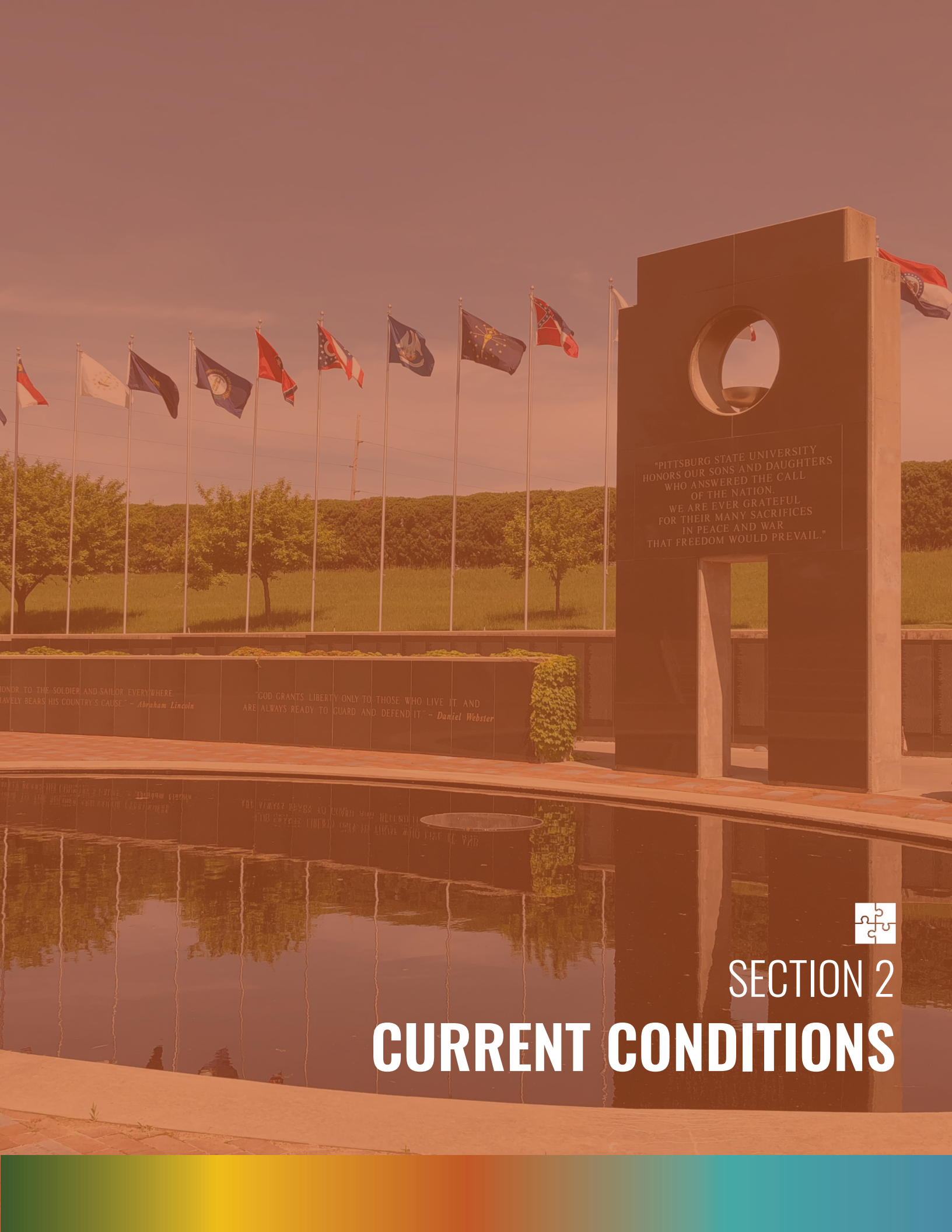
Figure 1.1 Plan Boundary

- Land Use Plan Boundary
- Water Body
- Highway



The City of Pittsburg is located in Crawford County in the southeastern portion of Kansas. The city was founded in 1876 and later incorporated as a city in 1880. The city currently contains a total land area of 12.9 square miles. The eastern city boundary is less than three miles from the Kansas/Missouri state line. Pittsburg is home to PSU and is the most populated city in Crawford County with a population just over 20,000 (2018 U.S. Census Bureau).

For the purpose of this document, the plan boundary is the same as the municipal boundaries of the City of Pittsburg. The plan boundary is illustrated in *Figure 1.1*. As such, the following sections of the Plan concentrate on citywide patterns, although a broader look was taken on the US 69 corridor area, as well as the land directly adjacent to the existing city limits.



"PITTSBURG STATE UNIVERSITY
HONORS OUR SONS AND DAUGHTERS
WHO ANSWERED THE CALL
OF THE NATION.
WE ARE EVER GRATEFUL
FOR THEIR MANY SACRIFICES
IN PEACE AND WAR
THAT FREEDOM WOULD PREVAIL."

"HONOR TO THE SOLDIER AND SAILOR EVERYWHERE
WHO BRAVELY BEARS HIS COUNTRY'S CAUSE." - Abraham Lincoln

"GOD GRANTS LIBERTY ONLY TO THOSE WHO LIVE IT AND
ARE ALWAYS READY TO GUARD AND DEFEND IT." - Daniel Webster



SECTION 2

CURRENT CONDITIONS



INTRODUCTION

In order to begin setting the vision for the future of Pittsburg, the current situation must be understood as it is the foundation. Land use planning does not and cannot happen in a vacuum. In fact, land use is the foundation of all facets of planning, pulling together the pieces of transportation, utilities and infrastructure, economic development, the environment, and aesthetics. This is why the existing environment and current land must be accurately assessed to create a baseline that the future can build upon.

Section 2 – Current Conditions summarizes relevant city plans and reports and describes data on the demographics, housing stock, and infrastructure of Pittsburg. This review was used to help inform the residents and community stakeholders during the community engagement phase and is used as a basis to write the Plan recommendations.



PAST PLANS AND STUDIES

The City of Pittsburg has conducted multiple planning and economic studies to better understand and assess the city. To more fully understand the planning context in which this Plan will work, the following city-related plans, studies, and projects were reviewed so that this Plan can complement existing documents and projects. Each document is outlined with a focus on recommendations, goals, and findings.

Angelou Economics Study (2017)

Pittsburg's economic development strategy is a cumulative process of community engagement, research, presentations, and feedback resulting in the distillation of local assets and challenges. The goals set through this process allow Pittsburg to compete on a larger stage for employers and for residents, along with helping to instill a greater sensitivity for economic development in the community.

The following provides a breakdown of strengths, weaknesses, opportunities, and threats.

Strengths:

- Entrepreneurial successes of residents
- Strong connection to PSU
- PSU provides job/culture/arts
- Kansas Technology Center
- Friendly city with a strong community
- Safe and family-oriented city
- Close to nature
- Good school and healthcare

Weaknesses:

- Challenge to hire skilled workers
- Challenge to hire physicians and nurses
- Workers see Joplin as having a lower cost of living
- Challenge to retain college graduates
- Limited retail and entertainment options
- Lack of cohesive infrastructure of sidewalks
- Limited housing options

Opportunities:

- Further development of hike and bike trail system
- Greater demand for shopping and entertainment options
- Strong demand for art
- Economic impact of Kansas Crossing Casino
- More partnerships/collaboration between city government and PSU
- Kansas Polymer Research Center as a catalyst

Threats:

- Located in one of the poorest areas of Kansas
- High rates of poverty locally
- Potential for continued cuts to public education statewide

According to the study, an economic development path to growth for Pittsburg includes recognizing its current assets, which include:

- Entrepreneurial success
- PSU
- Abundant water supply
- Strong quality of life amenities

To capitalize on the outlined economic development path, goals to achieve and sustain growth centered around the promotion of local entrepreneurship, attracting jobs and private investment, increasing and retaining a skilled workforce, better leveraging the talent and resources of PSU, and enriching the quality of place.

Implementation of this strategy will not only fall to the City of Pittsburg, but to their partners in the community, as well. Most important is the participation of the stakeholders to keep implementation moving to ensure Pittsburg's economic development goals can be realized.

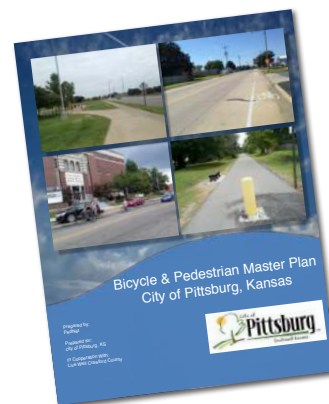
Bicycle and Pedestrian Master Plan (2015)

This plan was prepared for the City of Pittsburg in cooperation with Live Well Crawford County as a strategy for making the city more bicycle and pedestrian friendly through specific street, sidewalk, and trail projects. The plan analyzed existing facilities and found that many sidewalks need repair or replacement and that there is a need to improve on-street facilities, such as bike lanes.

Many improvements to existing bicycle and pedestrian infrastructure are suggested in the plan. These improvements range from road diets to new trail connections to increase citywide accessibility. Some specific suggestions included:

- To remove an existing traffic lane or lanes on Rouse Street and replace the lane(s) with bicycle lanes;
- To form a new connection from the farmers market to Schlanger Park Trail; and,
- To convert an existing rail corridor to connect Schlanger Park to the East Side Trail.

Ultimately, this plan encourages enhanced pedestrian and bicycle circulation through trails, bicycle lanes, and other facilities to support the citywide effort of enhancing multimodal transportation.



Housing Needs Assessment and Strategy (2014, 2015, 2018)

In 2014, the city commissioned a study of the housing market to assess current and future housing needs.

The key findings of the assessment included:

- Population and housing growth have been slow over the past decade
- The city's housing stock is relatively old, but affordable
- The vacancy rate for rental units is relatively low, especially for affordable units (as opposed to market-rate units)
- Barriers to housing development include: high land and infrastructure costs for developers; lack of readily available land; limited supply of moderate-income homes; and, lack of credit worthiness of potential buyers
- A major opportunity exists for new construction of moderate-income homes

The assessment recommended several actions relevant to the Mid-City Renaissance project planning effort, including:

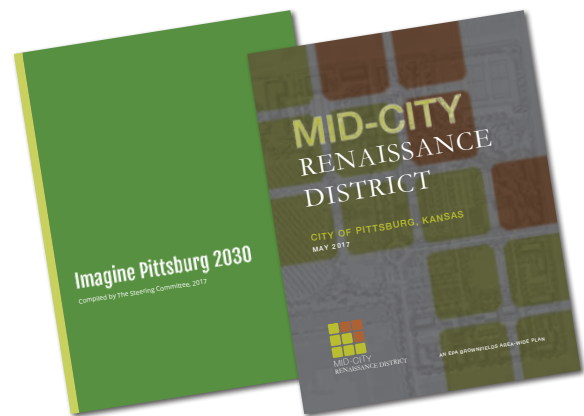
- Enhance housing and amenities in downtown
- Expand the supply of moderate-income housing
- Establish neighborhood associations and planned subdivisions
- Expand housing for seniors with emphasis on affordable housing options
- Build short-term housing for young professionals, consultants, and families

Two updates have been written to serve as addendum to the original plan (2015 and 2018), which outline the significant progress that has been made on the recorded objectives. Overall, the assessment paints a picture of a city in need of new housing, especially in the downtown and southeast areas.

Imagine Pittsburg 2030 (2017)

During the summer of 2010, business, education, and community leaders in Pittsburg identified the need to address the community's opportunities and challenges through the year 2030. Previously, similar efforts have resulted in successful launches of business, including the Family Resource Center and the Business Education Alliance.

Imagine Pittsburg 2030 brought together information across the spectrum to result in a comprehensive study. The plan brought in relevant information on previously performed reports for the city, which focused on housing, commuting patterns, the retail and hotel industry, issues unique to PSU, economic analysis, the downtown area, the Mid-City Renaissance project, and the Atkinson Municipal Airport to truly craft a vision for the future that examined all facets of the City of Pittsburg.



Mid-City Renaissance District Plan (2017)

The *Mid-City Renaissance District Plan* was funded through a U.S. Environmental Protection Agency (EPA) Area Wide Planning Grant that awards funding to “communities to research, plan, and develop implementation strategies for an area affected by one or more brownfields.”

The EPA's intent with this program is to reimagine brownfields by creating plans that are protective of public health and the environment, economically viable, and reflective of the community's vision for the area. The *Mid-City Renaissance District Plan* was developed to meet these goals for the City of Pittsburg through a process following EPA's guidance.

The project location is bounded by East 7th Street, Joplin Street, East Washington Street, and Rouse Street. Schlanger Park falls within the project area, while the former Mission Clay property represents the largest portion of the project area. The project area features a mix of land uses including commercial, light industrial, and residential, in addition to large swaths of vacant land.

Implementing the *Mid-City Renaissance District Plan* for the Mission Clay property would represent a significant upfront investment on behalf of the city. However, this investment would likely generate a positive return on investment in the long-term as the city's investment would catalyze private investment both within the Mid-City Renaissance District and citywide.

Pittsburg Comprehensive Economic Development Strategy (2016)

The Pittsburg Comprehensive Economic Development Strategy (CEDS) was the result of extensive research and community engagement and presents an economic development strategy based on the strengths, weaknesses, opportunities, and threats faced by Pittsburg. One of the key opportunities identified by the CEDS was the potential for more partnerships and collaboration between the city and PSU. Some of the relevant findings in the report include:

- Limited housing options, and specifically a lack of mid-priced homes and lack of multi-family housing options compared to other college towns
- Limited retail sector and lack of entertainment options
- High rates of poverty
- Skilled workers are difficult for businesses to find
- Opportunities for growth in specific industries including Advanced Manufacturing; Creative & Technical Services, Health Care, and Destination Retail & Entertainment

Pittsburg Next Steps Memo (2017)

The *Pittsburg Next Steps Memo* summarizes the Smart Growth 101 workshop and suggests next steps the city could take to craft a vision for the City of Pittsburg's future development.

Following a productive discussion with various stakeholders, including residents, advocates, business owners, and elected officials, an overview of the key steps are as follows:

1. Cultivate a mindset of change
2. Map ownership of downtown building stock
3. Compel downtown owners to care for and update their buildings
4. Make street design that incorporates Complete Streets principles relating to active transportation options part of all planning efforts
5. Develop alleyways as new public spaces.
6. Strengthen the community's partnership with PSU
7. Bolster the Downtown Advisory Board's efforts by dedicating a portion of current staff time to matters of the Downtown Overlay District
8. Explore short-term programming for redevelopment of the Mission Clay property
9. Explore options and feasibility for reusing the Washington School building

Key obstacles include:

- Poor property maintenance among some downtown building owners
- A sense that PSU overshadows the city's identity
- Poorly defined boundaries of responsibility between the city and private owners
- Low buy-in outside of the core change agents
- A reputation as a sleepy city that lacks nightlife or a magnetizing culture

Opportunities include:

- Washington School building in the "warehouse district"
- Block 22 Initiative
- Carless, international student population at PSU would thrive downtown
- Other structures of the Mission Clay property site
- Wide alleyways adjacent to downtown.
- Second and third story spaces above downtown buildings
- Connectivity to the farmers market pavilion

Atkinson Municipal Airport (*Industrial*)Kansas Crossing Casino (*Commercial*)

EXISTING CONDITIONS

This subsection provides an overview of the current land use within Pittsburg, current zoning districts and overlay zones, key places citywide, and the natural resources and subsequent infrastructure in place. A summary of population demographics and market trends are also described to provide better context on the economic state of the city and how that influences growth and development. Collectively, this information identifies influences that help shape the development of the Plan.

Land Use

Pittsburg is made up of a wide variety of land uses, the character of which changes as one moves throughout the city. Understanding the differences between the existing land use types and how they interact with one another is an important aspect of formulating this Plan.

The city does not currently maintain existing land use data. As such, to understand the existing land use fabric of the city, a review of the most up-to-date aerial photography (2018), a site visit, and conversations with city staff members were used to inform the analysis of existing land use patterns. *Figure 2.1* illustrates the existing land use patterns of the city using aerial imagery.

Industrial

Industrial uses are intermixed throughout Pittsburg, mostly due to the location of the railroads that bisect the city. The Atkinson Municipal Airport and associated airport industrial business park are in the northwest corner.

Two railroad tracks enter the city from the northeast that split the city into thirds. Most industrial uses are either connected to or located along these railroads. The former Mission Clay pipe construction facility (Mission Clay property) sits on the rail line in the center of the city and is a defining industrial presence in the center of Pittsburg.

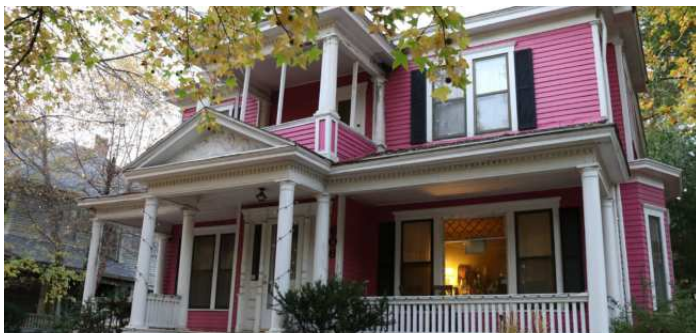
Commercial

The city is divided into quadrants by two highways, U.S. Highway 69 (US 69) and Kansas Highway 126 (K-126). Both highways act as the commercial corridors for the town. US 69 runs north-south through the city and is anchored by two commercial centers at either end the city. Pittsburg's downtown district lies at the intersection of US 69 and K-126.

As these highways diverge downtown, US 69 becomes Broadway Street and K-126 turns into 4th Street, inherently changing the land uses despite still technically being major thoroughfares.

The downtown area is approximately 36 blocks of mixed use development. A mixture of public, commercial, residential, and light industrial can all be found in the downtown core. The build out of this area consists of traditional downtown building styles from the early 1900s.

Land uses in the downtown core are illustrated on *Figure 2.2* to provide additional context on the building type and land use in this part of the city.



Single family home (*Residential*)

As one moves further away from the center of the city, the commercial areas change character. The commercial centers at the north and south ends of the city consist of “big box” development associated with the 1990s through the 2010s.

The Kansas Crossing Casino is another primary commercial land use located to the south of the city along US 69. There is a hotel and casino located on this land, with additional undeveloped land surrounding the property.

Residential

Residential development comprises much of the land uses citywide. Along major corridors and in every quadrant of the city, single and multi-family residences are the predominant land use type. Residential areas are isolated in some areas, particularly in the western part of the city between K-126 and Quincy Street, however, are also found integrated with other land use types, some compatible and some not as compatible.

Although residential land usage is the predominant make of existing land use in the city, formal neighborhoods or neighborhood associations do not exist, which lends itself to diverse residential character. Recent residential growth has occurred in the southeastern corner of the city and is built in a pattern more traditionally seen with suburban growth. In addition to this recent residential use, there are Victorian style homes along College, Euclid, Jefferson, and Webster Streets near Lakeside Park.

The homes surrounding PSU are primarily focused on serving the student population, although student (and non-student) rental homes are found throughout the city.



Pittsburg State University (*Public*)

Public

There are multiple public land uses scattered throughout the city. The governmental uses are concentrated around downtown Pittsburg. There are eight school facilities dispersed throughout the city, including four elementary schools, one middle schools, two high schools, and the university.

PSU sits in the southern portion of the city and is an important part of the land use fabric. There are over 50 buildings located on the 223-acre campus that range from dormitories to student halls to sports arenas and fields. Large parking lots are required to house and support the students and staff members. PSU has been influential to the City of Pittsburg since its establishment in 1903.

In fact, the school was initially established as the Kansas State Manual Training Normal School Auxiliary as a technical school for teachers. As time went on, PSU experienced name changes and expansion. Finally, in 1977, the current name of the university was adopted. PSU is currently most well-known for its business and engineering programs, as well as athletics (especially football).

The city also maintains a series of parks, trails, golf courses, and an aquatic center to support the residents of the community. These recreation areas are primarily found in the central part of the city.

Figure 2.1 Existing Land Use (Aerial)

- Land Use Plan Boundary
- Highway
- Water Body

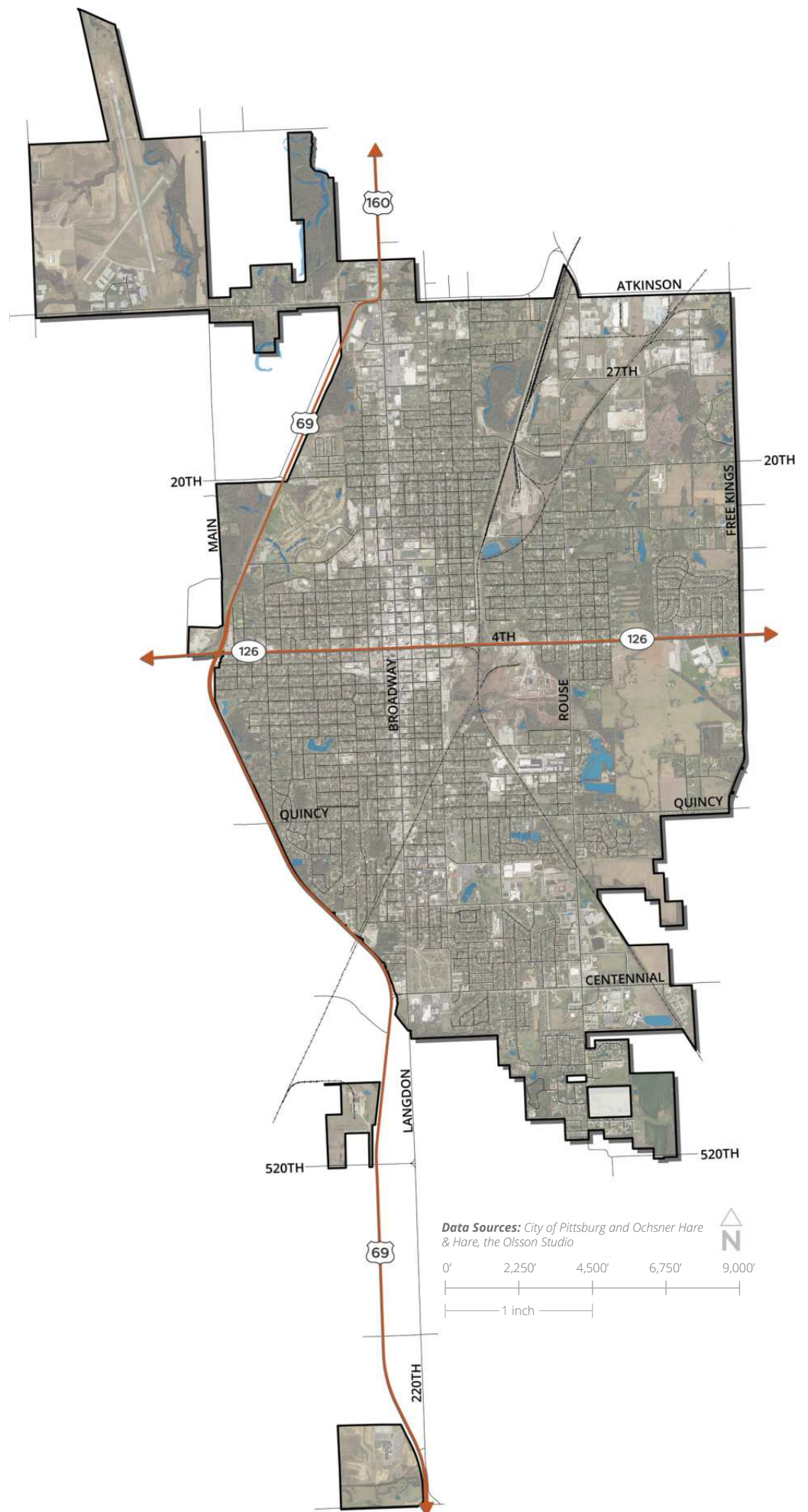
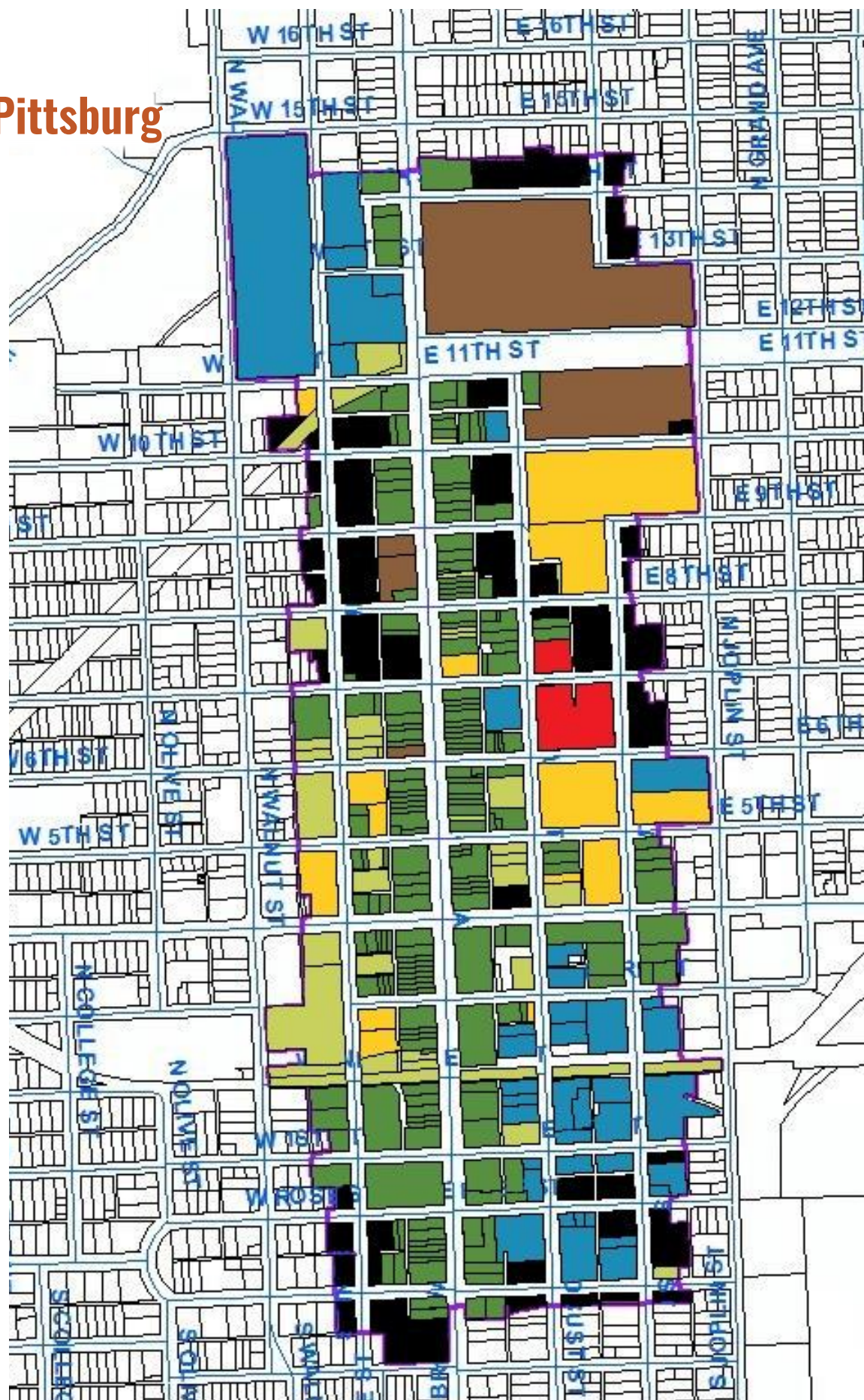


Figure 2.2 Downtown Pittsburgh Land Use



Source: City of Pittsburgh

Townhomes (*Medium Density Residential*)

Zoning

The City of Pittsburg maintains an official zoning map and ordinance (City of Pittsburg Zoning Ordinance and Subdivision Regulations, 2016) to regulate how land can be used, the intensity of those uses, and the relationships between various land uses. These regulations protect the health, safety, prosperity, and general welfare of all Pittsburg's residents. Zoning regulates items such as lot sizes, setbacks, and building heights. Current zoning is illustrated in *Figure 2.3*.

Note that some similar zoning districts were grouped to simplify understanding, such as R-1A, R-1B, and R-1C.

R-1A, R-1B, or R-1C: Single Family Residential

The purpose of these districts is to provide for single family residential development of various character where public utilities are present to support the development. Residential zones are designed to support other residential areas in order to create a consistent character throughout the neighborhood.

The R-1 districts separate types of single family developments by their required minimum lot size and minimum floor areas. Each R-1 district maintains different lot area and floor area requirements.

"Big box" store - Walmart (*Retail Commercial*)

R-2: Two-Family Residential District

The purpose of this district is to maintain the character of existing single family neighborhoods while permitting two-family dwellings and accessory dwelling units within those neighborhoods as infill development.

Also, this district is intended to accommodate new developments of two-family dwellings and accessory dwelling units adjacent to, or near, areas within the community planned for higher density development.

RP-3: Planned Medium Density Residential

The purpose of this district is to provide for medium density, residential development in the form of multi-family buildings such as townhomes and condominiums.

RP-4: Planned Apartment House District

The purpose of this district is to provide for high density, multi-family residential development opportunities for apartments and multi-family dwellings.

CP-0 or CP-1: Planned Neighborhood Commercial District

The purpose of these districts is to provide for office, non-retail business, and retail developments that provide a service or support a neighborhood or the community. These districts include transitional uses from residential developments to more intensive types of commercial and/or retail business activity.



Pipe production (*Manufacturing*)



Downtown (*Center Business District*)

CP-2: Planned General Commercial District

General commercial zoning is a purposefully broad category that allows for many uses and uses based on its location and the neighborhood type. Most commercial buildings are built in this category. It allows for big box or strip mall development based on the surrounding development pattern and the needs of the business located on the property.

CP-3: Planned Highway Service Commercial District

The purpose of this district is to provide commercial uses of a more intensive nature that require more land area to function efficiently.

CP-4: Planned Center Business District

This district encompasses the shopping and office core of the central business district. Appropriate uses are the same as for the “CP-2” Planned General Commercial District, but with altered off-street parking and off-street loading requirements in recognition of the difficulty of providing off-street parking and loading spaces in the core district, and in recognition of the collective responsibility to provide other parking and loading options for the district.

IP-1: Planned Light Industrial District

This district is intended primarily for light manufacturing, fabricating, warehousing, and wholesale distribution in low buildings with off-street loading and off-street parking for employees, and with access to major streets and/or railroads. This district is intended to be established mainly as an Industrial Park and not for individual developments and site plans.

IP-2 or IP-3: Planned Medium or High Industrial District

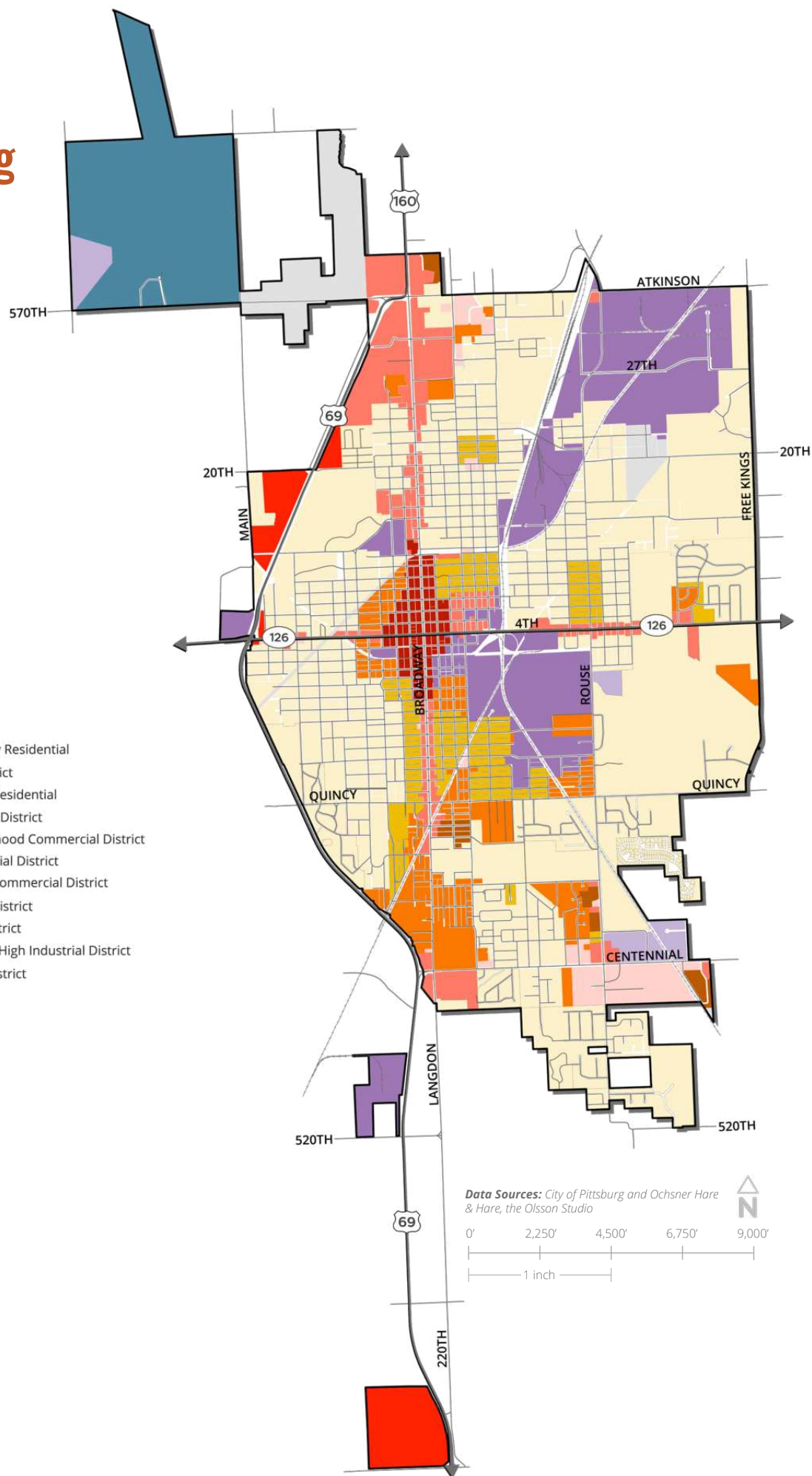
These districts provide for industrial operations that are intensive in nature and, as a result, require more consideration in siting, and greater access to major facilities and services such as highways, railroads, utilities, etc.

AP: Planned Airport Industrial District

This district is intended to provide for industrial uses on lands designated for non-airport development at Atkinson Municipal Airport. These uses are primarily intended to be of light manufacturing, fabricating, warehousing, and wholesale distribution types, in low buildings, with no activities capable of causing interference with airport operations. This district is restricted to Atkinson Municipal Airport only.

Figure 2.3 Current Zoning

- R-1A, R-1B, or R-1C: Single Family Residential
- R-2: Two-Family Residential District
- RP-3: Planned Medium Density Residential
- RP-4: Planned Apartment House District
- CP-0 or CP-1: Planned Neighborhood Commercial District
- CP-2: Planned General Commercial District
- CP-3: Planned Highway Service Commercial District
- CP-4: Planned Center Business District
- IP-1: Planned Light Industrial District
- IP-2 or IP-3: Planned Medium or High Industrial District
- AP: Planned Airport Industrial District
- No Zoning

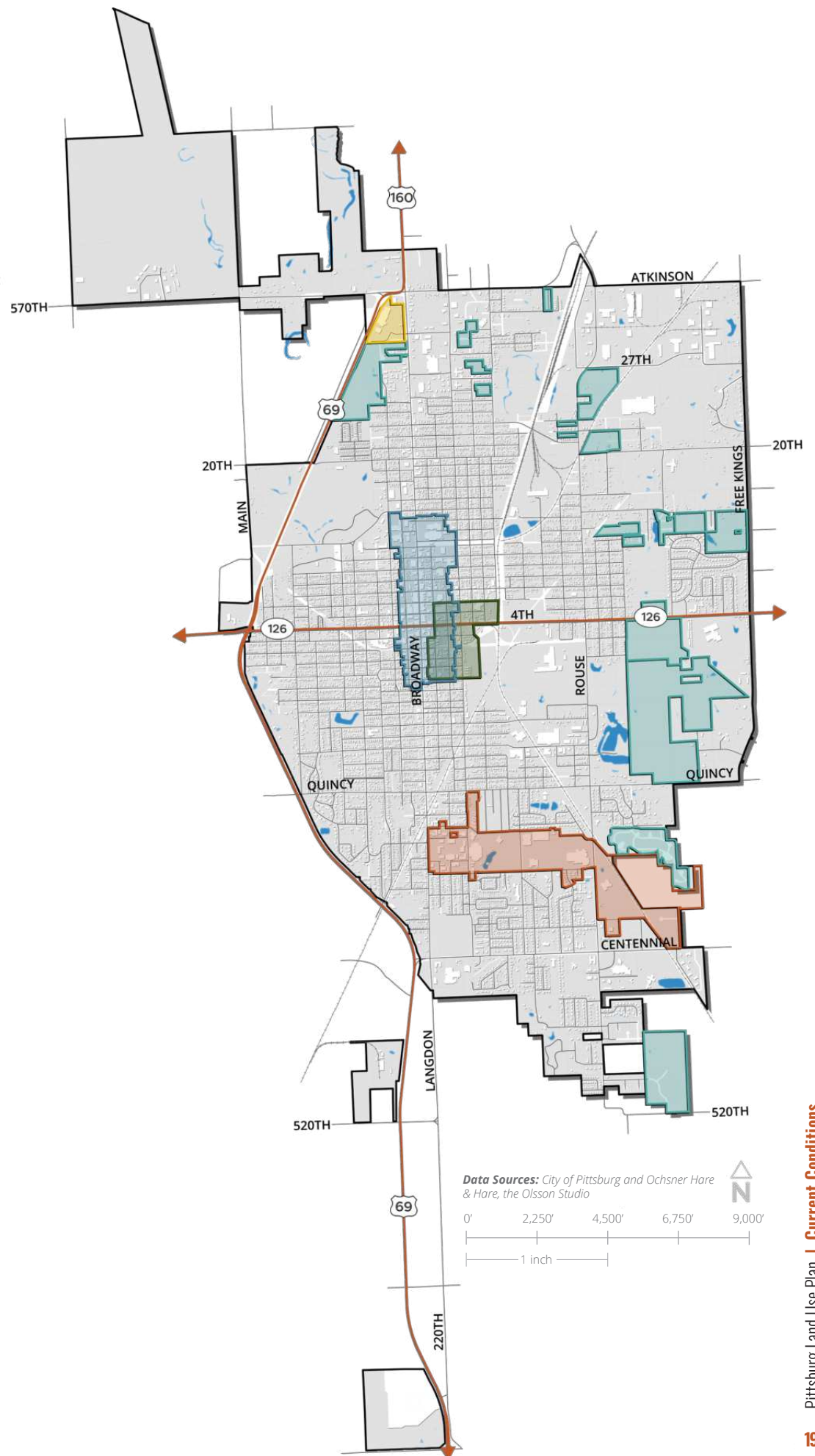


Data Sources: City of Pittsburgh and Ochsner Hare & Hare, the Olsson Studio

0' 2,250' 4,500' 6,750' 9,000'
1 inch

Figure 2.4 Overlay Zones

- Downtown District
- Tax Increment Financing District
- Rural Housing Incentive District
- Pittsburg State University District
- Warehouse District





Outdoor amenity (Parks, Recreation, and Open Space)

Overlay Zoning

In addition to zoning, the City of Pittsburg maintains five overlay zones, as seen in *Figure 2.4*. The city defines these overlay zones as “a district which acts in conjunction with the underlying zoning district or districts.” Overlay zones act as an additional form of regulation layered on top of the underlying base zone.

Downtown District

The two principal functions of this district are to give downtown-oriented functions more flexibility than they would have if mapped in another district; and, to allow the establishment of the types of uses that ordinarily occur in a city center environment. The boundaries of this district span from 14th Street on the north to Euclid Street on the south, and from Pine Street to the west and Elm Street to the east. Properties on either side of these bounding streets are included in the Downtown District.

Tax Increment Financing District

Tax Increment Financing Districts are a tool used by Pittsburg to stimulate economic growth in certain areas of the city. For projects built within these districts, the increased property tax incurred after development are used to invest in utility lines and other infrastructure projects to improve the area. This district is found in the northwestern corner of the city along US 69.



Business park (Office/Business)

Rural Housing Incentive District

The Rural Housing Incentive District overlays areas the city is targeting to increase housing stock and is designed to incentivize the creation of new housing within city limits. This district is designed to aid developers to build housing in rural communities.

One such incentive is that the district will capture 100 percent of the incremental increase in real property taxes and reimburse those funds to the developer over a 15-year period. This overlay district is dispersed primarily east of US 69/ Broadway Street.

Pittsburg State University District

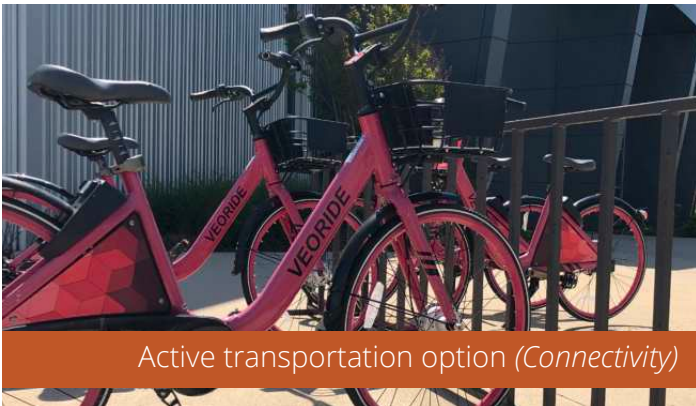
The University Overlay District provides two key functions, which include providing PSU-oriented functions more flexibility than would be afforded if mapped in another district; and, to permit the establishment of the types of uses that ordinarily cluster about a university but are not necessarily located on university-owned property. This “L-shaped” overlay zone covers all of PSU campus, extending primarily from Broadway Street on the west to city limits on the east.

Warehouse District

Although not an official overlay zone, the Warehouse District is illustrated as it better identifies the area in the downtown core that has a different land use makeup. It encapsulates the area southeast of 4th and Broadway Streets in the Downtown Overlay District. This overlay district is used as a means to separate the part of downtown that looks and functions differently from the uses within the Downtown District.



Pittsburg Public Library (*Key Place*)



Active transportation option (*Connectivity*)

Key Places and Connectivity

Pittsburg has many facilities and places that function as community hubs and add value to the both the surrounding neighborhoods and Pittsburg as a whole. These places are woven into the fabric of the city and connected through various means.

Key Places

Key places are displayed on *Figure 2.5* and described as follows:

- **Fire Stations:** The Pittsburg Fire Department maintains three stations to provide emergency and non-emergency fire, rescue, and medical services for the residents of Pittsburg. Station 1 is located at 911 West 4th Street. Station 2 is located at 1930 North Rouse Street. Station 3 is located at 2303 South Rouse Street.
- **Police Stations:** The Pittsburg Police Department provides law enforcement and community safety and security services for the city and PSU. PSU's Office of Police and Parking Services provides law enforcement on campus.
- **Elementary Schools:** Meadowlark, Westside, Lakeside, and George Nettles elementary schools are part of the Pittsburg Community Schools (USD 250). They provide primary education for the children of Pittsburg. They are located throughout the city. St. Mary's is a private, Catholic elementary school located at 301 East 9th Street.

- **Middle Schools:** Pittsburg Middle School is a part of the public education system in Pittsburg and located at the corner of 14th and Broadway Streets. St. Mary's Junior High is located at the corner of 9th and Locust Streets in downtown Pittsburg.
- **High Schools:** St. Mary's Senior High is located at the corner of 9th Street and Locust Streets near downtown. Pittsburg High School is at the intersection of 4th Street and Free King Highway.
- **Pittsburg State University:** PSU is a public university with nearly 7,000 students enrolled in over 200 academic programs. The university is located along East Ford Avenue in the southern portion of Pittsburg.
- **Hospital:** Ascension Via Christi Hospital is in the southeast section of the city. It is a faith-based healthcare organization and serves as the primary hospital provider in the southeast Kansas region.
- **Pittsburg Public Library:** Originally a Carnegie library, the Pittsburg Public Library was constructed in 1910. It houses the public book collection of the City of Pittsburg and seeks to "provide free access to ideas, materials that support the cultural, educational, and recreational enrichment of the community." It is located on Walnut Street to the west of Broadway Street.



Multi-use path (*Connectivity*)

Connectivity

The city has constructed multiple options for their residents to travel through the city by using alternative means with multi-use paths and on-road bicycle lanes. The on-road bicycle lanes are on segments of 4th Street and on Jefferson Street from Rouse Street to Joplin Street. The multi-use paths are primarily found south of 4th Street and around PSU.

These multi-use paths are expanded sidewalks designed for pedestrian and bicycle traffic. *Figure 2.5* illustrates these pedestrian and bicyclist options.

Pittsburg has multiple transit options available for residents available at different times throughout the year. The Pittsburg Area Community Transportation (PACT) route is a fixed route bus line. The bus runs on a fixed schedule and serves specific locations throughout Pittsburg. This service is open to all Pittsburg residents. In addition, there are three demand responsive services in Pittsburg (i.e., by appointment only).

There are three PSU bus routes that are also continuous loop routes and one on-demand service where students make a direct call to the driver and are picked up within 15 minutes. Three continuous loops are established to connect PSU with the City:

- Gus Bus North route
- Gus Bus South route
- Block 22 route

These routes operate on a limited basis each weekday during PSU's semesters. A safe ride option also exists, called "The Loop," available Wednesday through Saturday nights.

MULTIMODAL CONNECTIVITY

MULTI-USE PATH

Multi-, or shared, use paths are wide, typically paved, sidewalks or paths that are intended for those on foot, bicycle, scooter, or other mobility device.

SHARROW - SHARED LANE MARKING

Sharrows are a road marking to guide bicycle riders along bicycle routes and remind them of the direction of traffic flow. They also remind drivers to be watchful for bicyclists and encourage them to share the road. Sharrows are placed on slower-moving streets as they are not designed to be used on a street with a speed limit above 35 miles per hour.

ON-ROAD BIKE LANE

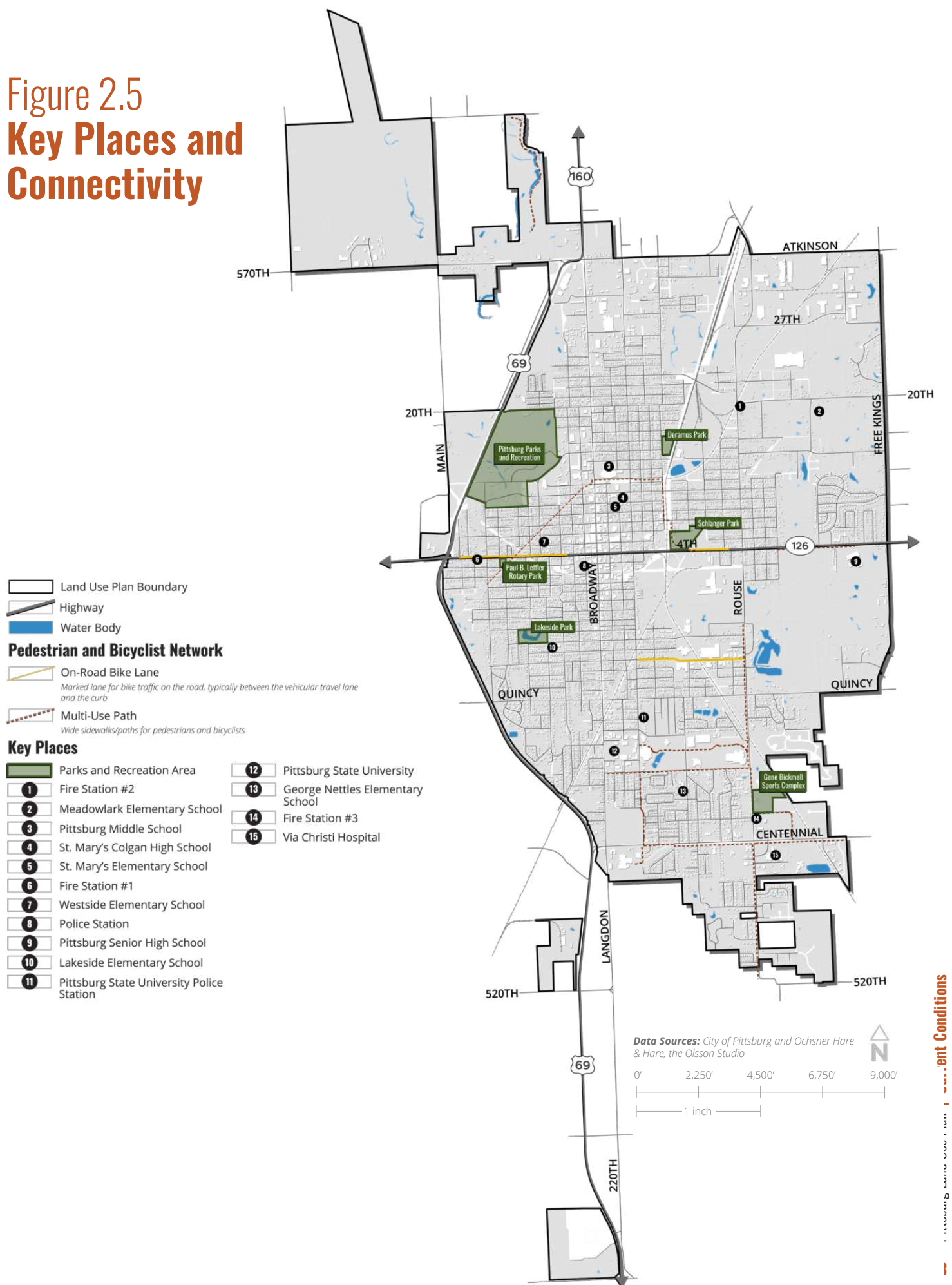
This feature provides a dedicated lane for a bicyclists on a roadway. Typically, on-road bicycle lanes are found between the vehicular travel lane and the curb.

WAYFINDING

Wayfinding is an important component of multimodal connectivity as it provides information to pedestrians, bicyclists, and motorists with navigation tips to help people understand where they are at and how they can get to their desired location. Wayfinding enhances a person's understanding and overall experience of where they are and where they are traveling to by providing valuable information about nearby trails, transit connections, businesses, and more.

Figure 2.5

Key Places and Connectivity





Looking west to Summerfield Apartments



Bridge east of Ascension Via Christi Hospital

Natural Features and Utilities

The city's natural features (*Figure 2.6*) and its utility infrastructure (*Figure 2.7*) are intrinsically linked. This subsection outlines the existing natural features, the existing impact they have on the City of Pittsburg, and how the current infrastructure is addressing these environmental attributes.

Pittsburg's city limits are naturally bounded by a series of natural drainageways that have been designated as Federal Emergency Management Agency floodplains. First Cow Creek flows along the city's western boundary and East Cow Creek flows along the eastern boundary. The confluence of these two streams is near the southern point of the city limits. Taylor Branch floodplain also extends into the eastern half of the city.

The City of Pittsburg maintains floodplain district regulations because it participates in the National Flood Insurance Program. These floodplain district regulations place restrictions on development within these floodplains, and in some instances, restrict development altogether. These regulations are designed to ensure that new structures are constructed so that they are reasonably safe from flooding and that development does not result in increased flood elevations beyond a specified standard. The floodplain limits that bound the city place a limit on how the city may grow without expanding to the other side of the floodplain.

A review of existing floodplains identified several structures that are located within the floodway, which is a portion of the floodplain where structures and fill are generally prohibited. Structures built within a floodway cause inefficiency in the hydraulic system and are at a greater risk of flooding.

Additionally, several structures on Taylor Branch and First Cow Creek are in the floodplain, but outside of the floodway. These structures are likely at increased risk of flooding, although it is unknown if these structures are safely elevated above the base flood elevation.

The western half of the city is mostly developed, while the Taylor Branch watershed on the eastern side appears to have more potential for future development. Few stormwater detention basins or water quality features were identified within the city limits. Existing storm sewer in the First Cow Creek watershed drains to a masonry arch pipe south of the downtown district. The arch pipe was likely not sized for the uncontrolled development (without detention) that has occurred. Trunk lines in the city limits are generally thought to be undersized as a result of uncontrolled development.

Healthy riparian buffers still exist for First Cow Creek, East Cow Creek, and parts of Taylor Branch. A good riparian buffer consists of an undeveloped area with natural vegetation that serves to transition developed areas to natural streams. Riparian buffers help reduce stream bank erosion, promote wildlife habitat, and improve water quality. It is important to protect the existing riparian buffers from impacts of future development.



Floodplain water retention

Local Flooding

Stormwater is a byproduct of rainwater or melted snow/ice that is not intercepted by vegetation or infiltrated into the ground. Rather, in urban areas especially, stormwater runs off impervious surfaces, like streets or parking lots. Once it runs off a hard surface, stormwater is absorbed into soil, open space, or directly into streams and rivers. Stormwater ultimately replenishes local water supplies.

In areas that are more developed and feature many impervious surfaces, such as pavement and buildings, water cannot soak into the ground as easily. Rather, water is quickly funneled into storm drains, sewer systems, and drainage ditches. This rapid draining process can overload stormwater infrastructure, causing a number of problems, one of which is flooding.

With Pittsburgh's natural resources and recent rain events, localized flooding has been a challenge. Short and intense rain events tend to overwhelm existing public and private drainage systems. The existing storm water infrastructure in these areas was not sized to accommodate the urban growth the Pittsburgh community has experienced. These areas that experience flooding and flood impacts may not be within a designated Federal Emergency Management Agency (FEMA) Flood Zone; however, that does not mean they are immune to the impacts of localized, short-term flooding.

STORMWATER TERMINOLOGY

FLOODPLAIN

The floodplain is any land susceptible to being inundated by floodwaters from any source. The 100-year floodplain is an area that has a one percent chance of occurrence at any time and is the standard for requiring the purchase of flood insurance and regulating development in flood prone areas.

FLOODWAY

Floodways are the channels of a river or other watercourse and the adjacent land areas that must be reserved to discharge the base flood without cumulatively increasing the water surface elevation more than one foot.

BASE FLOOD ELEVATION

The base flood elevation is the elevation of surface water resulting from a flood that has a one percent chance of equaling or exceeding that level in any given year.

WATERSHED

A watershed is an area of land that drains all rainfall runoff to a common outfall or point of interest.

ARCH STRUCTURE

Arch structures provide stormwater conveyance using a lower profile in comparison to a typical circular shaped pipe, allowing for shallower installations while maintaining flow characteristics.

Figure 2.6 Natural Features

-  Land Use Plan Boundary
-  Highway
- Natural Features**
 -  Water Body
 -  100-Year Floodplain (1% Annual Chance)*
 -  Floodway
 -  Water Flowline
 -  Wetland
 -  Watershed

*Also known as Zone A or Zone AE, which are FEMA-defined Special Flood Hazard Areas

Data Sources: City of Pittsburg and Ochsner Hare & Hare, the Olsson Studio

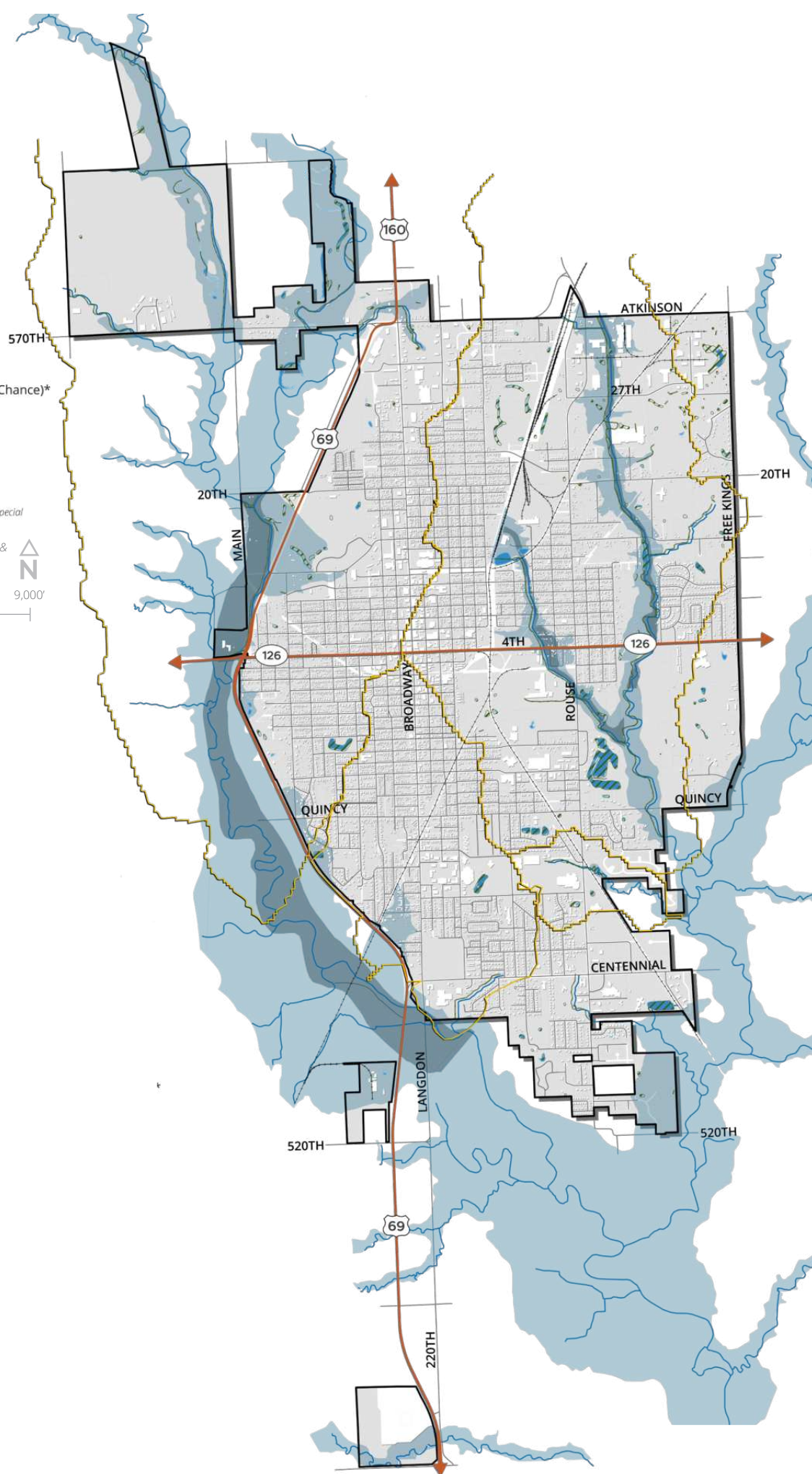
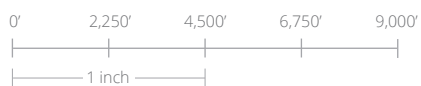
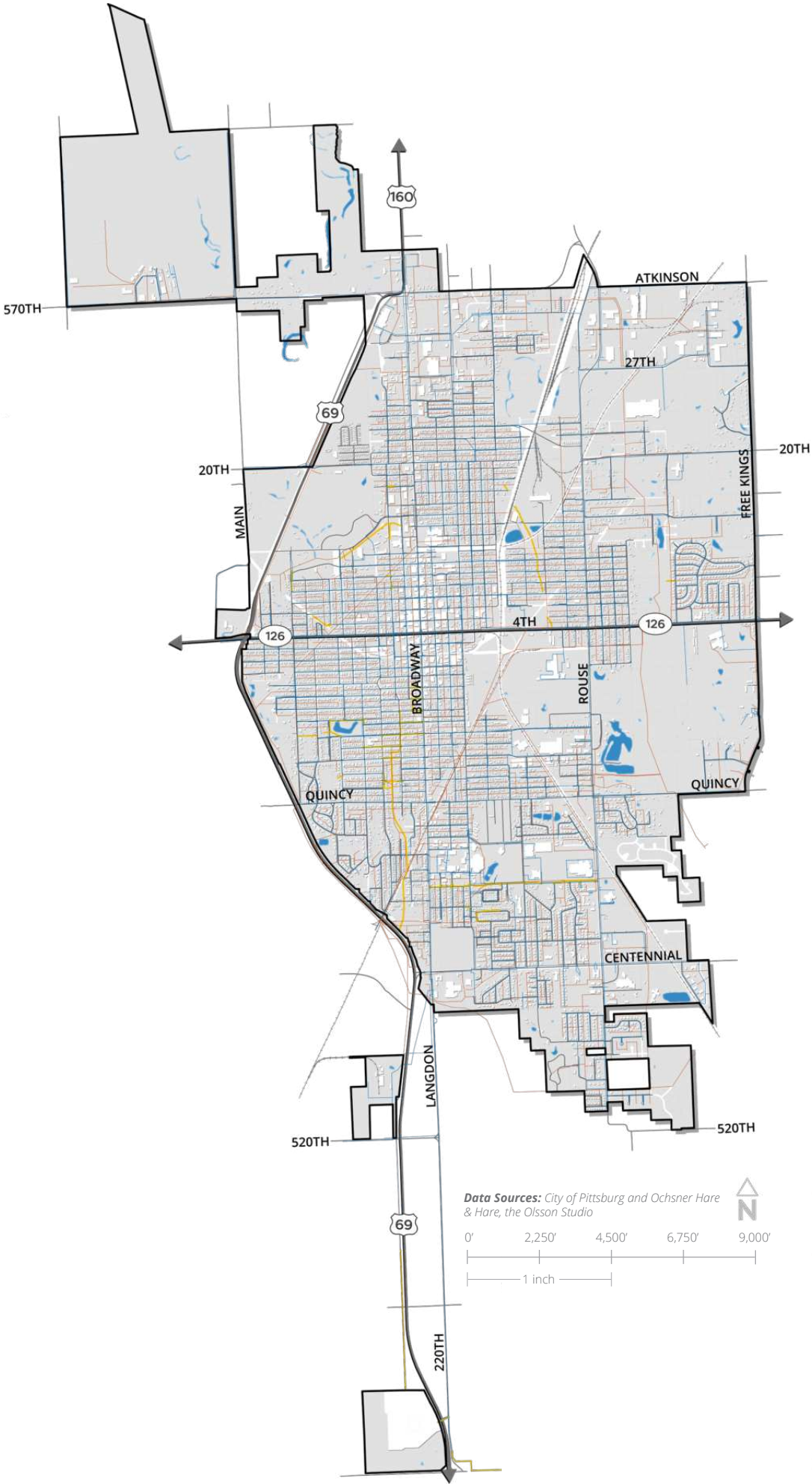


Figure 2.7

Utilities

- Land Use Plan Boundary
 - Highway
 - Water Body
- Utilities**
- Sewer Mains
 - Water Lines
 - Stormwater Pipes



DEMOGRAPHIC AND MARKET PROFILE

An analysis of the City of Pittsburg's demographics and economic and market trends was performed to better understand the existing state of these topics. The topics studied include the city's general demographics, employment, and housing trends.

This analysis is another piece of the planning process to inform future discussions and establish the necessary background information to develop market-viable recommendations. Information obtained through the Economic and Market Analysis (see *Section 3 - Market Analysis Summary* and *Appendix A*) provide a fuller picture.

Trends are discussed using data from the 2010 U.S. Census and the 2013-2017 American Community Survey (ACS). The 2013-2017 ACS data reflect a five-year estimated average based on surveys conducted by the U.S. Census Bureau during that time. Throughout this section, the 2013-2017 data are labeled as 2017 to not confuse the "2013-2017" with a data trend over time, but rather a specific point in time. In addition to the U.S. Census, the Bureau of Labor Statistics is used as a source of information in this subsection.

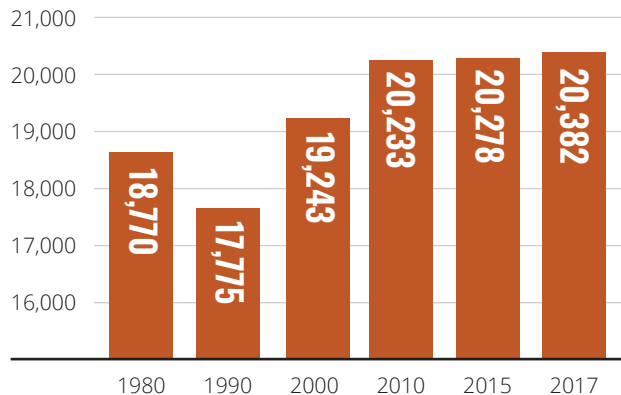
Although it is already the most populous city in Crawford County, the demand to develop in Pittsburg continues to grow. As the number of residents is forecast to increase, the city will face growing pressure for housing, jobs, and municipal services. The following sections break down the various factors that influence growth and development trends to form a baseline of Pittsburg's current economic state, as well as forecasting where the city is headed. The City of Pittsburg is compared to Crawford County and the State of Kansas to provide a regional context for the topics discussed.

The City of Pittsburg is defined as the primary market area within the Pittsburg Micropolitan Area. The Pittsburg Micropolitan Area is the same geographic area as Crawford County, which is considered the secondary market area. For clarity, the Pittsburg Micropolitan Area will be referred to as Crawford County throughout this section.

General Demographics

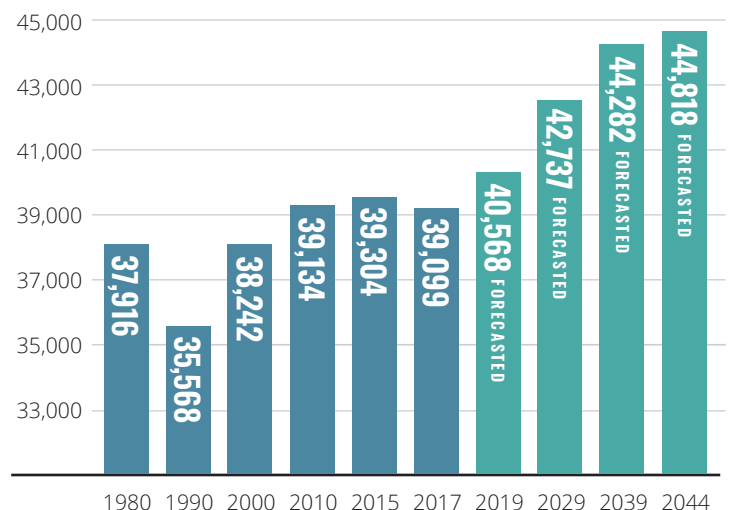
Since 1980, the city added over 1,500 people (0.2 percent increase), placing current population at 20,278 (2017). This growth rate outpaced that of Crawford County during this same time, increasing 8.0 percent in Pittsburg compared to 3.1 percent in Crawford County. Despite outpacing county growth, the City of Pittsburg's population growth rate has lagged behind statewide trends.

City of Pittsburg Population Growth Trends



From 2019 through 2044, Crawford County is forecast to increase population by 14.1 percent, adding 4,250 residents (Wichita State University Center for Economic Development and Business Research). As population increases countywide, it is anticipated this population will grow into Pittsburg. This population growth directly impacts the need for retail space and housing.

Pittsburg Micropolitan Area Population Growth Trends



Educational Attainment Levels

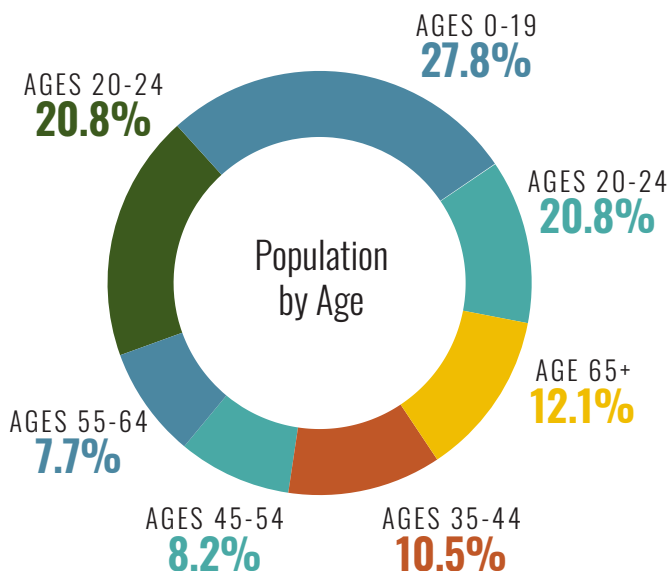
The Pittsburg population is well educated with 39.6 percent of the population possessing a graduate, professional, bachelor's, or associate degree, compared to 40.5 percent for the United States and 40.6 percent statewide. Communities with this level of educational attainment levels generally support higher income levels, retail sales, housing values, and professional occupations that translate to demand for professional office space.

Income

The City of Pittsburg's median household income of \$31,948 is less than the State of Kansas' overall median income of \$55,477. This low level of income is due, in part, to the 40 percent of Pittsburg residents that have an annual income of less than \$25,000. This low median income suggests that there is limited growth potential for retail expenditures and market-rate housing, as income has a direct impact on retail sales volumes, housing needs, housing values, and residential rents.

Age Distribution

One-third of the population (33.6 percent) are ages 20 to 34, making up the largest segment of the population, and placing the median age at 25.8. With the presence of PSU, Pittsburg is heavily weighted toward a younger population, with 48.6 of the population being less than 25 years old. Conversely, there is another segment of the population (28 percent) ages 45 and above, which have an entirely different set of priorities than the millennial population.



MARKET AREAS

Customers closest to the business or project affect the sales/business activity most strongly, with customer influence diminishing as the distance increases. Market areas are usually divided into three categories or zones of influence.

PRIMARY MARKET AREA

The primary market area draws 70 to 80 percent of a business' or project's regular customers.

SECONDARY MARKET AREA

The secondary market area generates about 15 to 20 percent of a business's or project's total sales. Together, the combination of the primary and secondary market areas is known as the Main Market Area.

TERTIARY MARKET AREA

The tertiary market area forms the broadest area from which customers may be drawn. Generally, a very small percentage of a business' or project's sales are generated from this market area because the project's tenancy is targeted at the immediate surrounding community.

Employment

The state of employment in Pittsburg is heavily influenced by trends beyond its border because it is the economic center of Crawford County. County job trends thus directly influence employment in Pittsburg and are an important factor to consider to understand the state of employment citywide.

Labor Force Participation

Since 2012, labor force participation for the population over 16 years of age in Pittsburg has maintained steady. In 2012, 62.1 percent of working age people were in the labor force. Five years later (2017), data indicated 62.5 percent of this population were still participating in the labor force.

From 2013 to 2018, employment growth in Crawford County was 2.5 percent compared to 3.8 percent statewide. By 2022, it is anticipated that employment will grow in Crawford County by 3.1 percent, adding jobs to both Pittsburg and the economic area it influences.

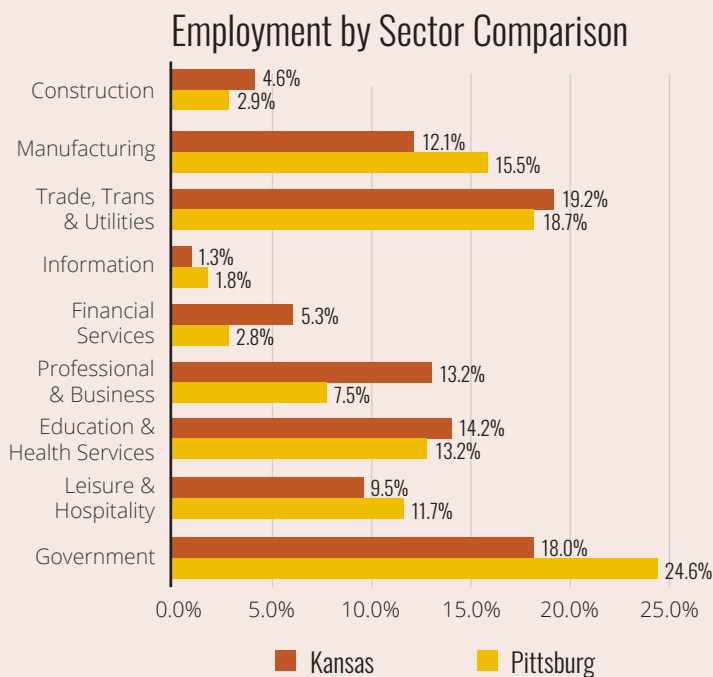
Employment by Sector

Within the City of Pittsburg, educational services, health care, and social assistance jobs employ the highest percentage of people. In 2017, one-third of the population (34.1 percent) worked in one of these employment sectors. In the same year, 12.3 percent of the population held jobs in the arts, entertainment, and recreation, and accommodation and food services sector. Manufacturing also captured 12.3 percent of the population labor force in 2017. Not far behind, the retail industry employed 11.9 percent during the same time.

Leading employment sectors in Crawford County include:

1. Government
2. Trade, Transportation, and Utilities
3. Manufacturing
4. Education and Health Services
5. Leisure and Hospitality

Compared to statewide averages, Crawford County supports a higher rate of manufacturing, information, leisure and hospitality, and government employment. Employment sectors where the county lags include construction; trade, transportation and utilities; financial services; professional and business services; and education and health services.



The City of Pittsburg's leading employers represent a wide variety of employment opportunities for the residents of both Pittsburg and Crawford County. The top five employers, according to the Pittsburg Area Chamber of Commerce, include:

1. Pittsburg State University: 1,867 employees
2. Crossland Construction: 1,400 employees
3. Downstream Casino & Resort: 1,100 employees
4. Ascension Via Christi Hospital: 775 employees
5. Pittsburg USD 250: 684 employees

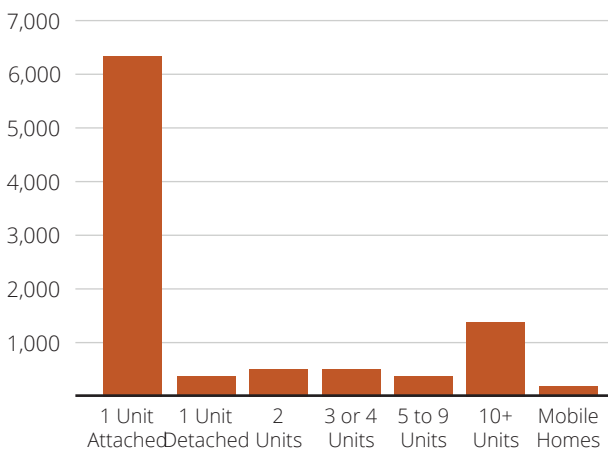
Housing

This subsection provides an overview of the type of housing units available within Pittsburg and other characteristics that influence the overall health of the housing market.

Housing Stock

Over two-thirds of the city's housing stock consists of detached single-family homes, compared to 72.7 percent statewide. Pittsburg has a higher level of multi-family housing than is typically found in Kansas with 13.6 percent of the Pittsburg housing stock comprised of multi-family housing compared to 8.3 percent statewide. Over 30 percent of the housing stock is multi-family housing. The city also has a higher rate of renters than the statewide average. This unique mix is heavily influenced by the presence of PSU, as well as the below average median household income levels.

Pittsburg Housing Stock by Type

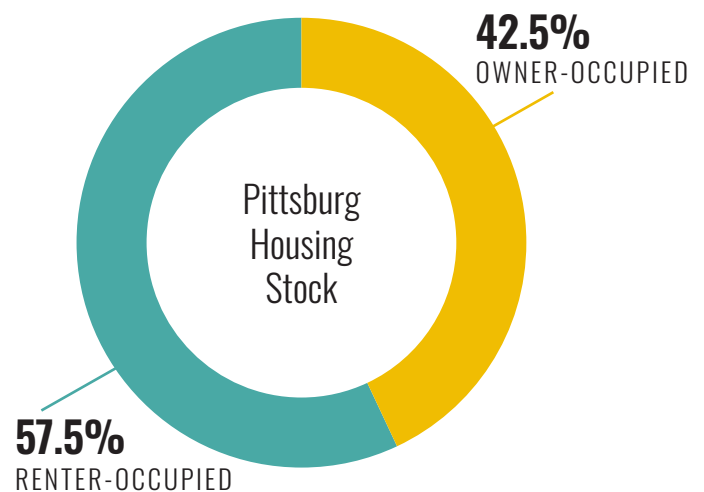


Housing Age

Pittsburg's housing stock is older than that of the State of Kansas. The oldest housing built prior to 1950 accounts for 27.2 percent of the city's total housing stock, which exceeds the statewide rate of 22.5 percent. Pittsburg's older housing stock is attributed to modest population growth over the past 40 years. Since 2008, just 435 new housing units were constructed in Pittsburg, which has been evenly distributed among single family and multi-family housing products.

Housing Tenure

Over half of Pittsburg's housing stock is renter-occupied (57.5 percent). By comparison, 33.6 percent of Kansas' housing stock is renter-occupied. The rental phenomenon is likely a result of the above-average inventory of multi-family and renter-occupied housing units, the below average household income levels, and the nearly 7,000 students at PSU.



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SECTION 3

MARKET ANALYSIS SUMMARY



INTRODUCTION

The primary objective of the Economic and Market Analysis is to identify feasible, market-driven infill and urban fringe development opportunities within the City of Pittsburg. The Economic and Market Analysis evaluates the city's potential to support future development and redevelopment of a variety of land uses including retail, employment, lodging, and housing.

A summary of the Economic and Market Analysis is presented below; however, the full report is available in *Appendix A - Market Analysis*. **Note:** *While the following pages outline the conclusions of the Economic and Market Analysis, the final Plan recommendations are in Section 5 - Future Land Use Plan.*

MARKET ANALYSIS

The City of Pittsburg's future urban growth will be influenced by its status as the economic and population center of the Pittsburg Micropolitan Area (Crawford County) and continued expansion of the manufacturing, education, and healthcare sectors of the economy. In the coming years, Pittsburg is anticipated to experience accelerated job and population growth, residential and commercial development activity, and increased demands for municipal and transportation services.

Demographic and Economic Trends

By 2044, the Pittsburg Micropolitan Area population is forecast to increase by approximately 4,250 residents, generating demand for housing, retail goods and services, eating and drinking establishments, and commercial space.

Income levels in Pittsburg suggest a future need for a wide variety of owner- and renter-occupied housing products, including affordable, entry-level, and move up housing.

PSU is a major economic engine for the Pittsburg area driving demand for retail expenditures, lodging, and housing. PSU's partnership with the City of Pittsburg will assist in economic development efforts for the area.

Pittsburg's large young adult population creates demand for rental and entry-level for-sale housing, clothing, electronics, entertainment, and eating and drinking establishments.

Continued job creation is forecast to yield a growing demand for housing, professional and medical office space, retail space, industrial space, and lodging.

Pittsburg's population is well educated, which should assist in improving Pittsburg's ability to meet the employment needs of the changing technology-based economy. Continued attraction and retention of well-educated and skilled employees will be key in supporting Pittsburg's future economic expansion.



Railroad crossing (*major transportation route*)

A growing tourism industry will have a positive impact on revenues within the lodging, retail, entertainment, and eating and drinking sectors of Pittsburg's economy.

Pittsburg's economic development strategy is a cumulative process of community engagement, research, presentations, and feedback resulting in the distillation of local assets and challenges. The goals set through this process allow Pittsburg to compete on a larger stage for employers and for residents, along with helping to instill a greater sensitivity for economic development in the community.

Pittsburg possesses ample advantages for attracting businesses, jobs, and development activity. The principal economic development benefits include:

- A diverse economy led by manufacturing, education and healthcare;
- The presence of PSU;
- Convenient highway, air and rail access;
- A well-educated population;
- High quality of life; and,
- A large inventory of available land zoned for employment use.

Challenges facing Pittsburg's future economic development include:

- A low unemployment rate that places constraints on the available labor force;
- Limited availability of economic incentives;
- Lack of a diverse housing stock and high housing costs; and,
- Limited childcare options.



Downtown Pittsburg (*principal retail corridor*)

Real Estate Market Trends

The real estate market refers to land and the buildings and property on that land, which includes natural resources, such as water or agricultural uses. The following text describes the local real estate market in the City of Pittsburg as it pertains to the residential and housing market, commercial real estate for office or warehouse uses, and industrial real estate, which considers business parks, farms, and factories.

Retail

Broadway Street is Pittsburg's principal retail corridor consisting of three nodes of activity. The northern section in the vicinity of 29th Street supports a variety of shopping centers, big-box retailers, supermarkets, restaurants, bank branches, and convenience stores. Downtown Pittsburg serves as the city's central business district, housing a variety of retail and service businesses. With the redevelopment of Block 22, downtown Pittsburg has experienced an upturn in investment and new businesses. Meadowbrook Mall at Centennial Drive anchors south Broadway Street.

Following steady growth from 2014 through 2016, sales tax collections for the City of Pittsburg declined the past two years from just over \$6.0 million in 2016 to \$5.3 million by 2018. Through the first five months of 2019 sales tax collections for the City of Pittsburg are up 2.2 percent compared to the same five-month period in 2018.

As measured against statewide average, over the past decade Pittsburg's retail draw has diminished. Crawford County suffers from considerable retail sales leakage.

Office

Based on population projections, income levels, and retail sales capture, through 2044 Pittsburg is forecast to absorb approximately 222,000 to 312,000 square feet of retail space.

Pittsburg's professional office market is small and scattered. According to the Bureau of Labor Statistics, as of December 2018, office-related sectors in Crawford County consisted of 2,096 jobs and accounted for 12.1 percent of Crawford County's total employment. Current employment levels can support approximately 419,200 to 471,600 square feet of occupied professional office space.

From 2019 through 2044, office-related job growth in Pittsburg is projected to support absorption of approximately 101,000 to 142,000 square feet of owner-occupied and speculative office space.

Industrial

Pittsburg supports a large industrial market with businesses primarily concentrated in the city-owned Northeast Industrial Park and Airport Industrial Park. By December 2018, the manufacturing and trade, transportation, and utilities sectors accounted for 5,964 jobs within Crawford County, or 34.4 percent of countywide employment. Current employment levels can support approximately 6.0 million to 7.5 million square feet of occupied industrial space.

From 2019 through 2044, industrial-related job growth in Pittsburg is projected to support the absorption of approximately 1.3 million to 1.8 million square feet of owner-occupied and speculative industrial space.

Housing

Pittsburg's housing stock in 2017 was estimated at 9,397 dwelling units. Detached single family homes account for 66.1 percent of the housing stock with attached multi-family properties (properties with greater than 10 units) accounting for 13.6 percent. Owner-occupied housing in Pittsburg totals just 42.5 percent of the entire occupied housing stock with renter-occupied accounting for the remaining 57.5 percent.

From 2008 through 2018, just 435 new housing units were constructed in Pittsburg, averaging 40 new housing units per year. Over the past three years, single family home construction has trended upward, increasing from just nine housing units permitted in 2016 to 45 housing units by 2018.

From 2010 to 2017, Pittsburg's median housing value remained below the statewide median, increasing by just 2.9 percent over the eight-year period. By 2017, the median housing value in Pittsburg of \$84,800 compared to \$139,200 for Kansas. Approximately 60 percent of the city's housing is valued at less than \$100,000.

From 2010 to 2017, Pittsburg's median monthly rent lagged behind the statewide median. Since 2010, Pittsburg's median monthly rent increased 15.1 percent to \$703 by 2017. Kansas' median rent in 2017 of \$801 per month was 13.9 percent higher than the median for Pittsburg.

The average monthly cost for owner-occupied housing in Pittsburg is \$692 with nearly 59 percent of the inventory costing less than \$800 per month. The average monthly cost for renter-occupied housing is \$703 with nearly 65 percent of the inventory costing less than \$800 per month.

From 2019 through 2044, the City of Pittsburg is forecast to absorb approximately 1,929 to 2,715 new occupied housing units. The mixture of new housing demand is estimated at approximately 1,061 to 1,493 owner-occupied units and 868 to 1,222 rental units.

STUDY CONCLUSIONS

Opportunities and constraints for future population growth, job creation, and urban development in the City of Pittsburg are summarized below. Areas the city has room to grow or improve upon, represent an opportunity. Conversely, where improvement is more difficult or perhaps not possible, represent constraints to growth and development citywide.

Opportunities

- Good transportation networks – US 69, Atkinson Municipal Airport, and rail service improve the potential to support employment-related development.
- Planned completion of US 69 to four lanes will assist in the accessibility to the Kansas City Metropolitan Statistical Area.
- Pittsburg supports a strong manufacturing base with two city-owned industrial parks with land available for future development.
- Tourism can be an increasing contributor to the Pittsburg area economy.
- Continued partnership of the city and PSU will be key to foster economic development.
- Pittsburg possesses an ample water supply.
- The city's half-cent sales tax dedicated to economic development efforts.
- Pittsburg residents possess a strong entrepreneurial spirit.
- Pittsburg's population is well educated with a strong work ethic.
- City-sponsored land bank will assist in facilitating infill residential development. Existing zoning regulations should be revised to better accommodate small-scale infill housing.
- Priority to design a flexible, evolving land use policy capable of adapting to a changing economy, demographics, and real estate market.
- Creating a stock of affordable owner-occupied and rental housing will be critical to economic development efforts and community sustainability.
- Large population with annual incomes under \$25,000 creates a strong need for income-based rental housing.

- US 69 south of the current city limits offers the opportunity to support large-scale and highway-oriented retail development.
- The land west of the city limits within the floodplain can be utilized for open space and recreational use with the potential to create a regional draw and assist in establishing an identity and sense of place.
- The city government is supportive of economic development and well planned future urban growth.

Constraints

- The City of Pittsburg is not competitive with nearby Missouri communities in offering economic incentives to attract developers and businesses.
- An unfavorable tax structure for businesses and residents.
- Floodplain places constraints on development yield in the western edge of Pittsburg.
- Pittsburg has not experienced population growth since 2010.
- Two-thirds of Pittsburg's workforce reside outside of Pittsburg and commute to work.
- Three-quarters of the Pittsburg workforce that earn more than \$90,000 annually live outside of the city.
- Low income levels and high rate of poverty will provide challenges in fostering new for-sale housing, market-rate rental housing, and retail development.
- Housing affordability and lack of a diverse and quality housing stock is a growing issue in Pittsburg.
- Poor stock of rental housing with a high rate of disinvestment and high rents.
- Pittsburg's low unemployment rate places a constraint on the available workforce and the ability to attract and retain companies.
- High utility costs add to the cost of business operations and residential housing costs.
- Achievable office rents currently too low to support feasible new speculative office construction.
- Low-rate public schools and limited availability of childcare in Pittsburg places a constraint on attracting families.



Place-based buildings and design

Forecast Absorption

Based on site and location characteristics and assuming completion of necessary infrastructure improvements, through 2044, the City of Pittsburg is forecast to absorb an estimated 1.6 million to 2.25 million square feet of commercial and industrial space as well as 1,929 to 2,715 housing units.

Assuming an average floor-area-ratio ("FAR") of 0.2 to 0.4 for the retail, office, and industrial space and an average density of 4.0 dwelling units per acre, through 2044, the City of Pittsburg is estimated support the development of approximately 589 to 829 acres of land. Forecast absorption figures are summarized in *Table 3.1*.

Table 3.1 City of Pittsburg Forecast Absorption (2019-2040)

	Moderate	Optimistic
Retail	222,024 sqft.	312,349 sqft.
Professional Office	101,025 sqft.	142,200 sqft.
Light Industrial	1,279,000 sqft.	1,799,000 sqft.
Residential	1,929 units	2,715 units



Multi-use outdoor destination

Prospective Land Use Patterns

The City of Pittsburg's large land area surrounding city limits, natural resources, and transportation system afford the opportunity to create a mixed use urban environment that provides the template for Pittsburg to adapt to future trends in land use, economics, demographics, housing, and transportation.

A goal of the Pittsburg Land Use Plan should be to create a fiscally and economically sustainable community featuring the optimal mix of complimentary land uses, transportation network, infrastructure, economic activity, for-sale and rental housing, and land use flexibility. Land use patterns recommended for future growth of the City of Pittsburg focus both on place-based planning and economic sustainability and are summarized as follows.

#1 Design buildings to support places.

Establish high quality building design and sign standards with emphasis on establishing a sense of place and cultivating an identity through pedestrian connectivity, public space, innovative employment centers, mixed use development, and open space for recreation and public gathering. Establish overlay districts within the older portions of the city surrounding downtown that allow for the construction of infill single family housing and small-scale multi-family housing. Continued revitalization of downtown will be important for Pittsburg's long-term economic health. Emphasis should be placed on creating a sense of place and community identity focused on business development, entertainment, culture, housing, and public gathering places.



Retail development variety

#2 Create parks and open space as multi-use destinations. Designate floodplain area on the west side of the city as open space, trails, and recreational uses. Some complimentary recreational and commercial uses could be incorporated into the Plan (i.e., food service, kayak and bike rentals, and public restrooms). The river and open space network would create a desirable recreational amenity and a major draw for the community to assist in establishing an identity and sense of place.

#3 Create sustainable employment opportunities. The Plan should serve as a template for targeting high-growth sectors of the Pittsburgh economy, such as advanced and light manufacturing, imaging technology, plastic materials manufacturing, food processing, prototyping, polymer manufacturing, creative and technical services, healthcare, and tourism.

#4 Redevelop key parts of the city. West 4th Street, and in particular the Mission Clay property, is ideally suited for redevelopment featuring a mix of employment and housing uses. West 4th Street should be designated as a redevelopment corridor accompanied by a specific overlay plan, economic incentives to attract employers and developers, and infrastructure improvements. The city may consider acquiring the Mission Clay property in phases as the site is remediated and incorporate the property into the city's land bank program.

#5 Expand the city's industrial base. A critical component of Pittsburgh's long-term economic health is to expand the city's industrial base. Three principal options have been identified for expanding the industrial base, including:



Industrial base expansion

1. Expand industrial land area at the Airport Industrial Park;
2. Designate land in the city's southwest quadrant on the west side of US 69 to the south of Quincy Street for industrial use as the property offers both highway and rail access; and,
3. Redevelop the Mission Clay property on 4th Street.

#6 Continue to invest in Downtown.

Downtown could serve as the core for redevelopment and construction of new office space. Additional concentrations of future office development include the Mission Clay property on East 4th Street and Centennial Street surrounding the Ascension Via Christi Hospital.

#7 Support a variety of retail development formats.

Areas east and west of Pittsburgh are anticipated to support much of the future residential housing growth. Support commercial in the form of neighborhood centers, strip commercial, and single tenant development sites would be best located at the intersections of major arterial streets. Prospective commercial locations include at the north-south intersections at 4th Street, 20th Street, and Quincy Street on the east side of town, as well as Rouse Street and 520th Street to the south. These east-west arterial streets would also be suitable for some strip commercial uses.

Sites along US 69 in Pittsburgh's southwest quadrant are best suited for large-scale and highway-oriented retail development. Langdon Street in south Pittsburgh is also suitable for some strip commercial uses.

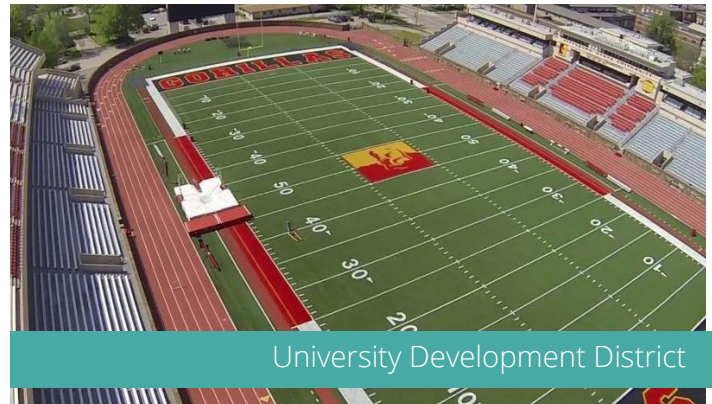


Housing stock diversification

#8 Diversify housing options. Incorporate a variety of for-sale and rental housing options and price ranges, including detached single-family homes, patio homes, townhomes, apartments, and housing as part of a mixed use development.

Suitable locations for future housing development in Pittsburgh include:

- Vacant land outside of city limits to the east and south is available for future residential development that is best suited for a mixture of low to medium density single family homes. Emphasis should be placed on providing affordable new housing priced from \$150,000 to \$250,000. To improve the quality of life and desirability of the emerging residential neighborhoods, parks and open space should be incorporated.
- Incorporate large lot residential into a portion of the urban expansion area on the east side of Pittsburgh. This will preserve the area's rural character and assist in minimizing land use conflicts.
- The inventory of vacant and potentially vacant lots within the older neighborhoods west and north of downtown provides the potential to support infill single family and small-scale multi-family residential development. The new housing product should place major emphasis on creating a stock of affordable, entry-level housing. Revitalization of the existing older housing stock will be important in providing affordable for-sale and rental housing. Under-utilized properties within the city's older neighborhoods should be converted to infill development sites for residential use.



University Development District

- High-density rental housing is best located in proximity to PSU, within the downtown core, and adjacent to major arterial streets.
- Given the high percentage of households earning less than \$25,000 annually, emphasis should be placed on providing additional income-based housing.
- Given Pittsburgh's large baby boomer and senior populations, the need exists for maintenance-free housing in the form of patio homes or townhomes. In coming years there will also be a growing need for independent and assisted living communities.

#9 Deal with landlord negligence. To combat the problem of landlords not properly maintaining their rental properties, the city should consider implementing a business licensing program that requires property owners to register their properties and permit the city to conduct interior inspections before issuing a certificate of occupancy. Code violations would be addressed before certificate of occupancy would be issued.

#10 Create a University Development District.

Most of the housing stock surrounding PSU is student rental housing, much of which is substandard. To assist in future expansion of the PSU campus, a University Development District should be created surrounding the existing campus boundaries. This district would be dedicated for the development of high-density student housing and academic facilities. Concentrating student housing in proximity to campus would enhance student life and potentially loosen the local rental housing market by reducing the competition for housing among students and residents.



The current state of the City of Pittsburg is a good one - with major transportation connectivity, a thriving university, and committed investors, the future is bright.

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Topical Breakouts

- What are the key issues for the community?
- What are the key issues for the community?
- What are the key issues for the community?
- What are the key issues for the community?

6

PAVING THE WAY FOR THE FUTURE

Plan Boundary

What are the key issues for the community?



SECTION 4

PUBLIC ENGAGEMENT SUMMARY



INTRODUCTION

Fruitful and meaningful community engagement lies at the heart of every successful planning effort. The conversation between those that have a technical and an objective understanding of a place and those with on-the-ground knowledge should be ongoing throughout the planning process. The engagement process must be collaborative, personal, and involve much listening by both parties. In the end, a solid plan is developed with the community, and not just for it.

This Plan was developed with a core group of stakeholders and members of the Pittsburg community. Through a series of meetings, online outreach, an open house, and a charrette, community members and city staff members formulated the thoughts, ideas, and comments that became the recommendations of this document.

This subsection summarizes the engagement process and its outcomes. A full recording of all comments received is available in *Appendix B - Public Engagement Full Summary*.

OUTREACH

Multiple outlets were used to ensure the Pittsburg community was aware of the many opportunities to be involved in this planning process.

Media Coverage

The Pittsburg media community was highly engaged with this project, giving a voice to the Plan that was available through television interviews, radio shows, and newspaper articles.

City staff members participated in two television interviews on KOAM/Fox14, one of which included members of the planning team. Television crews attended the visioning workshop, charrette, and public open house.

In addition to television, city staff members participated in radio interviews on KKOW and KRPS. Newspaper articles were also released about the project in the Morning Sun.

Website

The project website (www.PittsburgLandUse.com) detailed the purpose of the project, the project goals, the plan boundary, project timeline, and ways to engage. The listed opportunities included the public survey, visioning session, public open house, and community conversation events. In addition, the website also provided a way for those interested to sign up for an email subscription list to receive project updates.

Social Media

The City of Pittsburg's Facebook and Twitter (@PittsburgKS) accounts were used to spread the word about the project and ways to engage with the planning process. Multiple posts were sent to both accounts' followers to raise awareness about the plan.

Press Releases

Press releases were sent to the city's media contact list, which includes all television stations, newspapers, and media contacts in the Pittsburg area. The press releases included information on the project and described ways the public could be involved in the planning process (public survey, visioning session, community conversations open house, and charrette).

COMMUNITY CONVERSATIONS

City staff members conducted focused conversations with specific groups that had unique insight on a range of topics. Full meeting transcripts are available in *Appendix B - Public Engagement Full Summary*.

Six meetings were held with the following population segments of the city:

- City of Pittsburgh staff members (Parks and Recreation, Police, Memorial Auditorium, Building Services, Finance, Housing/Community Development, and Human Resources)
- PSU – Students
- PSU – Faculty and staff members
- Pittsburgh School District (USD 250) – Staff members and administration
- Major employers (businesses with over 500 employees, including: Ascension Via Christi Hospital, PSU, and USD250)

All meeting groups were asked the same set of questions including:

1. Why do you choose to *live/own a business/go to school/work/have a family* in Pittsburgh?
2. What topics are most important for you to be addressed during this land use planning process the city is undertaking?
3. What, if any, challenges do you foresee the city being faced with in the next five to 10 years?
4. What is/are the City of Pittsburgh's biggest asset(s)? In other words, what would you like to keep the same or have maintained?
5. What land uses would you like to see more of? Less of? (For example, more commercial, less industrial).

In addition to the general questions, each group was asked questions specific to their focus area to dive deeper into their wants, needs, and desires for the city. Information obtained from these meetings was summarized into overarching themes, including land use, housing, the city's planning strategy, education, employment, and population retention, as summarized to the right.

WHAT'S WORKING? 😊

Land Use 🏠🌳
downtown is coveted; the amount of green space

Housing 🏠🏠🏠
good supply of upper-income housing

City Planning Strategy 📊
community-oriented; responsive to student population concerns

Education 📖✎
top ranking division 2 school in nation; great schools at all levels; affordable tuition

Employment 💻🔧
abundant unskilled labor

Population Retention 👤👤
community pride; family-oriented

WHAT'S NOT WORKING? 😞

Land Use 🏠🌳
disjointed zoning creating adjacent, uncomplimentary uses; downtown vacancy; overall aesthetics

Housing 🏠🏠🏠
slumlords; sparse affordable housing; few senior living options

City Planning Strategy 📊
reactive vs. proactive

Education 📖✎
schools are nearing capacity

Employment 💻🔧
need for higher paying jobs to attract/retain skilled labor

Population Retention 👤👤
younger generations fleeing post-graduation; insufficient entertainment options

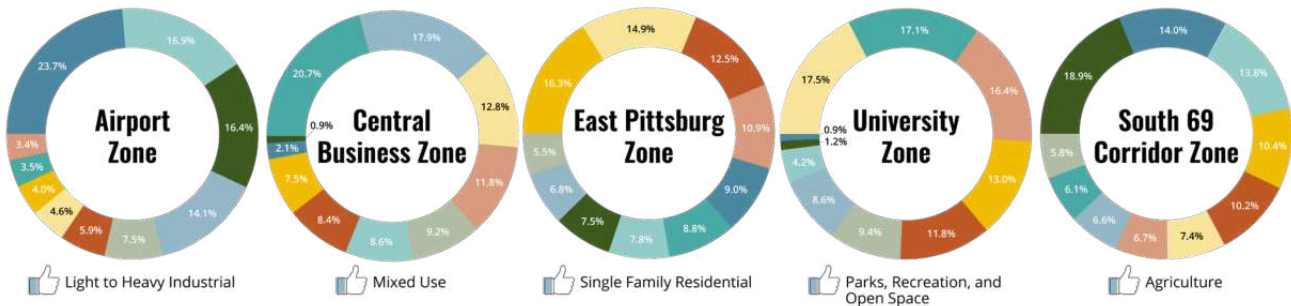
ONLINE SURVEY

The City of Pittsburg asked the community to fill out a land use survey as one of the first steps to uncover the public priorities and vision for the future of land use within the city. The survey was available from May 15 to June 26, 2019.

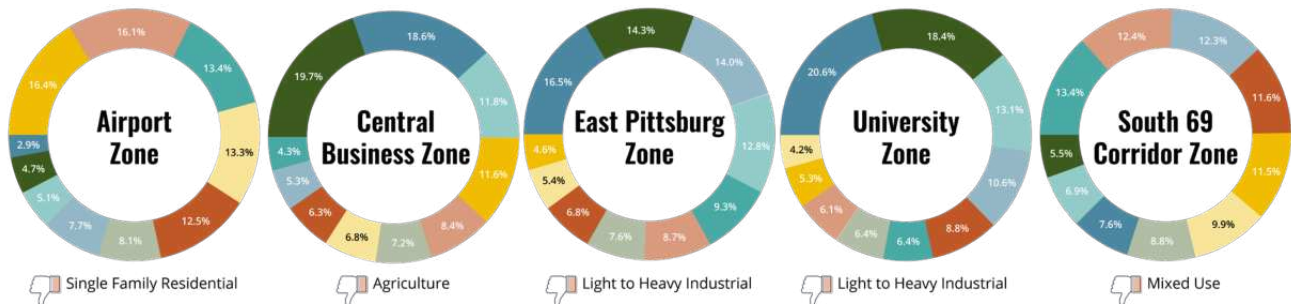
Questions related to where certain land uses should be located were based on different parts, or zones, of the city, as shown in *Figure 4.1*. The zones were only used to reference an area of the city. They are generally defined and slightly overlapping and defined on the following page.

The city asked the community what types of land uses should be encouraged and discouraged in each zone. The responses to these two questions are outlined on the charts below.

What types of land uses should be encouraged?



What types of land uses should be discouraged?



Land Use Key

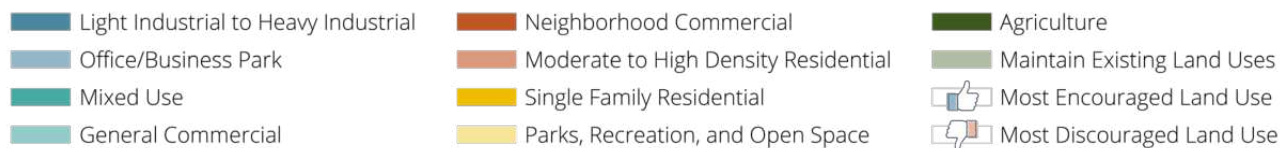
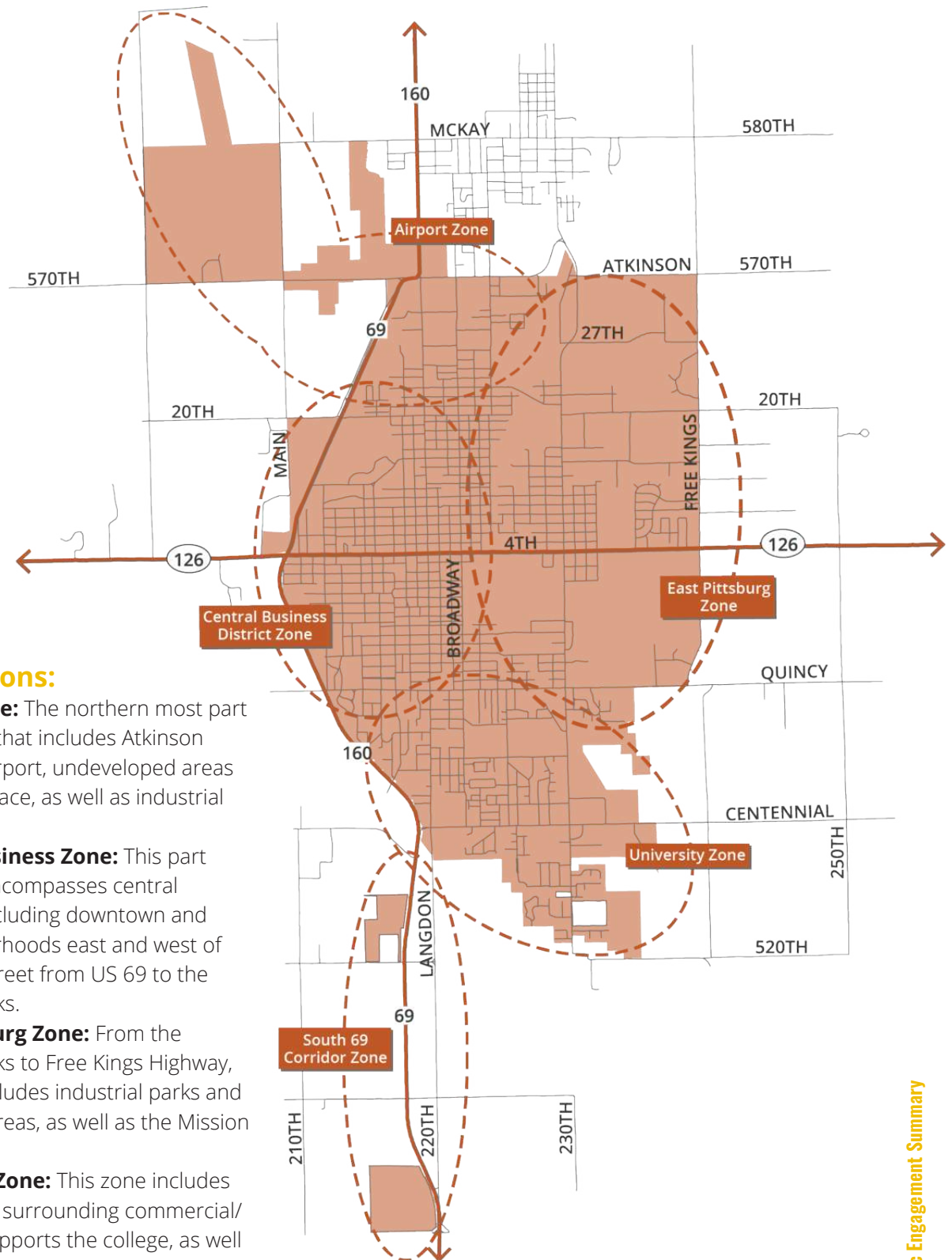


Figure 4.1
Survey
Zones



Zone Definitions:

- **Airport Zone:** The northern most part of Pittsburgh that includes Atkinson Municipal Airport, undeveloped areas and open space, as well as industrial uses.
- **Central Business Zone:** This part of the city encompasses central Pittsburgh, including downtown and the neighborhoods east and west of Broadway street from US 69 to the railroad tracks.
- **East Pittsburgh Zone:** From the railroad tracks to Free Kings Highway, this zone includes industrial parks and residential areas, as well as the Mission Clay area.
- **University Zone:** This zone includes PSU and the surrounding commercial/retail that supports the college, as well as Ascension Via Christi Hospital and established neighborhoods west of Broadway Street, primarily south of Quincy Street.
- **South 69 Corridor Zone:** This area considers the recent island annexation of the casino area, as well as the southern fringe of the city.

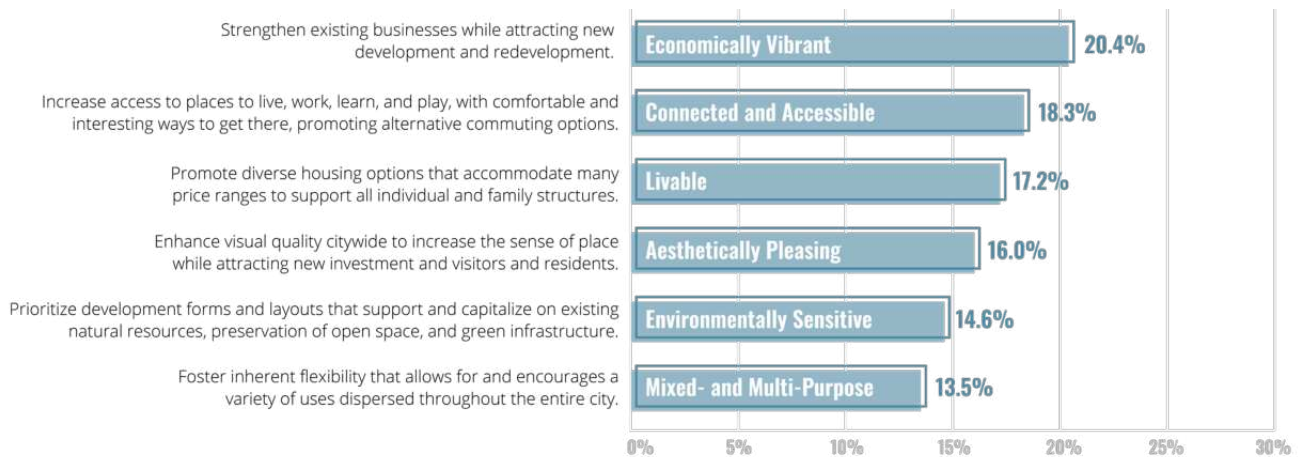
In addition to questions on what types of land uses should be located in the various parts of the city, the survey also asked respondents to identify what best described their overall vision for the future of land use citywide. Prompts for the overarching vision were provided to provide structures to answers, as outlined on the following pages.

The survey inquired about where respondents live within the city using the zones for reference, with an option for those residing outside of city limits.

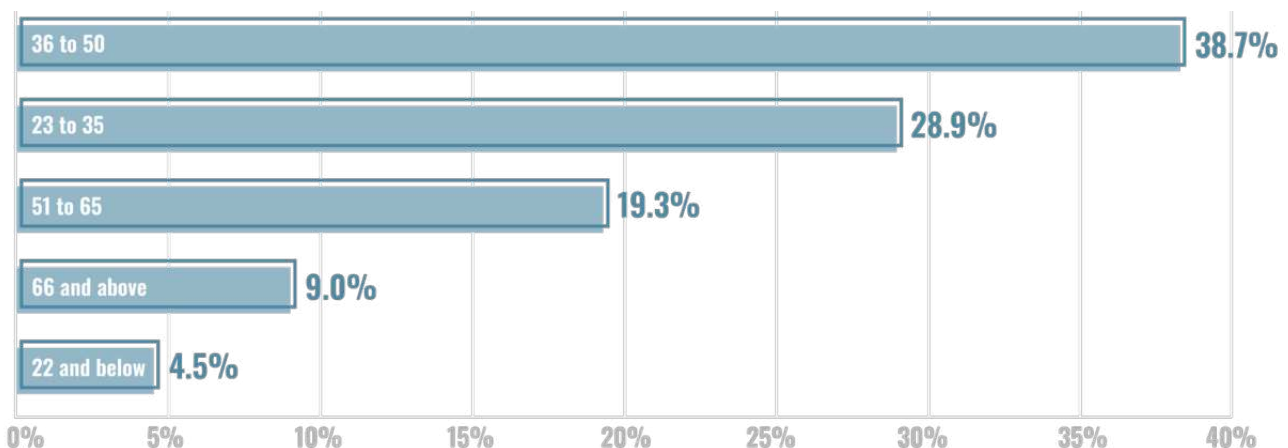
Additionally, the survey inquired about the age of those answering to better understand the answers provided based on these demographics.



Which of the following descriptions most closely aligns with your vision for the future of land use patterns in Pittsburg?



What is your age?



VISIONING WORKSHOP AND PLANNING CHARRETTE

Before a plan's vision can be crafted, it is important to meet with stakeholders and members of the public to ensure a solid understanding of the existing conditions citywide and the stakeholders' and members of the public needs, wants, and desires. The charrette takes the information from the public survey, previous existing conditions analysis, and community conversations to further advance the planning process by narrowing in on preferred concepts, as determined by the stakeholders and members of the public. These generated concepts are hand drawn and vetted until a consensus-built plan is uncovered.

Over this three-day period, July 16-18, 2019, multiple meetings were held with the Steering Committee, technical advisors, city staff members, and members of the public to gain insight into their vision for Pittsburg, the issues and opportunities facing the city, and critical aspects to the Plan. Between each session with the Steering Committee and public, information was digested, summarized, and interpreted into the concepts shown according to input received. A summary of concepts explored and the narrowed concept plan that came from this iterative process is illustrated and summarized on the following pages.

Day 1 Tuesday, July 16

To kick off day one, a quick overview was provided of key topics that would be discussed throughout the charrette to ensure everyone was on the same page. Topics discussed include: 1) an explanation of the difference between land use and zoning; 2) how to maximize prime development space; 3) the interrelatedness of infrastructure and land use patterns; 4) and how to consider quality of life measures when thinking about land use.

With these topics explained, the visioning workshop began. The visioning workshop was a critical time for the planning team to listen intently to what residents envision for the City of Pittsburg and what they hope to achieve from this project. This dialogue was facilitated through a variety of exercises that helped Steering Committee members put their ideas into words. These exercises are summarized as follows.

WHAT'S THE PURPOSE OF A CHARRETTE?

1. ASSEMBLE

Assemble decision makers, such as city staff members, elected officials, business owners, developers, technical experts, etc.

2. COLLABORATE

Collaborate with the decision makers in information sharing about the City of Pittsburg, iterative improvement concepts, and feedback and revisions.

3. FINE TUNE

Fine tune the future land use plan concept through strategic conversations with stakeholders, the public, the city, and involved agencies.

4. CREATE

Create a community-driven plan, grounded in reality and widespread support.

The “One” Thing Exercise

The first exercise asked the Steering Committee, “What is the one thing that must be in the future land use plan for you to say this planning process was successful and that you will support the plan?” This exercise provided the planning team with an overarching idea to carry forward in the charrette to have a firm understanding of the critical items to be addressed throughout the planning process and in the final plan. Tropical colored sticky notes representing Steering Committee member responses, and pale yellow sticky notes represent Public Open House comments.

“What is Working” and “What is Not Working” Exercises

The next exercise was straightforward and asked Steering Committee members to tell the planning team what is working and what is not working with land uses citywide. This helped the planning team understand the city’s assets, issues, and opportunities.

Steering Committee Breakout Sessions Group and Prioritization

Following these large group exercises, Steering Committee members were divided into small groups for topical breakout sessions. Each topic had guided questions for each group to answer using sticky notes. These topical breakouts included:

- Infrastructure and Environmental
- Transportation
- Open Space, Parks, and Recreation
- Development and Redevelopment
- Housing
- Commercial, Business, and Employment

Following the small group breakouts, each group prioritized the most desired responses for each topic. This refinement exercise directly resulted in the land use plan priorities, illustrated in *Figure 4.2*.

With priorities clearly spelled out, the group moved on to a presentation on select aspects of the existing conditions, including citywide stormwater management conditions and a summary of the economic and market analysis. This concluded the visioning workshop and allowed the planning team some time to collect their thoughts following all of the rich feedback.

Technical Advisor Meeting

Later in the afternoon, technical advisors, including representatives from Crawford County, City of Pittsburg Public Works Department, Kansas Department of Transportation (KDOT), Kansas Department of Health and Environment (KDHE), Westar Energy, CrawKan, and other city staff members joined the planning team to discuss specific, technical topics that could impact the plan. Topics of discussion were diverse, some of which considered the following:

- Atkinson Municipal Airport and its industrial operations;
- A need for enhanced communication between the city and the county;
- Being strategic about growth beyond existing city limits;
- The new US 69 bypass;
- Connecting the entire city with fiber utility prior to new development;
- Understanding the implications of development and the underlying mines;
- Mission Clay property; and,
- Aging electric utility infrastructure.

Following the informative technical committee meeting, the planning team started putting ideas to paper.

Day 2 Wednesday, July 17

Day two kicked off with a Steering Committee session to review the initial generated concepts. Committee members were asked to provide their feedback on concepts by recording their comments on individual sticky notes and placing the notes on the applicable concept.

The rest of the morning and afternoon provided time for the planning team to process the comments and further refine the concepts ahead of the public open house later in the evening.

A public open house was held from 5:00 p.m. to 7:00 p.m. on the second day. All residents were invited to review the narrowed concepts and provide their feedback. The open house was set up in stations. Attendees were greeted at the door, asked to sign in, and given instructions for participation.

Figure 4.2

Land Use Plan Priorities



Development and Redevelopment

- Clean up Dickey Clay area **(x2)**
- More apartments in downtown/Broadway
- Increase tax base
- Senior or retirement housing
- Infill housing all across town
- Childcare/pre-k (all year round)
- Economic development incentives



Infrastructure and Environmental

- Stormwater management **(x2)**
- New/expanded water treatment plant for growth
- Consider and address mining history
- Develop an environmental specific plan to address contamination, recycling, and water
- Reclaim Dickey Clay area to make it environmentally safe
- More recycling options/areas
- Aging water lines and electrical system



Housing

- Clean, decent homes from \$75-120,000 for young professionals and up and coming families **(x2)**
- Need mid-range housing from \$150-300,000 **(x2)**
- Update existing housing stock and/or remove it
- Housing restoration in historic Pittsburg
- Address worn out housing areas
- Infill as much as possible
- Address aging housing stock (half of stock 50 years+)
- Maintenance of rental housing



Commercial, Business, and Employment

- City's economic development fund brings business in
- Taxes keep businesses away
- Natural resources and available build space good for business attraction
- Lack of jobs for higher skilled labor
- Limited skilled labor is a reality for employers
- Capitalize on existing destinations and attractions
- Expand Free King and Atkinson
- PSU is an asset to business attraction/retention



Transportation

- More sidewalks on Broadway beyond downtown
- Getting bikes from PSU to downtown on a nice bike path
- Sidewalks not well maintained and multiple gaps in the network
- Train blocking 7th and 10th Streets
- Free King and 4th Street not meeting traffic demand
- Make 69 bypass a street and construct new bypass to the west



Parks, Recreation, and Open Space

- More well lit and safe areas to encourage walking, jogging, biking **(x2)**
- Maintain what we have and new additions **(x2)**
- Centralized open park
- Green space/parks are great but take space that could be utilized by tax-paying businesses
- Continue to improve connectivity of trails and parks
- Better sidewalks and bike path

It is important to note that members of the public were provided with the same content and asked the same questions as the Steering Committee.

The public open house stations were as follows:

1. Sign-In
2. What is the Project?
3. Existing Conditions
4. Online Survey Results
5. Visioning Workshop
6. Concept Sketches
7. What did We Miss?

The planning team was situated around the room available to answer questions. Attendees were asked to provide answers to directed questions and their comments on concepts on sticky notes.

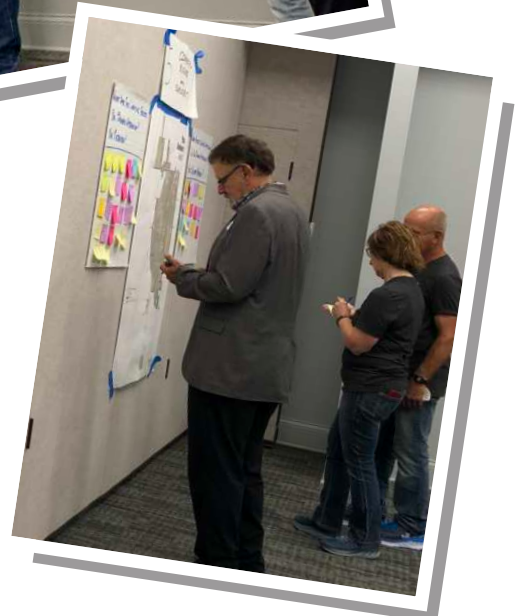
Day 3 Thursday, July 18

The final day primarily provided time for the planning team to further refine the concepts, working toward one final, narrowed, and illustrative concept for the future of land use citywide. In addition to future land use, citywide development and redevelopment opportunities, connectivity, the Mission Clay property redevelopment, and potential future residential development was illustrated.

From 4:00 p.m. to 6:00 p.m., the Steering Committee and city staff members attended one last review session to recap the findings from the public open house and provide final comments on the narrowed concept.

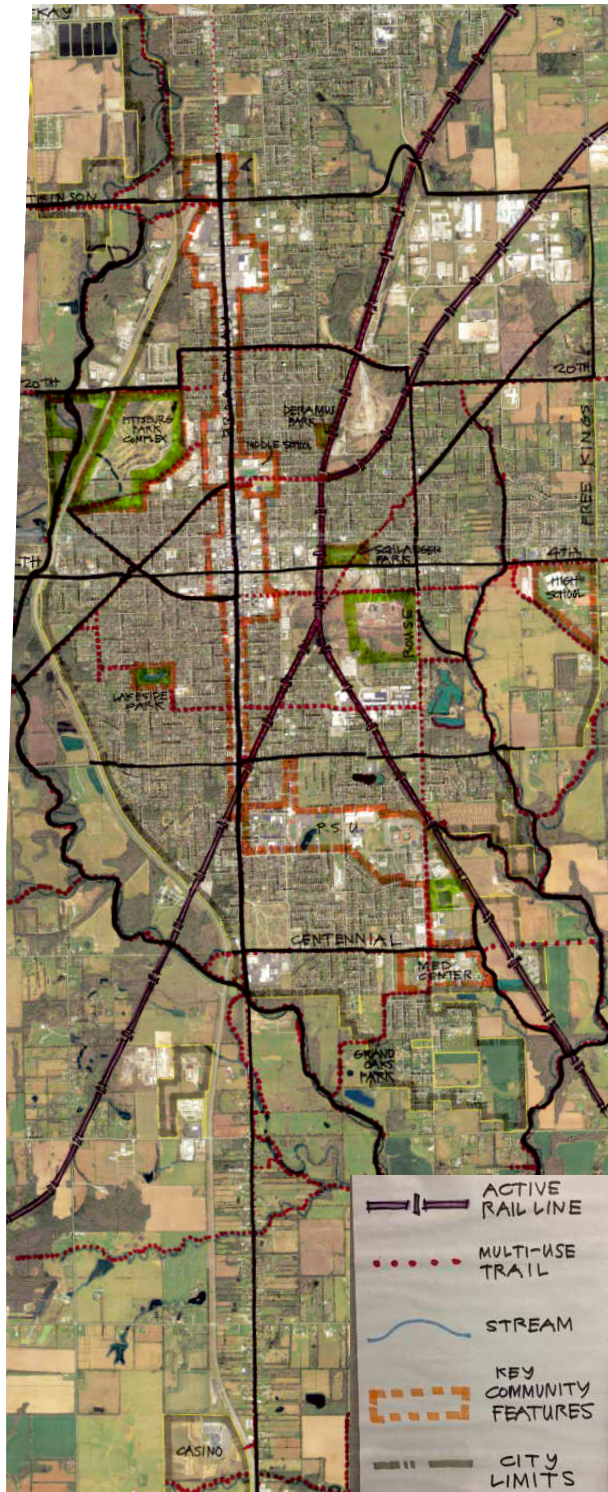
FINDINGS, CONCEPTS, AND COMMENTS

The following concepts were hand drawn by the planning team during the charrette to illustrate concepts and gather feedback. Stakeholder and public comments provided during the review sessions and/or public open house are provided by each concept. ***Note that none of the concepts shown in this subsection are the final recommended concept, but rather the result of the public participation process.***



Connectivity

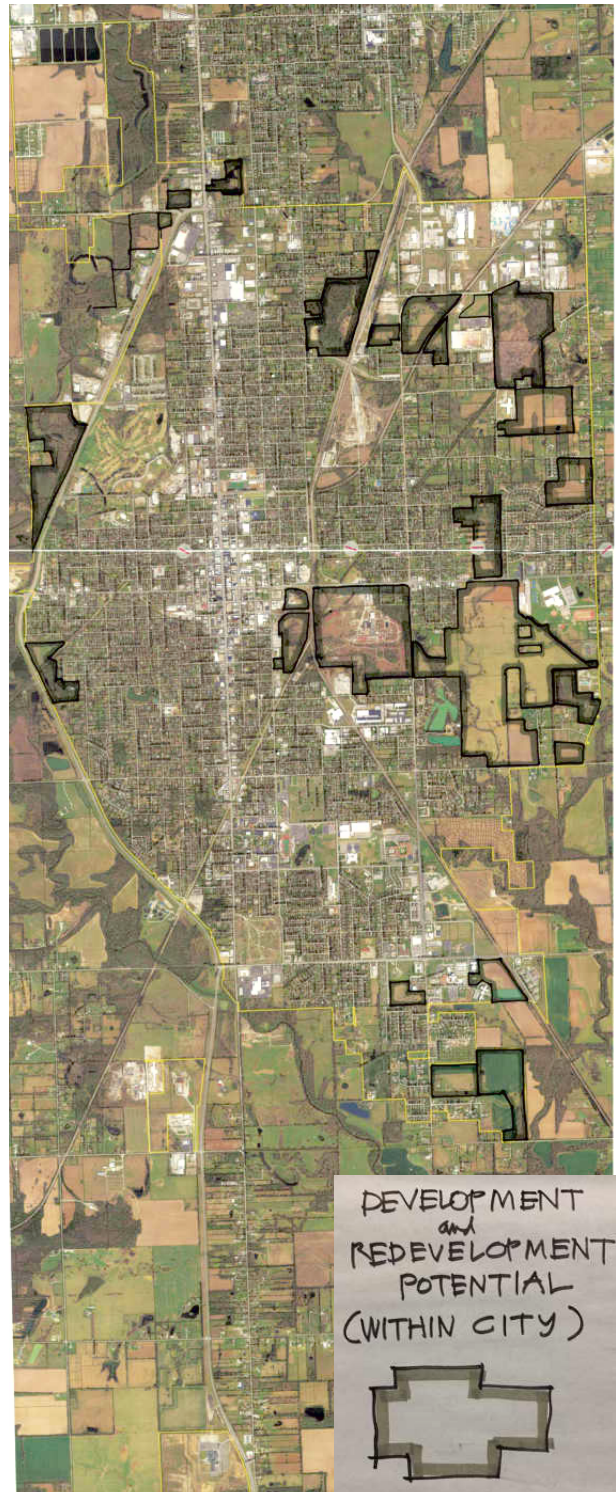
No written comments were provided on the map by Steering Committee members or members of the general public during the charrette or Public Open House regarding Connectivity.



Connectivity Concept

Development and Redevelopment Potential

No written comments were provided on the map by Steering Committee members or members of the general public during the charrette or Public Open House regarding Development and Redevelopment Potential within city limits.



Development and Redevelopment Potential Concept

Future Land Use

Using the prompts provided (shown on the following page) Steering Committee members and members of the general public placed comments on where certain land uses, developments, and amenities should be placed citywide. Comments received are summarized below geographically.

North: Approximately north of East 20th Street, the most prominent comments focused on the revitalization of specific neighborhoods (5 responses). This area of the city was noted as being under served by parks (1 response), as well as in the need for additional trails and sidewalks (1 response). Lastly, a focus on redevelopment and infill was noted (1 response).

East: From 4th Street to Quincy Street and east of Broadway Street/US 69, comments were nearly identical to those in the northern part of the city. Although similar, a greater emphasis was placed on the need to revitalize specific neighborhoods (10 responses), as well as incorporating more trails and sidewalks (4 responses). This part of the city also feels somewhat under served by parks (2 responses) and a need for redevelopment and infill was noted (1 response).

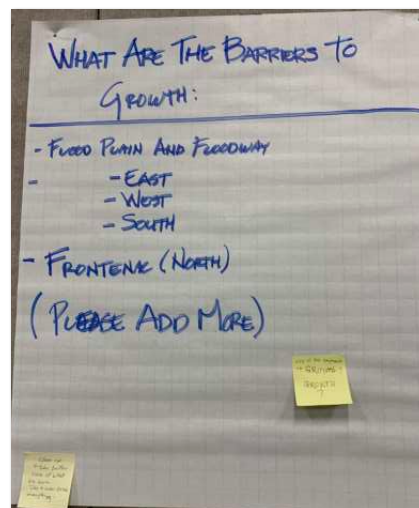
West: From 4th Street to Quincy Street and west of Broadway Street/US 69, comments mirrored those to the east. A desire for specific neighborhood revitalization (3 responses); redevelopment and infill (4 responses); additional trails/sidewalks (2 responses); and more park facilities (3 responses) were all noted. Specifically, it was noted in the vacant area west of Rouse Street and north of Quincy Street that development should take place (2 responses).

South: Approximately south of Quincy Street, the first instance of locating a business park or additional industry appears (1 response). Other comments in the southern portion of the city include the revitalization of specific neighborhoods (2 responses) and that this area of the city is under served by parks (1 response).

In addition to prompts about land use on the map, participants were asked about barriers to growth and connectivity citywide. These prompts better informed the discussion of where land uses should be located, how they should be connected, and what they are constrained by.

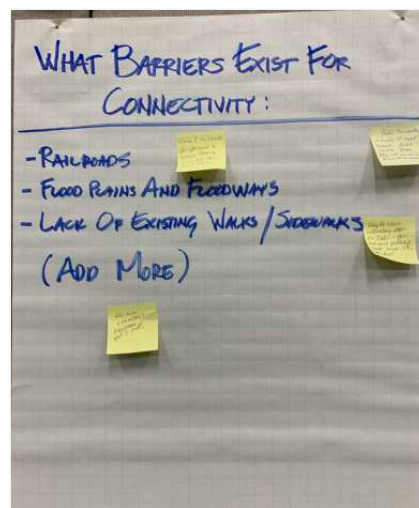
What are the barriers to growth?

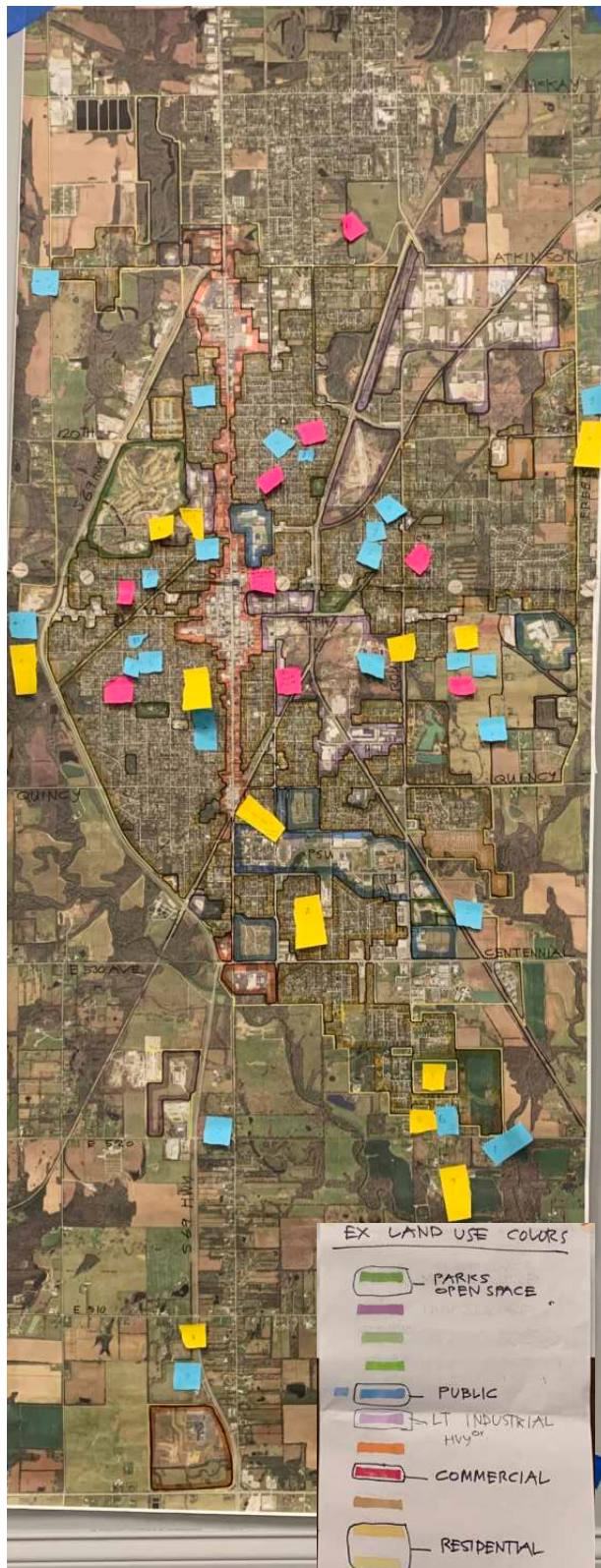
- Why all the emphasis on growth? Growth?
- Clean up and take better care of what we have. Don't over price everything.



What barriers exist for connectivity?

- Class 1 railroads do not want to service Pittsburg with less than a unit train
- Public transportation and make it well known. Folks new to Pitt are not aware of what is here.
- Maybe have interesting stops on trails – for cold drink purchase, park, bench, etc garden?
- Who uses sidewalks? P.Burgers walk in street!





Future Land Use Concept

PLEASE ANSWER THE FOLLOWING
QUESTIONS ON THE MAP.
PLEASE INDICATE THE QUESTION
NUMBER ON THE NOTE.

1. WHERE SHOULD ADDITIONAL TRAKS AND SIDEWALKS GO?
2. WHAT SPECIFIC NEIGHBORHOOD/HOUSEING AREAS SHOULD BE LOOKED AT FOR REHABILITATION/REVITALIZATION?
3. WHERE SHOULD REDEVELOPMENT/INFILL OF NEIGHBORHOODS OCCUR (SPECIFIC)
4. HOW DOES THE INTERSPERSAL OF INDUSTRY INTO NEIGHBORHOODS AFFECT THEM (POSITIVE)(NEGATIVE)(SHOULD THEY BE BURNED)
5. WHERE IS COMMUNITY UNDERSERVED BY BY PARKS? RECREATION/SPORTS?
6. WHERE IN THE CITY SHOULD DEVELOPMENT TAKE PLACE?
7. WHERE OUTSIDE THE CURRENT CITY SHOULD THE CITY GROW TO.
8. WHERE SHOULD ADDITIONAL INDUSTRY AND BUSINESS PARK USE BE LOCATED?

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SECTION 5

FUTURE LAND USE PLAN



INTRODUCTION

Using the information gleaned from the existing conditions analysis, market analysis, and public engagement – both in-person and online – the direction for the Plan was established. Integrating this information, varying viewpoints, and priorities, comprehensive strategies for the city's future development, redevelopment, and revitalization; future land use patterns; and stormwater infrastructure are presented in this section. Principles of sustainability and environmental considerations are woven throughout the categories as resiliency citywide is critical to address holistically, not as a standalone recommendation.

The recommendations are organized into three interrelated categories that are distinct but also overlap as they are inherently and intentionally connected. Each category introduces the framework of the topic and considerations when making the recommended plans. Each category also provides overarching goals, followed by more specific strategies to address the identified goal. Although land use lays the foundation of this Plan and planning process, all goals and strategies should be considered in concert as they collectively form the vision for the future of land use within Pittsburg.

FUTURE LAND USE

A variety of tools can be used by municipalities to guide the style and density of growth within their jurisdictional boundaries, such as land use designations. Establishing these designations is a critical step toward realizing the highest and best uses citywide.

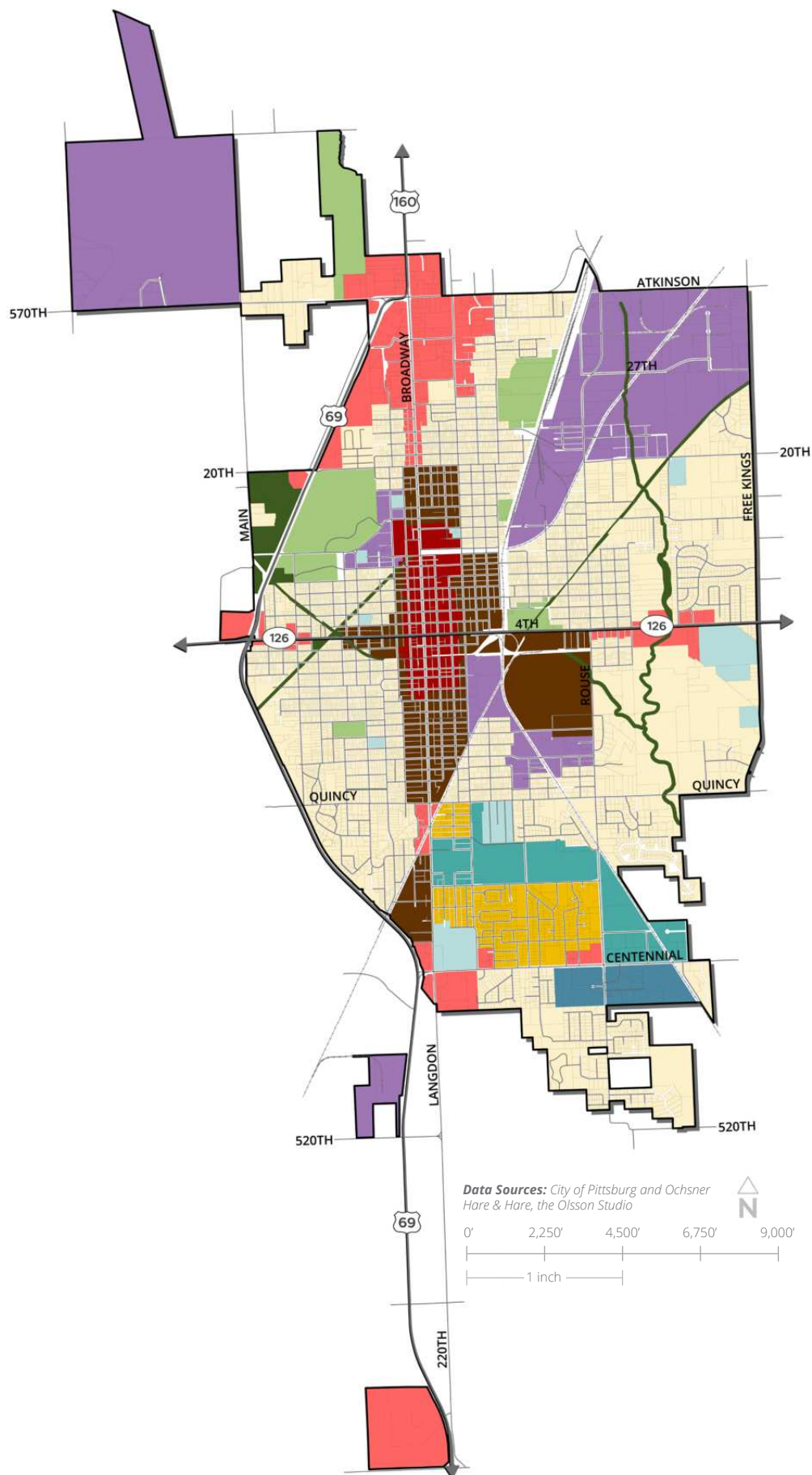
These land use designations should be based on market forces at play, community members' preferences, and the natural environment, all while striking a balance with the existing, healthy land uses.

As such, the future land use plan for Pittsburg was developed to capitalize on the following factors:

- The city's proximity to major transportation routes – both by road and by rail;
- The need for new and/or revitalized housing and neighborhoods citywide;
- The public's desires to continually invest in the downtown core;
- The need for land uses to be more transitional to ensure non-complementary uses are properly buffered; and,
- The public's desire for enhanced citywide parks and trails.

Figure 5.1 illustrates the future land use plan citywide. The illustrated land use categories are described on the following pages.

Figure 5.1 Future Land Use Plan





Residential (R): Uses within this designation include single- and multi-family housing with a wide range of densities and values. A variety of housing types should be provided to diversify the housing market, attracting a wide demographic and providing rental and ownership opportunities. Examples of residential formats that should be dispersed throughout the city include single-family homes, duplexes, apartment complexes with shared amenities, walk-up apartments, townhomes, senior housing, and condominiums. Residential land uses should be distributed throughout the city while being mindful of the adjacent uses to ensure a housing mixture that is responsive at a neighborhood scale.



Parks and Recreation (P): A mixture of public parks and recreation complexes, uses within this designation allow spaces where people can gather – formally or informally – to enjoy the scenery, recreate, or relax. Specific park uses include athletic fields, playgrounds, sport courts, community gardens, farmers’ markets, or nature preserves open to the public.



Greenway/Trail (G): Uses within this designation include natural features, such as wooded areas, greenways, open fields, and water bodies. This land use exists to preserve existing environmental assets, provide green connections throughout the city, and ensure adequate flood storage. This designation is not meant to take away developable land, but to ensure environmental character and functionality is retained.



Industrial/Business Park (I): Uses within this designation include light and heavy industrial uses such as warehouses, manufacturing spaces, and storage facilities, though office, retail, service, and business parks are also allowed. In addition to storing materials on-site, these uses can produce varying levels of truck traffic and pollution. It is important that building design, parking, lighting, and landscaping are compatible with adjacent uses and that screening and buffer materials are used to shield surrounding land uses and especially from nearby residences. Where possible, these uses should be concentrated along major roadways or railroads away or buffered from non-compatible uses.



Commercial (C): Uses within this designation include retail, service, and office to serve city residents, visitors, and businesses. Uses could include casual and drive through restaurants, gas stations, multi-tenant shopping centers, offices, and centers of commerce. These uses should primarily be concentrated along major city thoroughfares where properties have direct access to and/or visibility from the roadway. As this land use abuts the principal roadways and entryway points into the city, it is important that building design, parking, lighting, and landscaping are representative of the city's desired aesthetic and character.



Downtown (DT): The downtown district is defined by the Downtown Overlay District boundaries (see Figure 5.2). A variety of uses are allowed within this designation, including commercial, residential, mixed use, public/civic/education, and parks and recreation. Ideally, this area should allow for a true mixture of land uses that are complementary and expand the downtown core over time. A focus on rehabilitation of existing properties should be prioritized.



Mixed Use (MU): Uses within this designation are mixed, and may include a combination of retail, service, office, entertainment, flex space, and residential. Daily goods and services should be provided to surrounding neighborhoods primarily, but also to the city at-large. Buildings of different scales, stories, and densities should be encouraged, mixing uses within a single development. Due to changing retail trends, the ground floor of mixed use developments should not be limited to retail, encouraging and promoting the inherent diversity of this land use and allowing for flexibility in uses so as to not limit economic development potential. This land use designation provides a critical opportunity to establish developments with a sense of place and identity through pedestrian connectivity, public art, public spaces, innovative employment centers, a mixture of uses, and integrated open space.



Public/Civic/Education (P/C/E): *Uses within this designation are limited to those properties owned and used by governmental entities, put to some form of public use, or semi-public uses such as community centers, religious facilities, daycares, libraries, or educational facilities. Given the physical size and presence of PSU and Ascension Via Christi Hospital, dedicated land use categories are designated.*



University (U): *Uses within this designation allow for land uses associated with and dedicated to the daily operations and maintenance of the PSU campus, including academic, administration, and student/faculty buildings; support facilities; university housing; recreation/athletics; and parking.*



University Residential (UR): *Uses within this designation allow for high density, multi-story buildings concentrated along the perimeters of the University designation (PSU). This housing type is dedicated to the style and price points that complement student living and lifestyles. To buffer UR housing styles from existing and future nearby land uses, housing density, height, and style should transition as proximity to downtown and surrounding neighborhoods increases.*



Hospital (H): *Uses within this designation are dedicated to the daily operations and maintenance of the hospital campus that include the buildings and facilities associated with care for patients; hospital administration; family accommodations; and parking.*

Land Use Themes

Throughout the planning process, several themes emerged regarding land uses, focused primarily on three categories, summarized as follows.

- **Residential Land Uses:** The need to diversify existing neighborhoods to accommodate a healthy mixture of price structures, formats, and accommodations alongside revitalization and rehabilitation at a neighborhood scale to elevate the quality of housing citywide.
- **Parks, Recreation, and Outdoor Active Spaces:** A desire for increased access to green spaces, active areas for the community to gather, and connectivity citywide that is not solely focused on vehicular transportation.
- **Investment in the Downtown District:** Continual investment in the downtown district, the corridors that lead to it, and the surrounding neighborhoods to create a true focal point around the heart of the city.

Residential Land Uses

Housing is perhaps one of the greatest challenges facing the City of Pittsburg. Balancing the housing needs of a large student population, young families, new graduates, seniors aging out of their homes, and affluent community members later in their careers is challenging, at best. Further, the need for a healthy mixture of rental properties versus ownership opportunities adds a layer of complexity. Beyond providing diverse housing styles at varying price points of rental versus ownership options, there is a dire need to revitalize and rehabilitate housing in certain parts of the city (see *Figure 5.2*).

Figure 5.1 illustrates residential land uses as one general category for ease of use and clarity; however, this distribution of residential uses throughout the city should provide the ideal blend of housing choice and opportunity – both in new construction and for properties and neighborhoods in need of rehabilitation.

Future residential land uses should have two primary goals, summarized as follows.

1. Diversify available housing stock to include senior living centers; multi-family complexes (e.g., apartments and duplexes); and all price levels of single-family homes.
2. Rehabilitate not just individual homes, but entire neighborhoods to improve – at a large and far-reaching scale – the overall quality and standard of living for rental units and homes alike.

Parks, Recreation, and Outdoor Active Spaces

Well-designed, outdoor green spaces can activate an area and prompt investment similar to new development or redevelopment. Although additional outdoor amenity areas were noted as a desired land use by the public, it is also important that existing recreation areas are properly maintained to ensure the park system in the city functions as an integrated system, forming connections from north to south and east to west.

Parks and recreation areas must not be isolated to certain areas of the city, but rather can and should be incorporated into future mixed use developments. Green spaces are an important component of areas designated for mixed use as they reduce the amount of hardscape, create spaces for people to gather outdoors in the midst of more urbanized areas, and serve as a regional draw to invite visitors and future residents. Further, parks can capitalize on floodways and other areas in proximity to natural features where other development types are either not recommended or prohibited. With the presence of floodways and floodplains around the city, integrated greenways, trails, and outdoor areas can capitalize on these natural features. Such planning provides an environmental benefit by reducing development in sensitive areas, while providing wide swaths of land for public recreation.

Investment in the Downtown District

Downtown Pittsburg is considered a gem by visitors and residents alike. With the historic buildings, central location, and recent revitalization, it naturally draws people in. Despite recent efforts to bolster the downtown district, there is a continued need for reinvestment and rehabilitation of buildings to ensure the momentum continues and moves out beyond its current boundaries.

It is imperative that the downtown district grow over time, creating a ripple effect of positive development, redevelopment, and revitalization as one travels along the corridors into other parts of the city.

Downtown is proposed as a mixed use hub in the future that truly encompasses the boundaries of its currently designated Downtown Overlay District (see *Figure 2.4*). As the heart of the city, efforts should be concentrated not only around the actual core, but the land uses that surround it, as well. Future land use patterns must lead people to downtown, which means the corridors surrounding it to the east, west, north, and south must complement and build upon what exists at the core. The designation of mixed use for the corridors and neighborhoods surrounding downtown allow for enhanced flexibility of what type of establishments can occur. A healthy mix of employment, office, retail, parks, and housing can work in concert around and in the downtown district to create a hybrid, integrated, and diverse area that fuses every part of the city together.

FUTURE LAND USE GOALS AND STRATEGIES

The following goals and strategies outlined on the next several pages are key ways for the City of Pittsburg to achieve its vision for a better connected and financially prosperous community that is a destination for visitors and residents alike. Goals in this section are preceded by “LU” to indicate they relate to land use citywide.

What is a goal? *A goal is an overarching statement that creates a guiding vision. Goals are intentionally broad to maintain their relevance, while allowing flexibility for how they are achieved over time.*

What is a strategy? *A strategy is a more specific directive taken to achieve a goal. Strategies define items that, when implemented alongside direct targets, help work toward or achieve the stated vision.*

LU GOAL 1. DEVELOP AND ADOPT A FUTURE LAND USE PLAN THAT IS FLEXIBLE TO MARKET TRENDS, GUIDES FUTURE DEVELOPMENT, REDEVELOPMENT, AND REVITALIZATION PROJECTS, AND APPROPRIATELY BALANCES A MIXTURE OF USES.

STRATEGIES

- 1.1** Create and adopt a City of Pittsburgh *existing* land use map to ensure current land use patterns are accurately recorded.
- 1.2** Update the City of Pittsburgh's zoning map to provide the legal basis for future land use planning and to align with the future land use plan.
- 1.3** Review all adopted City of Pittsburgh land use and zoning maps annually and update as needed to reflect existing conditions.
- 1.4** Review and update the existing Rural Housing Incentive Districts to ensure they do not overlap with future land use areas designated for non-residential uses (e.g. commercial and industrial).
- 1.5** Update the City of Pittsburgh's overlay zoning districts to reflect a new overlay district that signifies residential revitalization areas (see *Figure 5.2*).
- 1.6** Align infrastructure improvements with future development and redevelopment opportunities as illustrated by the Future Land Use Plan (*Figure 5.1*) and Development, Redevelopment, and Revitalization Plan (*Figure 5.2*). Infrastructure improvements include investment in roads, especially US 69 and Quincy Street; the expansion of treatment plants to match growth; and investment in the sidewalk and trails program.
- 1.7** Utilize this Plan as the first phase of the development of a citywide comprehensive plan, with subsequent studies focused on corridors; downtown; transportation and infrastructure; and development and redevelopment of key parts of the city.

LU GOAL 2. PROMOTE DOWNTOWN AS THE SOCIAL, CIVIC, AND BUSINESS HEART OF PITTSBURGH.

STRATEGIES

- 2.1** Emphasize high-density mixed use developments in the downtown district per the future land use plan, including residential, retail, office, and parks, recreation, and open space.
- 2.2** Incentivize businesses to locate in the downtown district.
- 2.3** Encourage public art installations along Broadway Street, especially those that highlight local artists.
- 2.4** Infill downtown with public gathering spaces, including outdoor green areas, pop-up parks, and event spaces and/or pavilions.
- 2.5** Develop a streetscape enhancement plan for Broadway Street and prioritize phased, annual investment to ultimately span from 20th Street to Euclid Street.
- 2.6** Infuse the community identity in future business developments, entertainment establishments, housing, and public gathering spaces by integrating public art and other cultural enhancements.

LU GOAL 3. PROPERLY ALIGN ENVIRONMENTALLY SENSITIVE LAND USES WITH THE BUILT ENVIRONMENT.

STRATEGIES

- 3.1 Incorporate appropriate green infrastructure in the public right-of-way, private development sites, and capital improvement projects citywide.
- 3.2 Plant native trees, shrubs, perennials, and grasses as natural buffers between non-complementary, adjacent land uses.
- 3.3 Continue to enforce city policies regarding development requirements within floodplains to safeguard natural features.

LU GOAL 4. INCREASE ACCESS TO RECREATIONAL AMENITIES.

STRATEGIES

- 4.1 Designate floodways as open space, multi-use destinations that contribute to the greenway and trail network.
- 4.2 Integrate parks, recreation, and open spaces in areas designated as mixed use to locate green areas adjacent to and within developments.
- 4.3 Prioritize infrastructure projects annually to enhance and/or expand upon the existing greenway, trails, and park system.
- 4.4 Locate community gathering spaces in proximity to parks, recreation, and trails to increase access and visibility of outdoor amenities.



Landscaping is an essential component to incorporate in streetscape enhancements, adding both visual appeal and ecosystem services.



Integrating walking trails near development and more urbanized areas encourages people to spend time outdoors for leisure or exercise while integrating greenery into the built environment.



Farmers markets facilitate community connectivity and create public awareness about local food. Pedestrian infrastructure that leads to such amenities provide tremendous value.



Shelters and ample seating provide space for a variety of public events, such as concerts or markets.



Outdoor interactive public art adds a liveliness and visual interest to a public space.



Common green spaces and pop-up parks integrated into developments allow people to casually gather.

LU GOAL 5. CREATE A MULTIMODAL NETWORK THROUGH STRATEGIC LAND USE CONNECTIONS.

STRATEGIES

- 5.1 Enhance the bicycle and pedestrian network, targeting major destination connectivity (e.g., PSU to downtown corridor) to catalyze citywide linkages.
- 5.2 Partner with developers and prioritize the construction and/or upgrade of sidewalks and paved trails to encourage non-vehicular travel in areas designated as mixed use.
- 5.3 Implement vehicular and pedestrian wayfinding signage that directs people to major destinations and key corridors within the city.
- 5.4 Connect mixed use areas and parks and recreation land uses to the proposed greenway and trails to enhance connectivity to and from natural areas and areas that are more urbanized.

LU GOAL 6. USE FUTURE LAND USE PATTERNS TO GUIDE INVESTMENT ALONG KEY TRANSPORTATION CORRIDORS.

STRATEGIES

- 6.1 Focus future road improvements and upgrades near existing and future industrial and commercial areas - as they are heavily traveled by larger vehicles and trucks that degrade road infrastructure more quickly - to continually encourage investment in these revenue-boosting land uses.
- 6.2 Continue to communicate and coordinate with the Kansas Department of Transportation (KDOT) as future plans for the new US 69 roadway progress.
- 6.3 Conduct an access management study that addresses truck routes in the city to ensure harmony between semi-trucks, other automobiles, and the surrounding land uses.



Investing in key transportation routes, such as US 69, opens up new areas for development while enhancing connectivity within and beyond city boundaries.



Colored pavement materials are useful in separating bicyclists from pedestrians in a shared space and clearly defining where certain transportation users should ride or walk.



Enhancing connectivity through dedicated trails - both paved and unpaved - create fun and interesting ways for members of the community to get places.

LU GOAL 7. DIVERSIFY AND ELEVATE HOUSING STOCK.

STRATEGIES

- 7.1 Provide incentives for multi-family developments that construct a percentage of units to meet affordability standards.
- 7.2 Rehabilitate existing housing stock at a neighborhood scale (e.g., ten or more homes versus one home at a time) to create lasting impacts on the quality and aesthetic of single-family homes.
- 7.3 Encourage high-density residential developments in and around the downtown district and the corridors that lead to downtown.
- 7.4 Create housing for all ages, abilities, and incomes in future residential areas that include senior living communities; multi-family complexes; duplexes and townhomes; mixed use development; single family homes; and apartment complexes.
- 7.5 Explore greenfield development for single family neighborhood homes.

LU GOAL 8. PURSUE STRATEGIC ANNEXATIONS (IF / WHEN DESIRED).

STRATEGIES

- 8.1 To accommodate city growth, explore conversations with Crawford County staff members, commissioners, and property owners to establish mutually agreeable transfers of ownership.
- 8.2 Understand the costs associated with infrastructure extensions beyond city boundaries.
- 8.3 Compile a report that clearly summarizes the need for additional land within city boundaries to communicate the purpose, need, and justification for growth.
- 8.4 Think and act strategically regarding annexation, exploring areas directly adjacent to current city boundaries (especially to the west) and corridors with existing island annexation (e.g., south US 69 corridor).



THE ANNEXATION PROCESS - SIMPLIFIED

1. RESPOND

Respond timely to requests for annexation.

2. UNDERSTAND

Understand the quantity of services and facilities necessary to be supplied post-annexation.

3. CALCULATE

Calculate the costs associated with providing the needed services and facilities and the revenue potential from annexation areas and associated sources.

4. BALANCE

Balance the cost of annexation versus the revenue potential, while ensuring quality of life for residents is considered.

DEVELOPMENT, REDEVELOPMENT, AND REVITALIZATION

The identification, prioritization, and realization of development, redevelopment, and revitalization projects citywide is critical to the economic sustainability of Pittsburgh. Simply put, the city must be reinvigorated to maintain its relevancy in the future, continuing to change and grow as its population changes and grows. While there is a relatively small amount of undeveloped land within current city boundaries, the city is not landlocked, which provides opportunities for future expansion if deemed appropriate.

Done properly, with the appropriate regulations and guidelines in place, development, redevelopment, and revitalization projects can transform the perception of certain areas within the city (and therefore the city as a whole) and increase the city's economic viability in a way that capital improvements cannot achieve on their own. Though recommendations within this subsection are focused on current trends, they should also be adaptable to the ever-changing dynamics of the market.

Figure 5.2 identifies multiple areas within the city in need of and primed for development, redevelopment, or revitalization. An explanation of each feature shown on *Figure 5.2* is as follows.

Available Development Area

Available development areas are land that is largely absent of existing development and structures, within existing city limits. Such areas are identified to illustrate the city's potential for infill development, which is concentrated on the eastern side of the city. The development of such land should be in line with *Figure 5.1* and be of the highest quality. Proper development guidelines must be in place to ensure new development meets the standards expected by the community.

Mixed Use Redevelopment Area

Mixed use redevelopment areas are relatively large areas of land, made up of multiple parcels, that should be redeveloped to include a mixture of uses, such as varied density residential (single family homes, townhomes, apartments, etc.), commercial uses (office, retail, service, dining, etc.), green space and recreational uses, and limited light industrial uses. Mixed use developments provide inherent flexibility to supply multiple uses within a small footprint, creating areas where residents can reside and recreate.

The mixed use redevelopment area near PSU could provide additional, quality rental housing and dining and entertainment uses for the student population. While a variety of development formats would be appropriate within this mixed use redevelopment area, it is recommended that the primary development format be multi-story buildings with residential or office on the upper stories, and commercial uses on the ground floors. This development format will increase the density of this area and foot traffic during all times of day. It is envisioned that the development will be pedestrian-focused and utilize shared parking.

The mixed use redevelopment area on the Mission Clay property can provide important parks and recreational uses, such as soccer fields, a splash park, trail connections, and more, as well as additional mixed use development, business park space, and public uses (e.g., community center). This entire development should be master planned so that green space, parks, trails, and natural areas can be properly incorporated, and to guard against near-term incompatible uses or designs. Such amenities create an attractive environment for employees and residents. Given the size of this area, the creation of design guidelines is recommended to ensure an elevated building aesthetic, modern site amenities, a unique personality, and cultural features. Ultimately, these high quality development features will work to create a sense of place and cultivate an identity for the development.

Figure 5.2 Development, Redevelopment, and Revitalization Plan

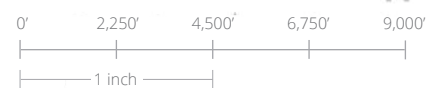


Healthy corridors should achieve...

- Greater multimodal connectivity within sites and to adjacent areas.
- Manage access along busy corridors.
- Concentrate retail into nodes only at favorable locations.
- Create effective land use transitions; support concentrated retail nodes with supporting residential or employment uses.
- Improve the aesthetics of the streetscape to emphasize it as valuable civic space.
- Incorporate civic gathering spaces as the anchor for focused centers.
- Organize redevelopment around a block structure to support future infill development over time.



Data Sources: City of Pittsburgh and Ochsner Hare & Hare, the Olsson Studio



Revitalization Corridor (Future Planning Area)

Corridors are a common organizing element for cities, and nationwide, communities like Pittsburgh are facing a common dilemma—vehicle-oriented corridors reach a point of diminishing returns when they are planned only as centers for commerce. Declining aesthetics, a lack of modernity, traffic congestion, or failing businesses can decline the entire corridor.

Corridors will continue to be important to the future of Pittsburgh, especially those leading to the heart and soul of the city: downtown. To reinvest along 4th Street (east and west of downtown) and Broadway Street (north and south of downtown), a new strategy is needed to avoid these patterns of the past.

A shift to more land-based development markets, rather than simply basing economic development on the hopes of capturing more pass-through traffic on roadways, is necessary. Strengthening the value of these corridors requires being strategic about where to concentrate quality places, and then supporting those places with complimentary land uses that do not compete or undermine the effectiveness of those strategic investments. This is a long-term and incremental strategy that can begin to restore sustained value to these important areas of Pittsburgh.

The identified revitalization corridors on *Figure 5.2* should be the topic of a citywide corridors plan.

Residential Revitalization Area

The primarily older neighborhoods that largely surround downtown serve an important role in the revitalization of downtown, as well as the health of the entire city. They provide, in part, the critical mass necessary to sustain a lively mixed use environment. To increase the provision of quality housing (both owner- and renter-occupied), a stabilization process is recommended for the residential revitalization areas shown on *Figure 5.2*.

GREENING AND MODERNIZING DEVELOPMENT

SITE DESIGN PRACTICES

- Locate new buildings to minimize impacts on nearby property;
- Use native plants;
- Incorporate rain gardens, bioswales, and pervious pavement;
- Provide pedestrian and bicyclist site furnishings;
- Screen utility equipment;
- Limit the number of access drives per development and utilize cross access between properties;
- Incorporate landscaping along the right-of-way, within parking lots, and along the buildings' base; and,
- Locate parking at the side or back of buildings.

BUILDING DESIGN PRACTICES

- Provide roof overhangs for shading;
- Incorporate site-level, green energy infrastructure where appropriate;
- Limit building setbacks;
- Orient buildings toward the main roadway;
- Articulate building façades and roofs with interesting materials and textures;
- Maintain high levels of building transparency where appropriate;
- Clearly define building entries; and,
- Screen roof equipment.

Such neighborhoods have been identified not to be fully redeveloped, but rather to reinvest in and revitalize. These neighborhoods are typically made up of older housing stock. Pittsburg's housing stock, as a whole, is older than that of the State of Kansas. Additionally, from 2010 to 2017, the inventory of renter-occupied housing increased by 13.3 percent with the owner-occupied stock decreasing by 17.3 percent. By 2017, rental housing accounted for 57.5 percent of the housing stock with owner-occupied reduced to 42.5 percent. These trends show the need for additional formats of rental housing.

The residential revitalization areas can play a role in the provision of rental housing, but the need must be met in a way that does not minimize the integrity of the longstanding single-family residential areas.

Existing Downtown Overlay District

Article 22 in the City of Pittsburg's Zoning Ordinance and Subdivision Regulations relates to the Downtown Overlay District, which is shown on *Figure 5.2*. The overlay district includes specific performance standards and regulations for parking, off-street loading, signs, height, area, and special events.

Commercial Node

Commercial nodes are concentrations of development in existing or new centers and around intersections, at a higher density than the surrounding area.

One of the key benefits of nodal development is reduced vehicle trips by providing bicycle and pedestrian amenities such as sidewalks, visible crosswalks, streetscape improvements, and street furniture.

Nodal development can enhance community character and sense of place by minimizing the spread of generic sprawl and unifying development, both in its access and aesthetic. Safety is also improved by concentrating access points within the nodes and limiting them along major corridors to minimize potential conflict points.

Done well, thriving nodes are likely to fuel additional private reinvestment in the surrounding areas. Establishing nodes is a complex matter that must consider interwoven factors such as land use, multimodal connectivity and access, aesthetics, identity, user experience, and more.

Two commercial nodes are proposed within the city: 1) US 69 and 4th Street; and 2) US 69 and Centennial Drive. Both nodes already feature commercial development, but each have been identified due to their available development space and because of their function as an entryway into the city. These nodes provide an opportunity to set the tone and quality of the community, as described in the following subsection.

City Entryway Gateway

Gateways are entryways to a city or district that serve not only to highlight key intersections, but also to brand and set a tone of quality for a community, building pride amongst residents while welcoming visitors. Gateways are a form of monumentation that are typically located at major intersections, nodes, or boundaries. Three city entryway gateways are proposed on *Figure 5.2*, including ones at Broadway Street/ Atkinson Avenue, US 69/Quincy Street, and US 69/Centennial Drive.

Gateways intersection enhancements (such as landscaping and structural elements) should be designed to reinforce the identity of Pittsburg, improving first impressions, and even telling a story.

DEVELOPMENT, REDEVELOPMENT, AND REVITALIZATION GOALS AND STRATEGIES

Land uses identify the general nature of development, redevelopment, and revitalization opportunities citywide, but the following text provides a framework of goals and strategies that will foster growth and enhancement through different areas of the city. To differentiate from land use, goals in this section are labeled DRR.

DRR GOAL 1. CAPITALIZE ON UNDEVELOPED LAND WITHIN CITY LIMITS AS AN ECONOMIC ENGINE.

STRATEGIES

- 1.1 Institute new and bolster existing economic development incentives (e.g., rural housing incentive districts and tax increment financing districts) to more efficiently realize the future land use plan.
- 1.2 Align existing and explore new incentive overlay districts for undeveloped land that align with the future land use plan.
- 1.3 Strategically assemble property in priority development areas to limit obstacles related to industrial and residential development, establishing larger areas of developable land to add flexibility needed by private developers to create profitable projects.

DRR GOAL 2. ENHANCE, DIVERSIFY, AND REVITALIZE PRIORITY CORRIDORS.

STRATEGIES

- 2.1 Develop a parcel-specific citywide corridors plan with inclusive public engagement and a market study to provide a vision for private properties within the corridor, as well as public right-of-way.
- 2.2 Develop a streetscape enhancement plan for each priority corridor and invest public resources into the phased streetscape enhancements. Streetscape enhancements to be explored include strengthening the pedestrian and bicycle network, enhancing the aesthetic appeal, improving traffic flow, and more.
- 2.3 Write design guidelines for each corridor that guide the improvement of the public streetscape and private property buildings, site, and signage.
- 2.4 Support a variety of retail development formats (neighborhood centers, strip commercial, and single tenant development sites) at corridor nodes.
- 2.5 Balance land uses along corridors so to not minimize the development of nodes.
- 2.6 Require internal circulation and connectivity within development along corridors that allows for a more cohesive and aesthetically pleasing streetscape design.

STREETSCAPE ENHANCEMENT OPPORTUNITIES



Median landscaping and street trees



Lighting



Public art, gateways, and monuments



Pedestrian and bicyclist amenities



Fencing and screening



Wayfinding

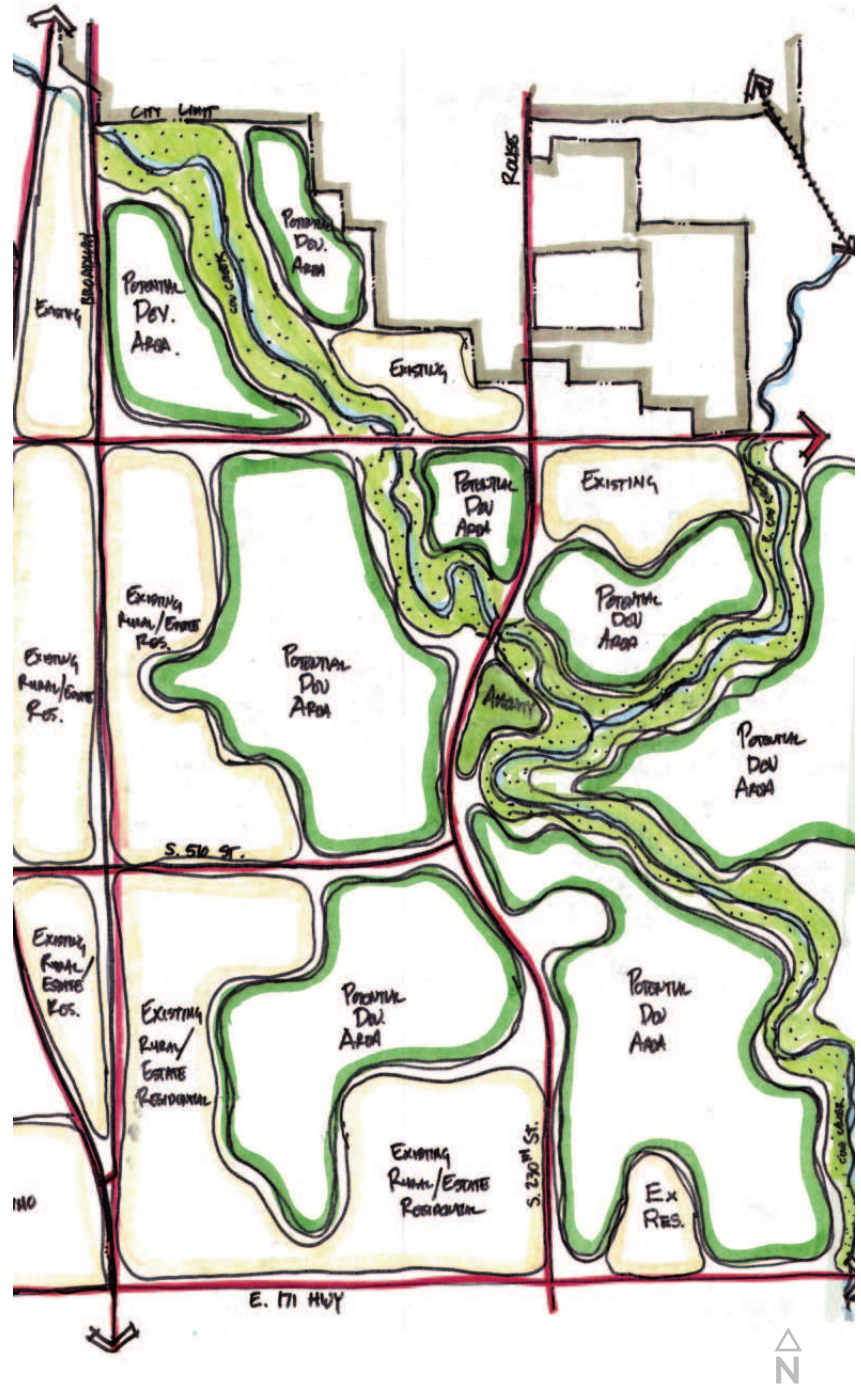
Figure 5.3

Conceptual Design: South US 69 Corridor

It is important to note that this concept is not part of the recommended plans, but rather intends to illustrate what could be a part of the City of Pittsburgh's future. This concept, as well as *Figure 5.4* and *Figure 5.5*, are meant to provide examples and inspiration of what future development and redevelopment could occur both within and beyond city limits as opportunities become available and/or there is public support.

As shown on *Figure 5.2*, the US 69 corridor that runs south to the Kansas Crossing Casino + Hotel is a key corridor primed for future multi-faceted opportunities, including: preservation of existing rural/estate residential; enhancement of and flood storage for Cow Creek; extension of roads to increase transportation connectivity; expansion of greenways and trails to enhance multimodal connectivity; and identification of potential future development areas.

As a heavily traveled transportation route, US 69 offers excellent connectivity for identified potential development areas while paving the way for the road network to expand east and west. With the diminishing availability of developable land within current city limits, the opportunity to expand along the US 69 corridor reduces strain on developable in the city. Further, the presence of Cow Creek offers additional means to integrate future development with a citywide greenway and trail network. This concept also illustrates the preservation of existing rural estate residential uses (low density housing) that community members desire but have limited access to within current city limits.



DRR GOAL 3. CREATE DISTINCTIVE PLACES AND NODES ALONG CORRIDORS.

STRATEGIES

- 3.1** Establish high quality, modern building, site, and sign standards for the proposed mixed use redevelopment areas. The standards should establish a sense of place and cultivate an identity through pedestrian connectivity, public space, innovative employment centers, mixed use development, and open space for recreation and public gathering.
- 3.2** Study the feasibility of acquiring the Mission Clay property in phases as the site is remediated and incorporate the land into the city's land bank program.
- 3.3** Provide an incentive package for potential developers of the mixed use redevelopment areas.
- 3.4** Design, invest in, and construct a citywide entryway gateway program to install branded structural and landscaping enhancements.
- 3.5** Prioritize infrastructure projects annually that connect high activity centers to the parks and trail system.
- 3.6** Facilitate and complete a PSU master plan that includes the surrounding University Residential (UR) district.

DRR GOAL 4. PROMOTE DOWNTOWN PITTSBURG AS THE SOCIAL AND SMALL BUSINESS HEART OF THE CITY.

STRATEGIES

- 4.1** Incorporate green space and public gathering spaces in future development/redevelopment of downtown and the surrounding neighborhoods.
- 4.2** Invest in amenities and infrastructure that attract and retain diverse, creative, and innovative businesses and entrepreneurs.
- 4.3** Develop a downtown specific plan to guide public and private improvement, development, redevelopment, and revitalization projects.
- 4.4** Institute new economic development incentives such as a community improvement district or business improvement district to provide a consistent funding source for downtown reinvestment and private property improvement incentive programs.
- 4.5** Enhance the current downtown business environment through recruitment, retention, and expansion efforts, such as creating a unique and identifiable brand for downtown.
- 4.6** Promote the development of office space downtown.
- 4.7** Preserve historically significant downtown structures through appropriate rehabilitation practices.
- 4.8** Weave infill housing into the fabric of the downtown and surrounding downtown neighborhoods.

Figure 5.4 Conceptual Design: Mission Clay Property



Figure 5.4 is shown for illustrative purposes only to express what could occur in an area primed for redevelopment. The proposed future mixed use development of the Mission Clay property offers approximately 200 acres of land to reimagine and transform into a multi-use destination. What currently is an unavailable and hidden part of the city could become a key part of the continued growth, expansion, and revitalization of downtown as it is located along the 4th Street corridor.

Figure 5.4 is, perhaps, the epitome of mixed use development as it combines nearly every proposed future land use into one single development. With a combination of green space and sport courts; preservation of existing wooded areas on the northeast side; business park complex; mixed use development; and community learning centers, the Mission Clay property is truly a one-stop-shop for mixed use commerce, recreation, and residential living.

DRR GOAL 5. STRIKE A BALANCE BETWEEN HIGH-GROWTH INDUSTRIES AND SMALL BUSINESSES TO BOLSTER ECONOMIC GROWTH AND EMPLOYMENT OPPORTUNITIES.

STRATEGIES

- 5.1** Expand the city's industrial base in line with the future land use plan.
- 5.2** Focus economic development efforts on high-growth sectors of the city's economy, including advanced and light manufacturing, imaging technology, plastic materials manufacturing, food processing, prototyping, polymer manufacturing, creative and technical services, healthcare, and tourism.
- 5.3** Ensure a balanced and diversified business sector to achieve sustained and improved economic prosperity, and to retain and attract high-skilled labor.
- 5.4** Invest in small-scale or incubator spaces for new and/or small, local businesses.
- 5.5** Develop a location assistance strategy that links allied business or complimentary resource needs.

DRR GOAL 6. PROMOTE DEVELOPMENT THAT REINFORCES THE IMPORTANCE OF THE PUBLIC REALM AND ENVIRONMENTAL SUSTAINABILITY.

STRATEGIES

- 6.1** Explore the creation of development incentives awarded to developers incorporating green building and site design principles, public gathering places, and/or trails to enhance walkability into their properties.
- 6.2** Consider environmental, parks, and/or public space enhancement impact fees to create a funding source for park developments, maintenance, trail connections, and more.
- 6.3** Promote clustered development in new residential areas to preserve green space and wildlife habitat.
- 6.4** Incorporate green infrastructure into capital improvement projects citywide.

What is green infrastructure? *Green infrastructure is an alternative way to manage stormwater when compared to traditional methods, which are designed to move stormwater away from the built environment. Instead, green infrastructure reduces and treats stormwater runoff near the source to reduce downstream impacts.*

When rain or other water runoff falls in open space or natural areas, it is absorbed into the earth and filtered by soil and plant matter before reentering the water cycle. When rain or other water runoff falls on impervious surfaces, like roofs, streets, and parking lots, the water is not absorbed, and is directed into storm drains. Green infrastructure could be incorporated into the stormwater management system of developments within the City of Pittsburg to help restore the natural flow of water to allow for groundwater recharge.

DRR GOAL 7. STRATEGICALLY INVEST PUBLIC RESOURCES TO EMPHASIZE PLACES IN THE COMMUNITY AND EXPEDITE PLAN IMPLEMENTATION BY PRIVATE SECTOR.

STRATEGIES

- 7.1** Complete and adopt area plans for corridors, neighborhoods, or other priority areas within the city.
- 7.2** Identify transformative public improvements that will leverage private investment in the five-year capital improvement plan.
- 7.3** Explore opportunities for public/private partnerships that can increase development potential in compliance with the recommendations of this plan.
- 7.4** Locate civic uses and invest in civic spaces where the largest potential to impact spin-off private development exists.

DRR GOAL 8. ESTABLISH AND MAINTAIN HIGH-QUALITY HOUSING CHOICES IN NEIGHBORHOODS AND CORRIDORS.

STRATEGIES

- 8.1** Undertake a neighborhood revitalization planning process to address substandard conditions within the older residential areas surrounding downtown.
- 8.2** Encourage the development of higher density residential rental developments in line with the future land use plan.
- 8.3** Implement a business licensing program that requires property owners to register their properties and grants the city the ability to conduct interior inspections prior to issuing a certificate of occupancy to address code violations.
- 8.4** Update the City of Pittsburgh's overlay zoning districts to reflect an additional overlay district for residential revitalization areas (see *Figure 5.2*) that, in part, allow for the construction of infill single family housing and small-scale multi-family housing.
- 8.5** Prioritize high quality, rehabilitated housing along corridors.

DRR GOAL 9. STRENGTHEN NEIGHBORHOOD HEALTH AND INDIVIDUAL IDENTITIES.

STRATEGIES

- 9.1** Create individual neighborhood improvement plans that are parcel-specific and include branding elements to signify each neighborhood's identity.
- 9.2** Continue to support, administer, and advertise Section 8 rental assistance, the city's land bank, and the Low Income Loan Program.
- 9.3** Establish financial incentive programs to spur property owner investment that include eligibility and improvement review requirements.
- 9.4** Initiate beneficial partnerships between the city and established and/or new neighborhood associations to support neighborhood maintenance, watch groups, events, and more.
- 9.5** Continually monitor residential market health by neighborhood; pair mortgage data with demographic data to measure investor confidence.



Figure 5.5 represents another idea for how residential development could occur should the city grow beyond current boundaries. The potential future residential development illustrated is located along key corridors and their intersections as US 69 provides key north-south connectivity to the major east-west transportation routes of 4th Street, Quincy Street, and Centennial Drive.

This potential future residential development is located on the west side of First Cow Creek.

This design showcases a style of construction that, when done properly, can coexist with proximal natural resources by adhering to appropriate development standards. These residences connect to the proposed greenway and trail system to integrate them with the future recreation-oriented fabric of the city while providing a desirable amenity at the fingertips of these properties.

STORMWATER

While developing the future land use plan, consideration was given to the impact certain land uses would have on stormwater runoff and water quality in the receiving waters. Development can be achieved in a way that protects natural resources and avoids increased flooding. Municipalities can proactively protect water quality and prevent increased runoff by implementing development requirements for water quality treatment and stormwater detention. Water quality treatment typically captures the first one (1) to one-and-a-half (1.5) inches of rainfall and treats it on-site through a variety of methods that can involve infiltration, evapotranspiration, sedimentation, or chemical/hydrodynamic processes. Stormwater detention requirements mandate that developers limit peak runoff rates to mitigate flooding impacts caused by developments. Developing and implementing water quality and detention requirements as Pittsburg grows will help mitigate the negative effects of future development.

As shown on *Figure 5.6*, the stormwater plan primarily addresses water quality and stormwater runoff by protecting riparian corridors with stream buffers, identifying locations for regional detention, and assigning appropriate land uses for areas within the floodplain. As discussed in *Section 2 – Current Conditions*, healthy riparian corridors are present on Taylor Branch and First Cow Creek within city limits. Establishing stream buffers for these areas will protect future water quality as riparian corridors provide pollutant interception, sediment reduction, reduced water temperatures, and increased habitat. Several locations for regional detention basins were identified in the Taylor Branch watershed. Regional detention can reduce existing flooding issues while reduce the cost of future downstream storm sewer and bridge improvements.

Areas within floodplains are likely to flood and an appropriate land use should be assigned to limit future flooding liabilities and to plan with environmental sustainability principles in mind, while making efficient and economically beneficial use of the land.

Parks and recreational facilities, such as athletic fields, are common in floodplains as flood damage to such facilities is often minimal. If residential housing is constructed within the floodplain, which is shown in some places on the future land use plan (*Figure 5.1*), it must be elevated above the base flood elevation and meet all the city's floodplain management ordinances. These ordinances help prevent structure flooding and excessive increases in flood elevations.

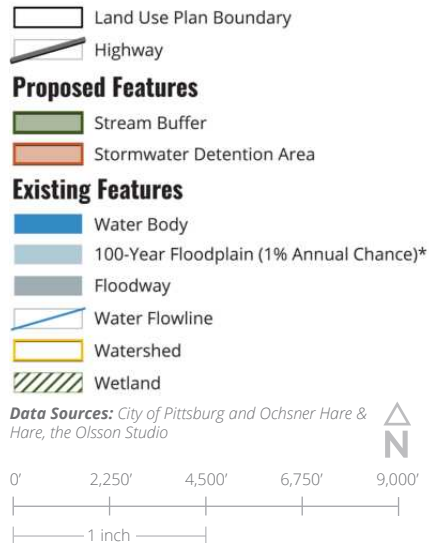
RUNOFF POTENTIAL

First Cow Creek

First Cow Creek flows along the western city limits and collects stormwater runoff from the western part of the city in addition to its large drainage area outside of city limits. Watershed boundaries are shown in *Figure 5.6*. The portion of the First Cow Creek watershed that is within the city limits is nearly fully developed and has a moderate to high potential for runoff. This watershed includes approximately half of the drainage from the downtown district. The remainder of the area consists primarily of small lot (1/8 acre) residential along with some commercial uses at the north end of Broadway Street. There is no existing regional detention in the First Cow Creek watershed and few private detention areas that could aid in offsetting runoff.

As the First Cow Creek watershed is almost entirely developed, it is challenging to implement regional detention. Additionally, there are very few tributary streams or channels where water collects prior to reaching the floodplain to accommodate detention. Redevelopment requirements could be used to require detention and water quality as sites redevelop, however much of the watershed is residential, which is typically not impacted by these requirements. The recommended approach to address stormwater issues in this area is to develop a capital improvements plan that incorporates improvements to stormwater collection and conveyance systems. Infrastructure improvements can reduce existing flooding issues while stormwater detention regulations will help prevent future increases to runoff.

Figure 5.6 Stormwater Plan



What are...?

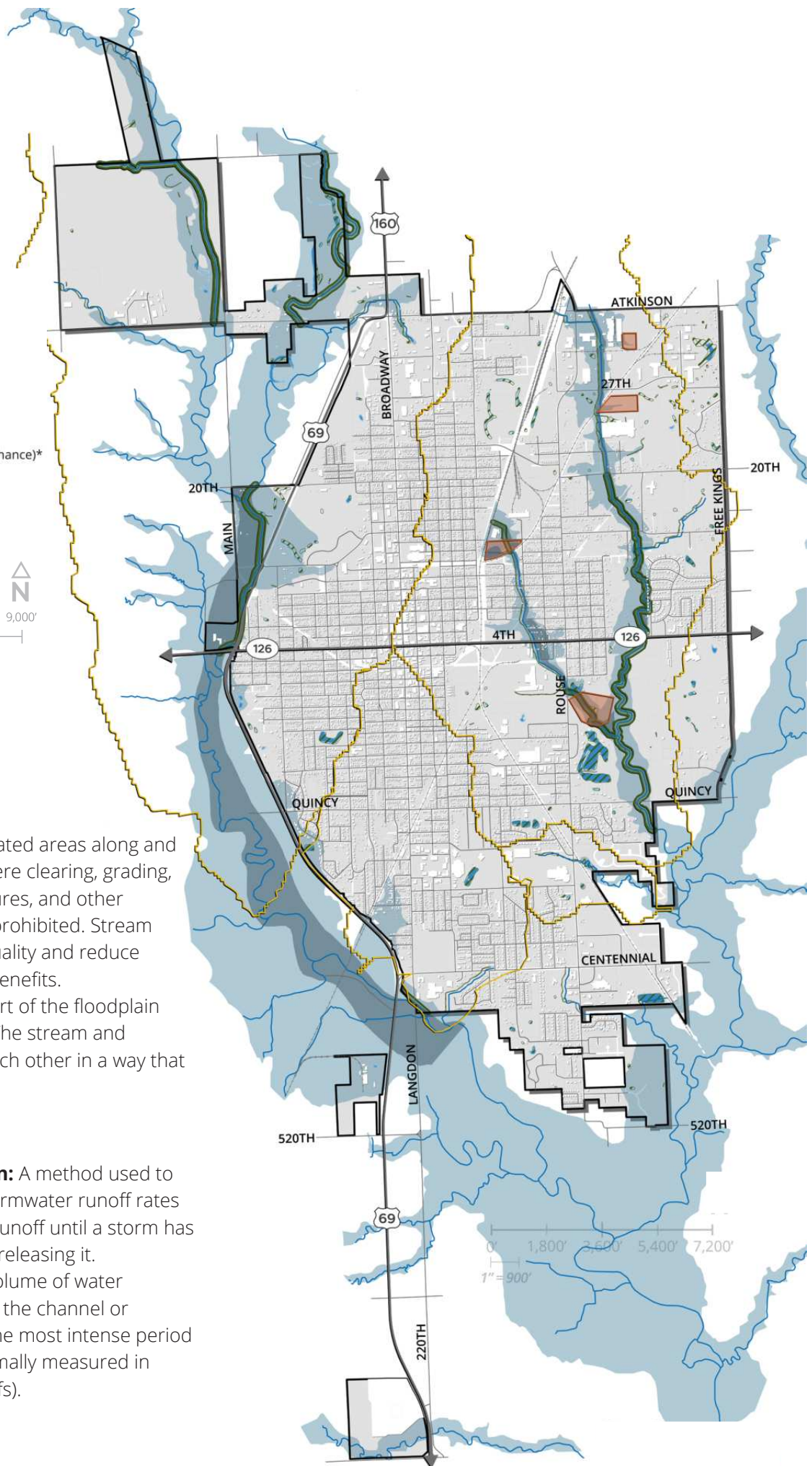
Stream Buffers: Vegetated areas along and adjacent to streams where clearing, grading, filling, building of structures, and other activities are limited or prohibited. Stream buffers protect water quality and reduce flooding, among other benefits.

Riparian Corridors: Part of the floodplain closest to the channel. The stream and corridor interact with each other in a way that is mutually beneficial.

What is...?

Stormwater Detention: A method used to mitigate increases in stormwater runoff rates by holding a volume of runoff until a storm has passed and then slowly releasing it.

Peak Flow Rate: The volume of water per second that flows in the channel or conveyance system at the most intense period of the runoff event, normally measured in cubic feet per second (cfs).



Taylor Branch/East Cow Creek

The Taylor Branch watershed encompasses the eastern half of the city. Taylor Branch drains into East Cow Creek which flows north to south along the city's eastern boundary. The Taylor Branch/East Cow Creek watershed has a moderate potential for stormwater runoff, with future development potentially increasing runoff. In its existing condition, there is a fair amount of open land allowing for stormwater infiltration. The remainder of the watershed consists mostly of small lot residential, although it also includes the eastern half of the downtown district, PSU, and industrial areas with high runoff potential.

Future development opportunities are mostly located near the floodplain along Taylor Branch. If the open spaces shown in this watershed are developed without proper detention control, a significant increase in the watershed's runoff potential will occur. Specifically, the sizable undeveloped residential area between 4th Street and Quincy Street would have a significant impact on runoff volume if this proposed development area does not include stormwater detention. Potential regional detention locations were identified in this watershed that could help reduce existing flooding issues or offset future impacts of development, as seen on *Figure 5.6*.

Three potential detention locations were identified in the Northeast Industrial Park as part of a previous stormwater study. These detention locations would focus on mitigating for future impacts of development within the industrial park. Two additional detention areas were identified in this study, located at:

- The open space area near 14th Street and Taylor Street; and,
- East of Rouse Avenue approximately one-quarter mile south of 4th Street.

Detention at 14th Street and Taylor Street would focus on alleviating flooding between 11th Street and 4th Street. Several houses are in the floodplain and floodway throughout this area and currently experience impacts from flooding. Regional detention could reduce flooding throughout this area and potentially narrow the floodplain limits.

Houses remaining in the floodplain and floodway, despite regional detention improvements, could be purchased by the city to eliminate flooding structures in this area.

Detention east of Rouse Street may reduce peak flow rates through the future residential area shown on the future land use plan that are downstream. Reduced peak flows to this area would provide more buildable land and reduce the cost of fill and infrastructure required to develop the land. The downstream development could also be allowed to buy into this regional detention to meet part of the detention requirement for their development; however, private detention may still be required to avoid increased flooding.

STORMWATER GOALS AND STRATEGIES

Stormwater goals and strategies are outlined on the following page. These recommendations are based on how to find harmony between future land use and development patterns and stormwater management. To differentiate from land use, and development, redevelopment, and revitalization, goals in this section are labeled SW.

SW GOAL 1. MINIMIZE FLOODING AND STORMWATER INFRASTRUCTURE COSTS.

STRATEGIES

- 1.1 Perform a detailed hydrologic study to evaluate the potential benefits of regional detention.
- 1.2 Implement private stormwater detention requirements on new development and redevelopment projects.
- 1.3 Incorporate improvements to stormwater collection and conveyance systems in the capital improvements plan.
- 1.4 Assign appropriate land uses within floodplains and enforce existing floodplain management ordinances.
- 1.5 Consider buyouts of existing flooding structures located within the floodplain and floodway.

SW GOAL 2. CONSERVE AND IMPROVE WATER QUALITY IN STREAMS AND LAKES.

STRATEGIES

- 2.1 Implement stream buffer restrictions.
- 2.2 Implement private storm water quality treatment requirements on new development and redevelopment projects.
- 2.3 Incorporate bioretention and water quality treatment features into greenway projects and educate the public on their purpose and function.



Stream buffers intercept sediment, nutrients, pesticides, and other materials in stormwater runoff.



Native plants, shrubs, and trees reduce non-permeable surfaces and provide more opportunities for groundwater infiltration to lessen stormwater runoff.



Curb cuts help capture and beneficially use stormwater runoff from the streets and sidewalks.



Rain gardens are ideal for smaller or residential systems to slow the movement of stormwater while collecting water to naturally water plants and vegetation.



Bioswales work by slowing and filtering stormwater, especially from large, impervious areas, like parking lots or roadways.



Green roofs can improve stormwater management by reducing runoff and improving water quality.

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SECTION 6

NEXT STEPS AND IMPLEMENTATION



INTRODUCTION

The vision for the City of Pittsburg has been cast. To realize this vision, policies, projects, and people must align and work in concert. Complete implementation of the Plan requires a high level of trust, cooperation, and focused attention between residents, elected officials, city staff members, local businesses, the private sector, and community organizations - all whom must advance the Plan together.

Integral to each implementation step are the following overarching strategies:

- **Day-to-Day Use:** The Plan should be used daily, as the official policy guide for land use, development, redevelopment, revitalization, and stormwater citywide.
- **Cooperation and Coordination:** Current connections between involved organizations, businesses, and individuals must be maintained throughout the implementation process. Communication with those invested persons is necessary for the proactive execution of the Plan.
- **Start with Policy:** Establishing policy creates the essential framework for future implementation of the Plan. Oftentimes, policy changes can be made quickly and for a minimal cost.
- **Be Bold and Visible:** Early “wins” and visible projects help garner the endorsement of the public. Market the early successes to gain support and momentum for long-term ventures.
- **Identify Plan Champions:** Those persons involved in the planning process must continue to champion the Plan over time to maximize success.

NEXT STEPS

Three general steps should be taken, and started immediately, to achieve visible gains and create a strong, progressive atmosphere of improvements, redevelopment, and development as opportunities and funding arise. The steps are listed below.



Align Policies, Regulations, and Administrative Processes



Advance the Plan Proactively



Prepare Additional Documents

This section utilizes a series of implementation matrices to clearly lay out the next steps that will move the Plan forward. One implementation matrix is provided for each of the three steps listed above. Each implementation topic builds on the goals and strategies outlined in *Section 5 - Future Land Use Plan* providing more specifics to achieve the vision. Responsible parties, a general time frame, and estimated cost impact is provided for each task.



Priority Projects and Actions

Alongside responsible party, time frame, and cost impact, an asterisk is shown to symbolize projects or actions that should be prioritized. A priority project or action signifies a policy, process, or document that is critical to the future development potential of the city and/or is highly visible. As such, the identified projects do not necessarily have funding sources allocated, but rather should be prioritized due to their ability to influence positive trends more so than other recommendations.

Responsible Party

Although the entire public should feel an investment in the Plan's advancement, elected officials, city staff members, and certain organizations have a vested responsibility when it comes to Plan implementation. Responsible parties are identified for each item listed in the below matrices so it is clear who should be doing what to ensure the Plan does not sit idle. It should be the responsibility of the identified departments, individuals, or elected body to appoint additional persons to aid in the task at hand.

Time Frame

Generally, low-cost strategies with simple implementation steps are planned for the immediate future.

- **Continuous:** (Ongoing over Plan lifetime) Varying costs, but necessary tasks to sustain the Plan.
- **Immediately:** (0-1 year) Low cost, ease of implementation, directly advances other strategies, or addresses critical issues.
- **Short-Term:** (1-5 years) Fairly significant cost, but with planning can be implemented within this time frame.
- **Long-Term:** (5+ years) Significant cost, requires implementation of other strategies first.

Cost Impact

Cost impact designations only refer to implementation costs incurred by the city and do not account for private investment costs.

- **Low:** Strategies that require policy changes or partnerships with limited outside funding requirements
- **Medium:** Strategies that require relatively affordable consulting services and/or infrastructure improvements
- **High:** Strategies that require high levels of planning, engineering, and/or design and infrastructure improvements

Concept Sketches

ADVANCING THE PLAN

This section of the Plan sets forth an action plan to move the Plan's recommendations forward. Minute implementation details are not provided; rather, a brief look at short- and long-term implementation tasks are explored.

Next steps - in the form of policies, programs, and projects - are discussed alongside who is responsible for overseeing and taking charge of implementation.

The following summarized policy, regulatory, and administrative implementation strategies should be considered by city staff members, within the proposed time frames. Generally, policy, regulatory, and administrative changes can be completed in a short time frame and require little to no funding. Policies, regulations, and administrative processes are outlined in *Table 6.1*.



TABLE 6.1 Align Policies, Regulations, and Administrative Processes Implementation Matrix

<i>Task Description</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Cost Impact</i>
<i>Adopt the Future Land Use Plan</i> 			
The Plan should be adopted by the Pittsburg City Commission as the official policy guide for land use, development, and stormwater improvements in the City of Pittsburg. It is essential that the Plan be used when reviewing and evaluating all proposals for improvement within and adjacent to city limits.	City Commission	Immediately	Low
<i>Amend relevant ordinances and plans</i>			
Once the Plan has been adopted, the city should amend affected ordinances and plans so that they may be aligned with the vision and recommendations of this Plan.	City Commission	Immediately	Low
<i>Communicate the Plan</i>			
As implementation of the Plan will rely on public and private reinvestment and partnerships, the Plan's recommendations must be communicated to those persons with a current (or future) stake in the city's vitality. City staff members should meet with property owners and potential redevelopers, such as major businesses capable of large redevelopment or enhancement projects. Additionally, other public agencies, utility companies, and various neighborhood groups should be provided a copy of the Plan. The Plan should be posted on the city's website and sent to the city's media contact list.	- City planning staff - City Communications and Media Relations staff - Private developers	Immediately	Low
<i>Review the Plan periodically</i>			
This Plan contains recommendations based upon current conditions, market analysis, and public input at the time of its creation. While there are strong recommendations in the Plan for achieving the vision, the needs and desires of the city may shift over time. The Plan should be nimble and react to those shifts and be revised to fit the community's needs over time. However, significant changes should only be made after careful consideration.	City planning staff	Continuous	Low
On an annual basis, a progress report should be created by city staff members for review. Additionally, the Plan should be reviewed in its entirety every three to five years for progress and relevance. Should that review indicate that conditions, needs, or new opportunities warrant further study, that study should be conducted and the Plan document revised.			

Complete realization of the vision will be a lengthy process, constrained by available funding, resources, and staff availability. Either a reactive or proactive approach may be taken following adoption of the Plan. The reactive approach sits ready for and reviews development projects as they arise. Comparatively, the proactive approach goes out, explores the market, and actively communicates the Plan to the development community. The proactive approach is an aggressive tactic for advancing the Plan. It manages, directs, and guides change.

While the reactive position is a realistic approach to moving the Plan forward, it is not proactive in seeking change. Therefore, it is recommended that a proactive approach to implementation is taken by the city. Proactive implementation strategies are detailed in *Table 6.2*.



TABLE 6.2 Advance the Plan Proactively Implementation Matrix

<i>Task Description</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Cost Impact</i>
Educate elected officials and the public			
This planning process has facilitated a considerable amount of public and stakeholder outreach through in-person events and an online presence, keeping community members involved and informed of the Plan's development. Building on these efforts and to ensure that community members understand and further champion the Plan's recommendations, major milestones should be covered in the media and other means to update residents. Equally important is the education of newly elected officials. A full review and explanation of the Plan and its current stage of implementation should be provided to each newly elected official.	• City planning staff • City Communications and Media Relations	Continuous	Low
Continue citywide branding efforts and promotional campaign 			
As described in <i>Section 5 - Future Land Use Plan</i> , branding and design guidelines assure consistency in quality of service, natural and built environment aesthetics, and overall appearance, especially along revitalization corridors and commercial nodes. Continuing current citywide branding and promotional efforts is a must; however, efforts should be expanded upon in identified revitalization corridors and at commercial nodes, as illustrated on <i>Figure 5.2</i> . All existing and future branding and promotion efforts should be coordinated among existing tenants, property owners, and city leaders, combining physical improvements with promotional strategies. The promotional campaign and its associated marketing strategies should aim to attract both local and out-of-town visitors, but should also improve business and property owner confidence in the long-term viability of investments in Pittsburgh.	• City planning staff • City Communications and Media Relations	Immediately/ Continuous	Low
Develop and implement a strategic business recruitment plan			
To effectively attract the desired mix of businesses targeted at post-graduate student retention and high-skilled labor attraction, it is critical to first develop a Strategic Business Recruitment Plan. The plan should identify the wants and needs of the city from a business market perspective, and then develop strategies for recruitment. Strategies should leverage promotional campaign efforts, as well as any financial incentives permitted by the city.	• City planning staff	Short-Term	Low

The following plans, studies, and guidelines listed in *Table 6.3* should be developed to further the recommendations of the Plan. The listed plans, studies, and guidelines directly reference the goals and strategies outlined in *Section 5 - Future Land Use Plan* that relate to the creation of additional documents.



TABLE 6.3 Prepare Additional Documents Implementation Matrix

<i>Task Description</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Cost Impact</i>
<i>Incorporate Plan recommendations into the 2021-2026 Capital Improvement Plan (CIP)</i> 			
Implementation of the Plan requires cost estimates, phasing plans, and set funding sources. Those persons charged with implementing the Plan should have both short-term and long-term decision-making abilities, an understanding of the potential value of such decisions, and the ability and willingness to capitalize on opportunities as they make themselves available. A report should be compiled for Plan recommendations that ties each recommendation and/or strategy to a funding source and planned expenditures for each year from 2021 to 2026 to align with the city's upcoming CIP. Such items to include should consider infrastructure improvements; streetscape enhancements; and future studies.	City planning staff	Immediately	Low
<i>Prepare an Existing Land Use Map</i>			
To ensure current land use conditions are accurately depicted is an important tool for the city to possess. As the future land use plan requires updates or modifications, it's crucial that the city knows what they are working as the base condition. An existing land use map is just as much of a road map as a future land use map because it outlines where the city is at in the current point in time, which informs what steps must be taken to achieve where the city wants to go. As a cost saving measure, the city could hire an intern or part-time contractor to help complete this effort.	City planning staff	Short-Term	Low
<i>Develop a Streetscape Enhancement Plan for Broadway Street</i> 			
To fully capitalize on the potential for the downtown district development, redevelopment, and revitalization, streetscape enhancements should be prioritized. A streetscape enhancement and maintenance plan should be created for Broadway Street from 14th Street to Euclid Street. The plan should prioritize phases of enhancement by block with a phased investment schedule.	City planning staff	Short-Term	Medium
Items to address should include: gateway enhancement at identified locations (see <i>Figure 5.2</i>); wayfinding (pedestrian and vehicular); branding elements; public art; landscaped medians; street trees; and so on (see page 71 for examples). Where possible, integrate green infrastructure (see page 81 for examples) into the public right-of-way, likely as part of landscaped median enhancements.			

**TABLE 6.3** Prepare Additional Documents Implementation Matrix (continued)

<i>Task Description</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Cost Impact</i>
Create a Downtown Plan			
As the heart and soul of the city, the downtown district merits a dedicated planning study. A downtown plan should outline ways to establish and promote the district as a regional draw that includes retail, housing, arts and entertainment, civic, office, cultural, residential, hospitality, and recreational uses. There should be a focus on rehabilitation of existing buildings and infill development. The plan should also incorporate branding and aesthetics. Ultimately, the downtown plan should guide public and private improvement, development, redevelopment, and revitalization projects.	• City planning staff • City Community Development and Housing staff • City of Pittsburgh Chamber of Commerce	Short-Term	Medium
Develop a Citywide Corridors Plan (including streetscape enhancement and design guidelines)			
To continue the momentum of development, redevelopment, and revitalization of the downtown district, the corridors which lead to it must be focused on. A parcel-specific citywide corridors plan should be created quickly following the adoption of this Plan. The study should focus on the corridors that surround and lead to the downtown district boundary (see <i>Figure 5.2</i>), including: • 20th Street to 14th Street; • US 69 interchange to North Walnut Street; • Quincy Street to Euclid Street; and, • North Water Street to Joplin Street. The corridors study should incorporate inclusive public engagement and a market study to provide a vision for private properties within the corridor, as well as public right-of-way. The study should have a robust scope, including a streetscape enhancement plan that considers improvements to the bicycle and pedestrian network; elevation of the aesthetics that considers landscaping; and, traffic flow improvements to ensure harmony between trucks, cars, and non-motorized vehicles. The streetscape enhancement plan should detail a phasing schedule to ensure implementation of recommendations are not financially burdensome or inconvenient to businesses during construction phases. The study should also include design guidelines that directs improvements to the public streetscape and private property buildings, site, and signage to create a consistent aesthetic along the corridors that lead to the heart of the city.	• City planning staff	Immediately	Medium



**TABLE 6.3** Prepare Additional Documents Implementation Matrix (continued)

<i>Task Description</i>	<i>Responsible Party</i>	<i>Time Frame</i>	<i>Cost Impact</i>
Expand upon existing PSU Master Plan			
PSU currently has a Master Plan in place that addresses facilities within existing campus boundaries. However, an expansion of this existing Master Plan should be created that extends beyond the boundaries of campus to put a plan in place for the University Residential (UR) district shown on the Future Land Use Plan (see <i>Figure 5.1</i>). The housing that surrounds PSU should consist of high-density rental options that appeal to the student body. The Master Plan update should aim to address not only housing options, but also look at PSU from a district-wide perspective. Strategies should be developed on the formation of a mixed use area around the campus that incorporates restaurants; retail; open space and trails; and academic support facilities. The creation of a robust university housing district around PSU would enhance student life while potentially loosening the local rental housing market by lowering competition for housing among students and residents.	• City planning staff • City Community Development and Housing staff • PSU administration	Immediately	Medium
Create Neighborhood Improvement Plans 			
Dedicated studies and planning efforts should be placed on neighborhoods citywide, with particular emphasis on houses and housing groups within the identified residential revitalization areas on <i>Figure 5.2</i> . With a need for new and rehabilitated homes and neighborhoods, a study should first be done that identifies the parcels or groups of parcels with the greatest need for revitalization and rehabilitation to create a prioritized and phased neighborhood improvement program. This effort should also involve funding sources to aid in the revitalization and rehabilitation process. Generating neighborhood pride should be a component of this process to instill a sense of ownership and commitment to the long-term betterment of housing and neighborhoods citywide that is sustainable for years to come.	• City planning staff • City Community Development and Housing staff	Long-term	High
Perform a hydrologic study			
A detailed hydrologic study should be prepared to evaluate the potential benefits of regional detention citywide to complement recommendations of the stormwater study performed as part of this planning process. With the abundant water resources throughout the city and floodplains, as growth happens, a hydrologic study will inform how to ensure harmony between the built environment and natural resources.	• City planning staff • City Public Works staff	Long-Term	Medium



TABLE 6.3 Prepare Additional Documents Implementation Matrix (continued)

Task Description	Responsible Party	Time Frame	Cost Impact
Prepare a report on future growth			
Although not an official recommendation of this plan, a potential strategy for the city to consider as growth and development pressures increase is the annexation of adjacent land. Growing current city boundaries is a complex decision involving many factors, such as utility expansion, adequate service provision, and infrastructure capacity (including roads, sidewalks, and trails). If the thought of annexation develops further, a detailed report should be prepared that includes a fiscal impact analysis, an analysis of the current utilities, infrastructure, and services available in the potential annexation area, and appropriate phasing to make for an easier transition. Additionally, the purpose, need, and justification for growth must be made.	• City planning staff • City Community Development and Housing staff • County planning staff	Long-term	Medium

MAINTAINING MOMENTUM

With goals and strategies defined, priority projects and actions identified, and public support in place, now is the time to maintain the momentum of this planning process and resulting Plan. It is a much simpler task to keep subsequent planning processes rolling than it is to start and stop projects with long gaps in between. With the dedicated and committed City of Pittsburg staff members, engaged citizens, and Plan champions from the Steering Committee, this Plan is just the beginning.

Land use lays the foundations of how, where, and why a city desires to grow. Now is the time to get into the details of identified projects that will develop, redevelop, and revitalize the city over time. Studying priority corridors and neighborhoods, and addressing critical issues, such as housing, will expand the scope of this Plan to ultimately form a comprehensive plan for the City of Pittsburg. As studies are completed and projects are seen through, a comprehensive plan will be formed that has taken a deep dive into everything that is most pressing and matters to the community. The Future Land Use Plan provides the foundation for the city to take off.

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APPENDIX A

ECONOMIC AND MARKET ANALYSIS

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APPENDIX B

**PUBLIC ENGAGEMENT
FULL SUMMARY**