

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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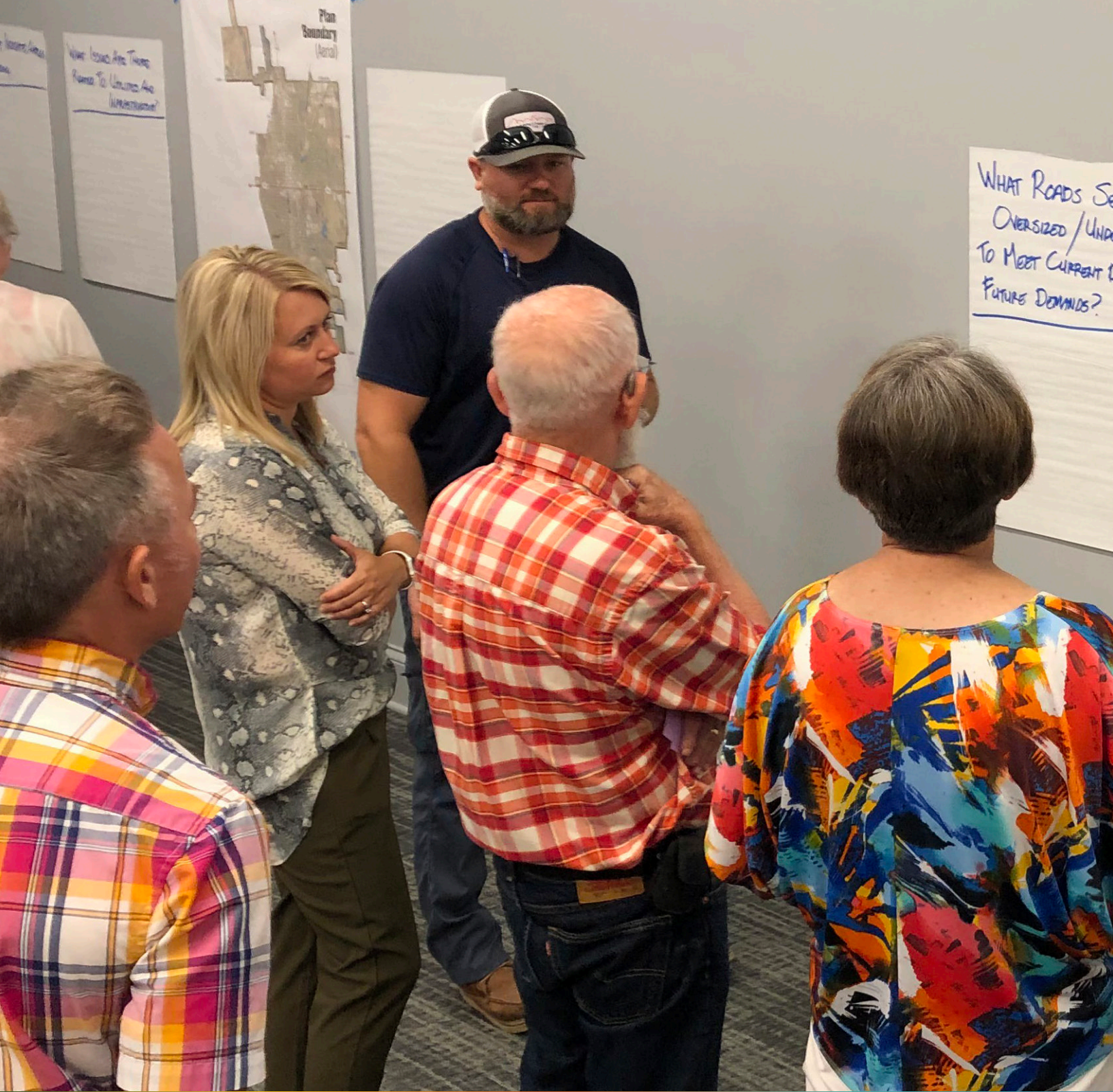
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"Empowerment is essentially a capacity to define clearly one's interests, and to develop a strategy to achieve those interests. It's the ability to create a plan or program to change one's reality in order to obtain those objectives or interests. Power 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

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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

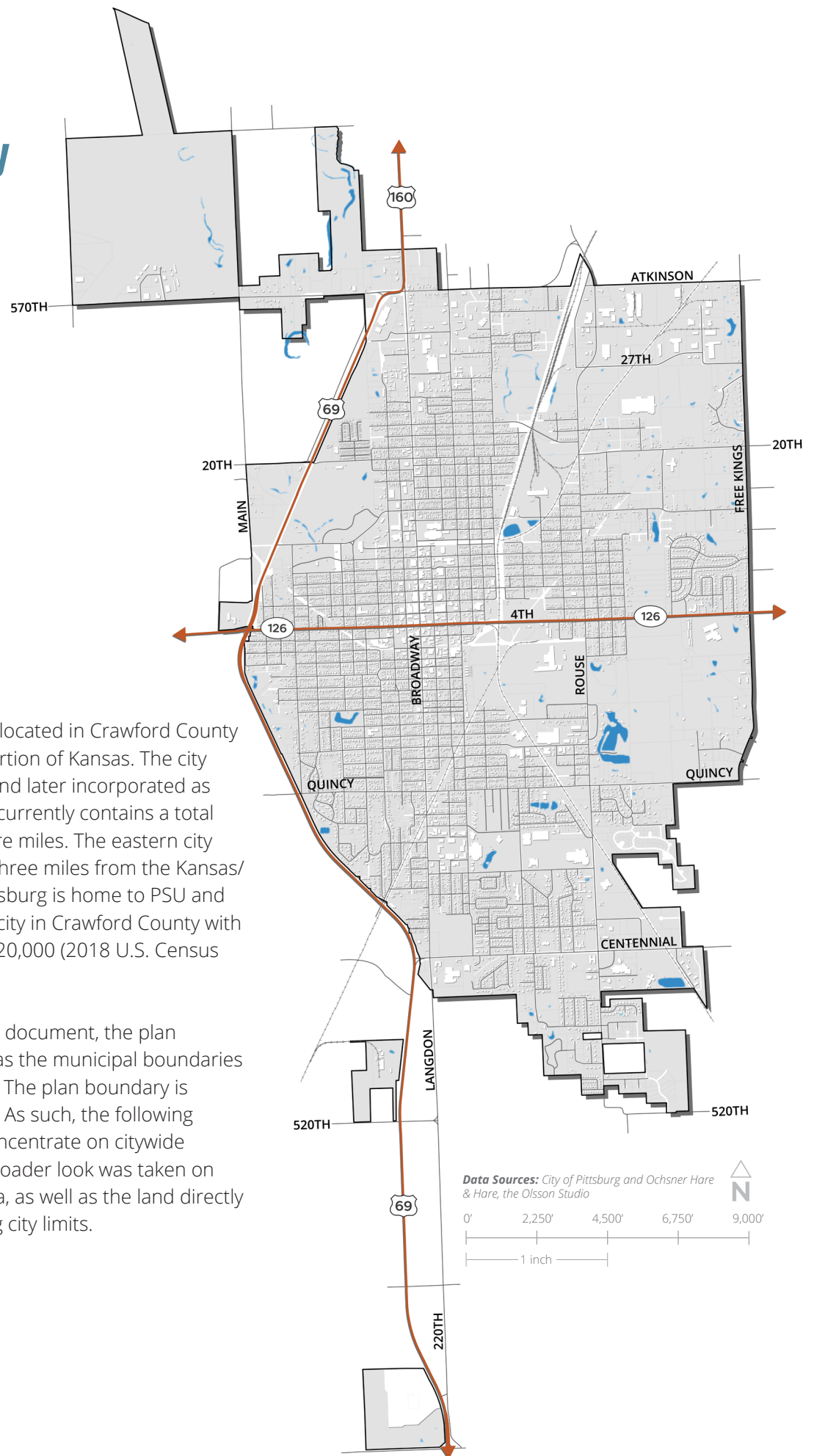
All community members are brought together through the rich activities that are growing in variety and frequency citywide. From the arts center to downtown to the weekend farmers market, Pittsburg must continue this trend of place-based activities that appeal to and engage all segments of the population. 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.

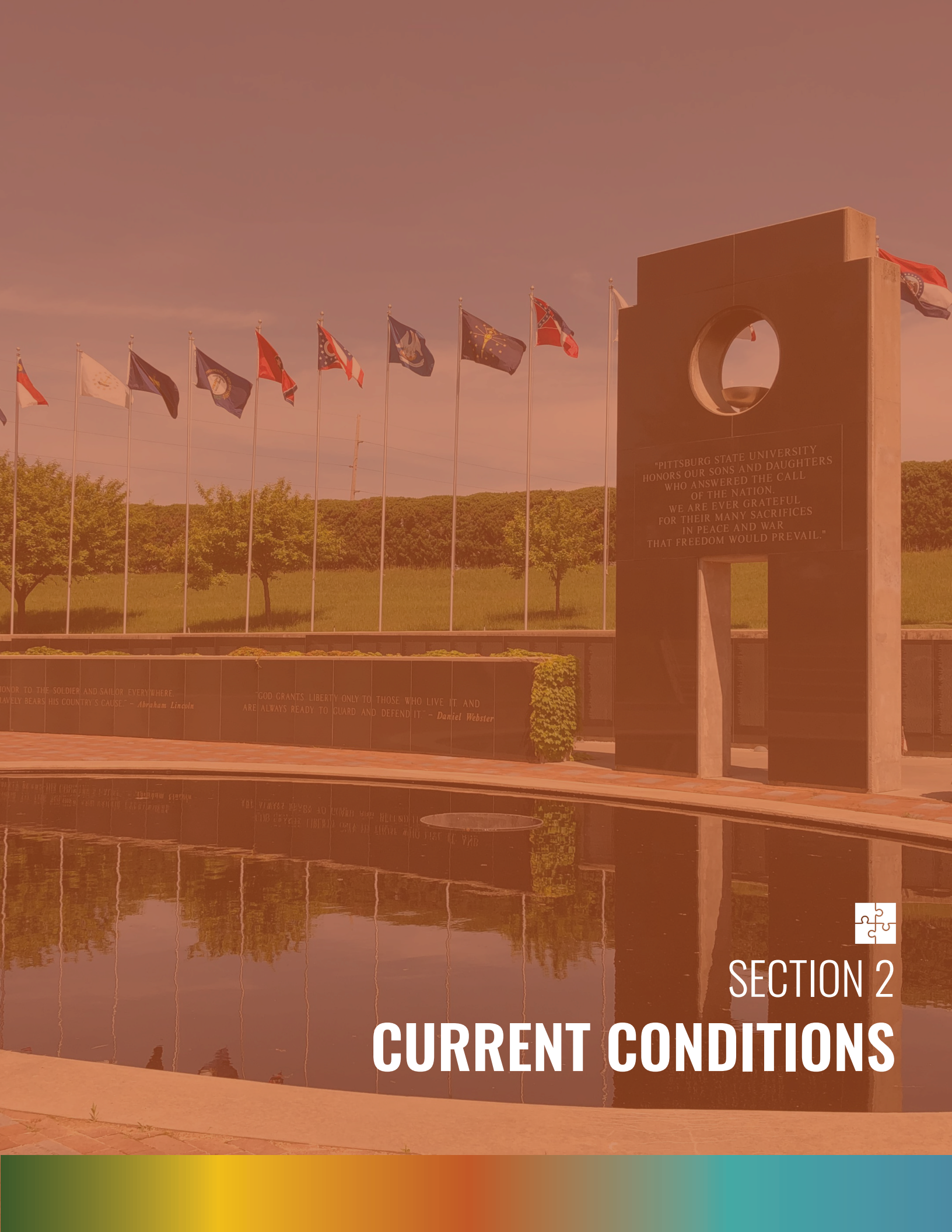
Figure 1.1 Plan Boundary

- 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.



"HONOR TO THE SOLDIER AND SAILOR EVERYWHERE. 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

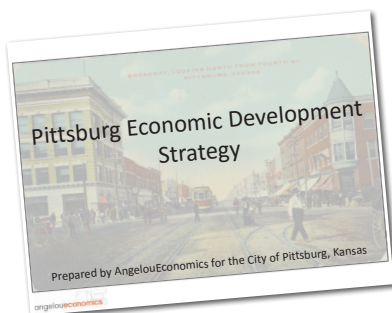
CURRENT CONDITIONS



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.

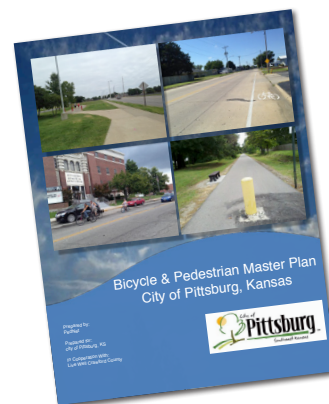
Bicycle and Pedestrian Master Plan (2015)

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:

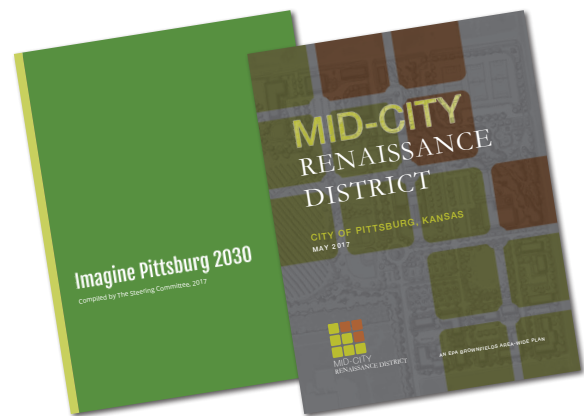
- Enhance housing and amenities in downtown
- Expand the supply of moderate-income housing
- Establish neighborhood associations and planned subdivisions
- Expand housing for seniors with emphasis on affordable housing options
- Build short-term housing for young professionals, consultants, and families

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

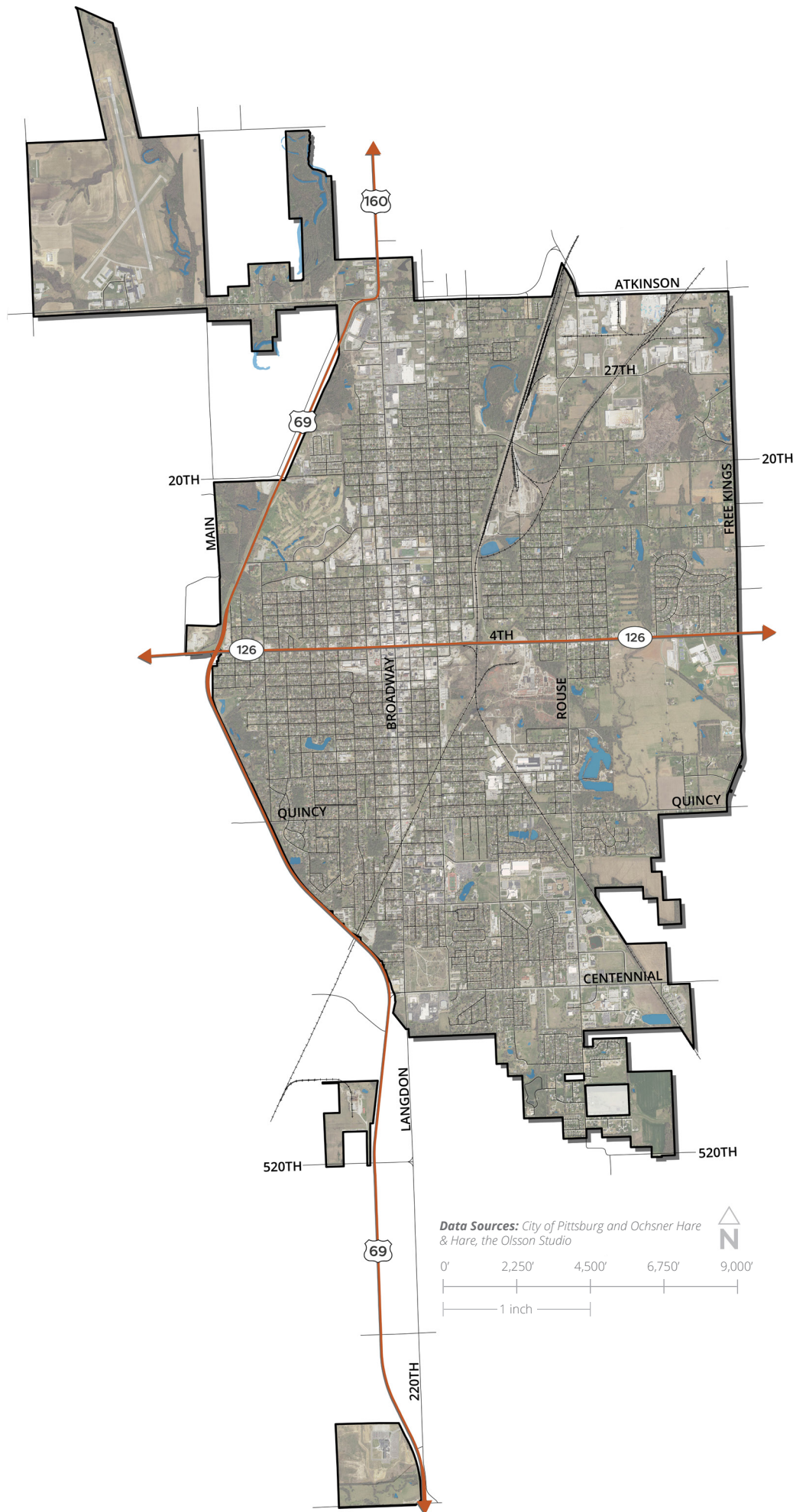
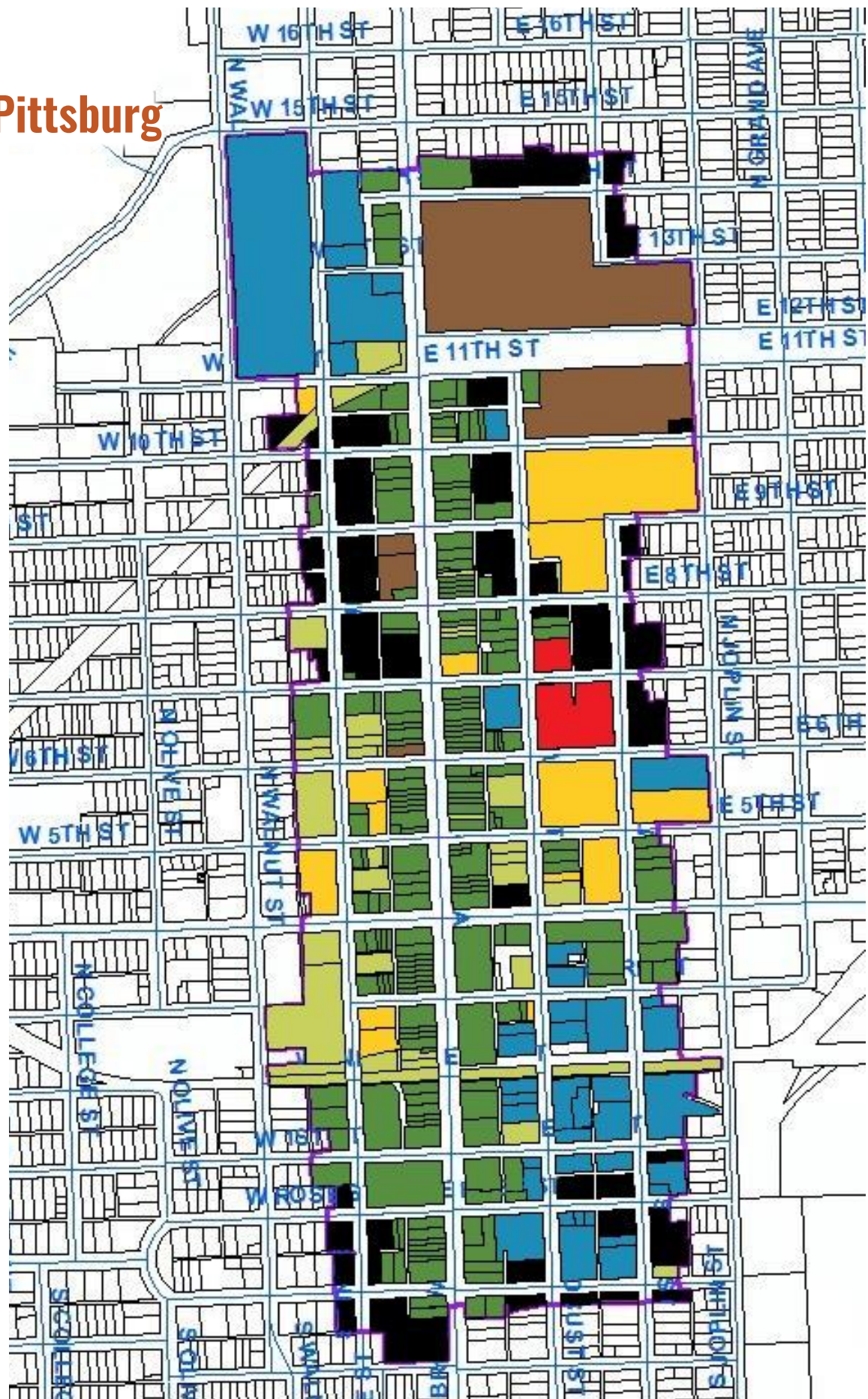
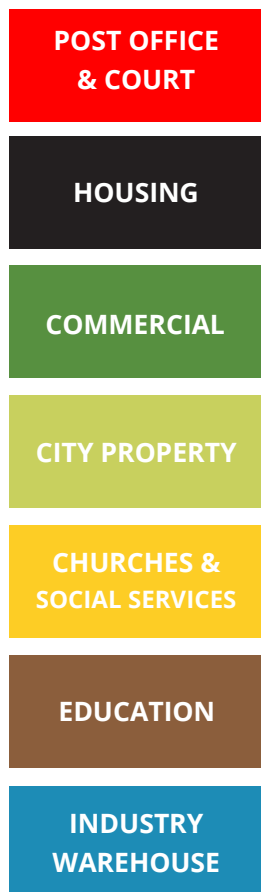


Figure 2.2
Downtown Pittsburg
Land Use



Source: City of Pittsburg

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

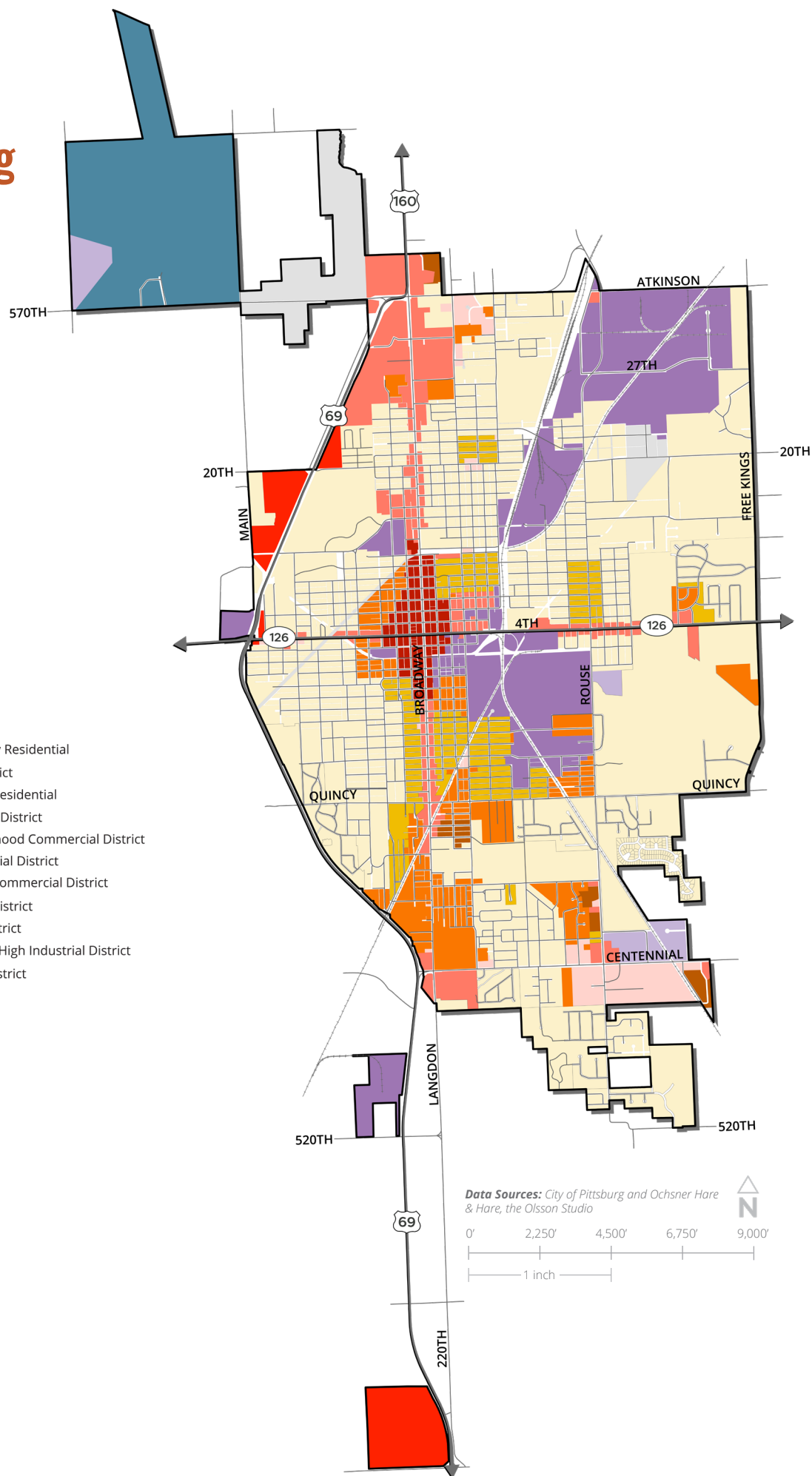
These districts provide for industrial operations that are intensive in nature and, as a result, require more consideration in siting, and greater access to major facilities and services such as highways, railroads, utilities, etc.

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

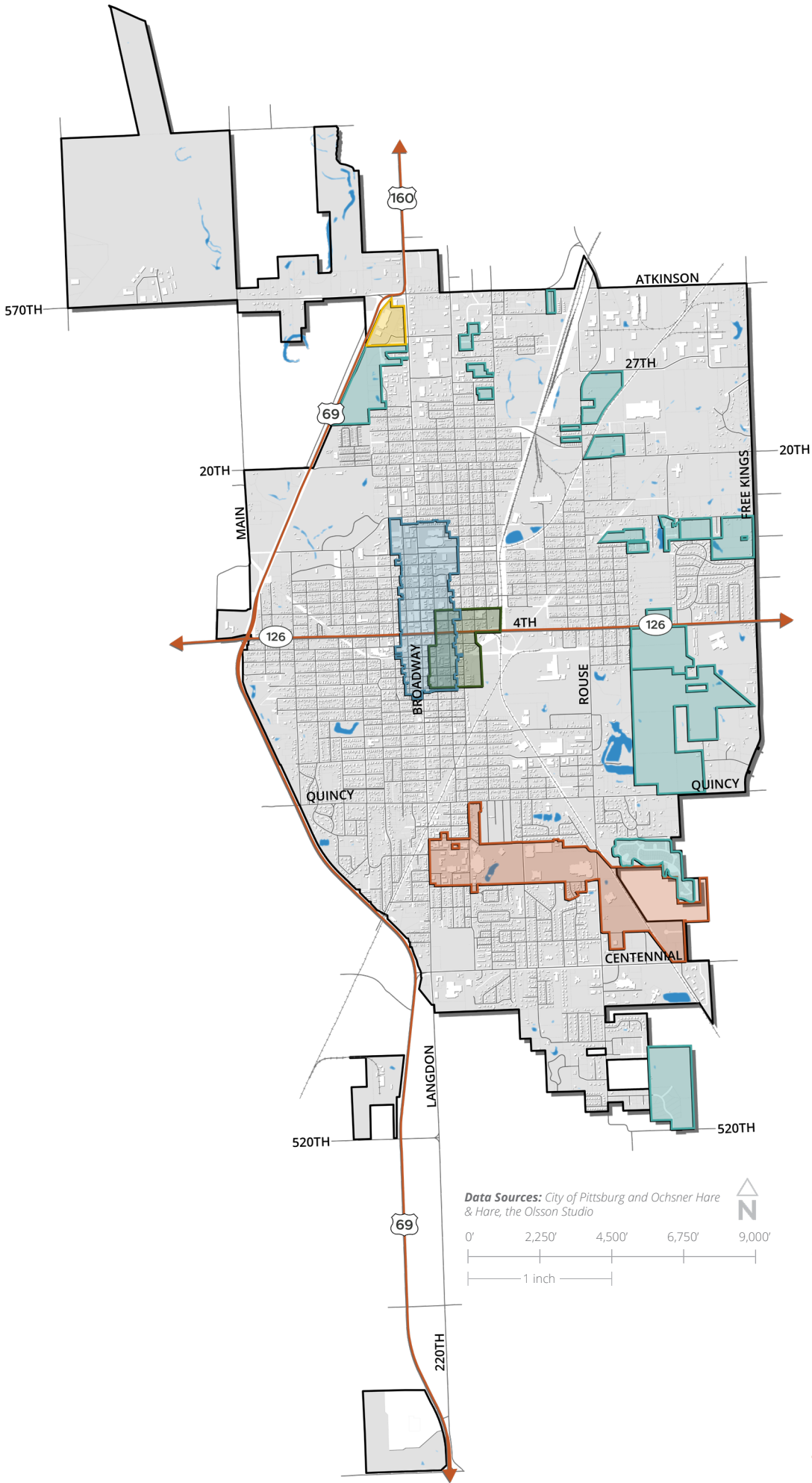


Data Sources: City of Pittsburgh and Ochsner Hare & Hare, the Olsson Studio

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

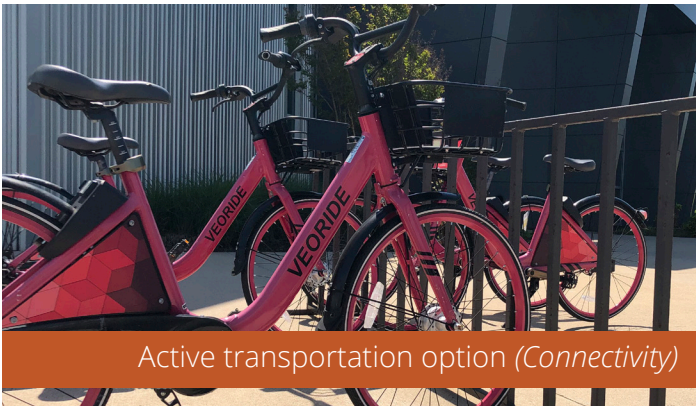
The University Overlay District provides two key functions, which include providing PSU-oriented functions more flexibility than would be afforded if mapped in another district; and, to permit the establishment of the types of uses that ordinarily cluster about a university but are not necessarily located 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

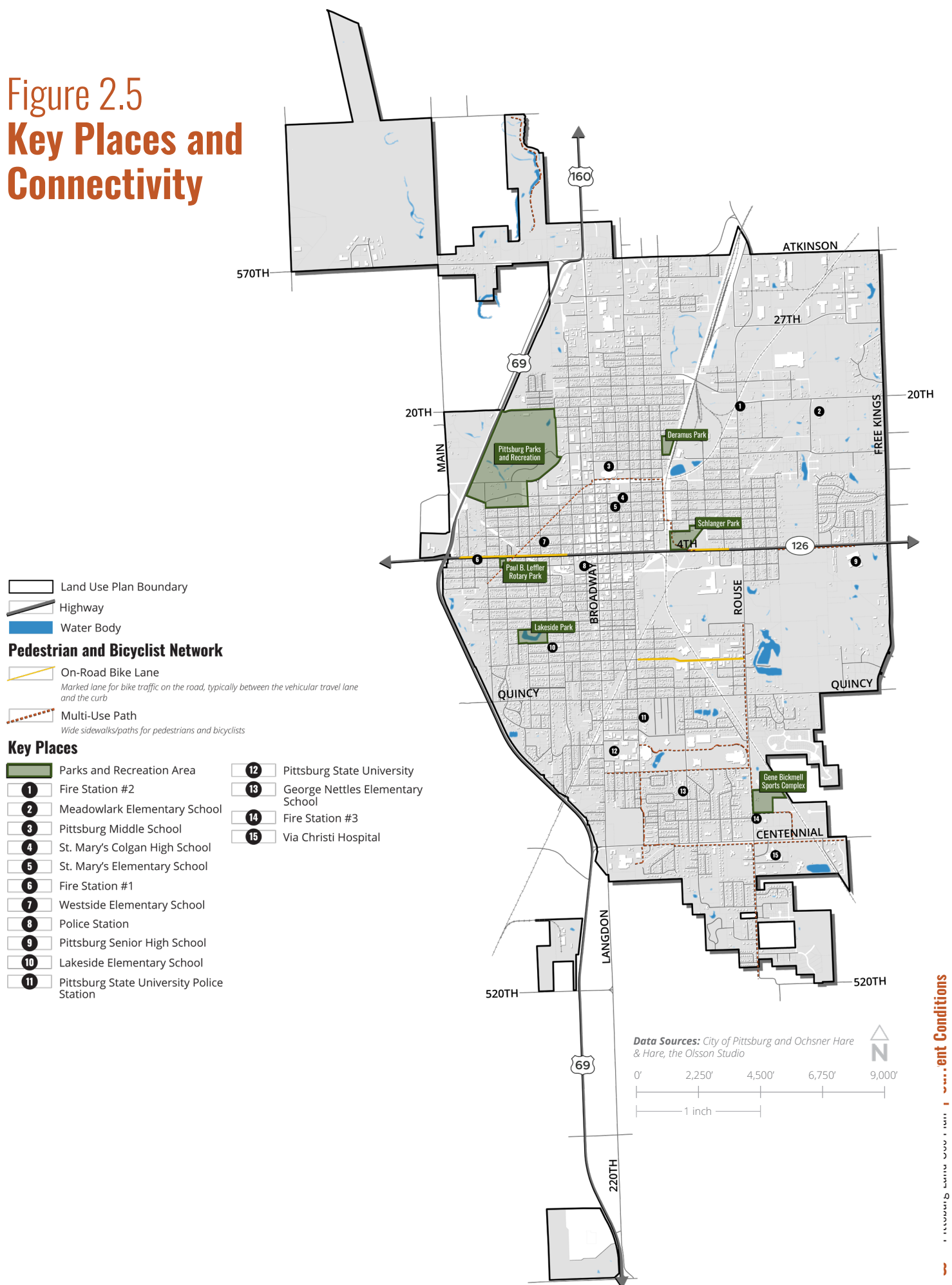
This feature provides a dedicated lane for a bicyclists on a roadway. Typically, on-road bicycle lanes are found between the vehicular travel lane and the curb.

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

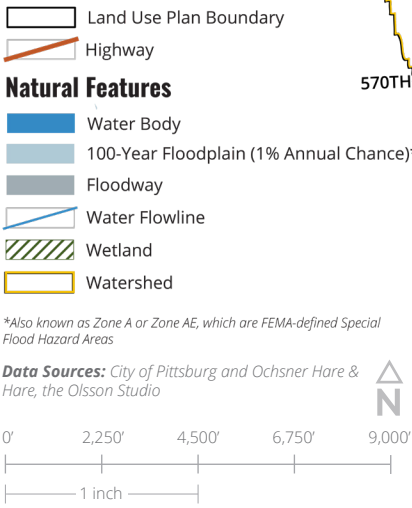
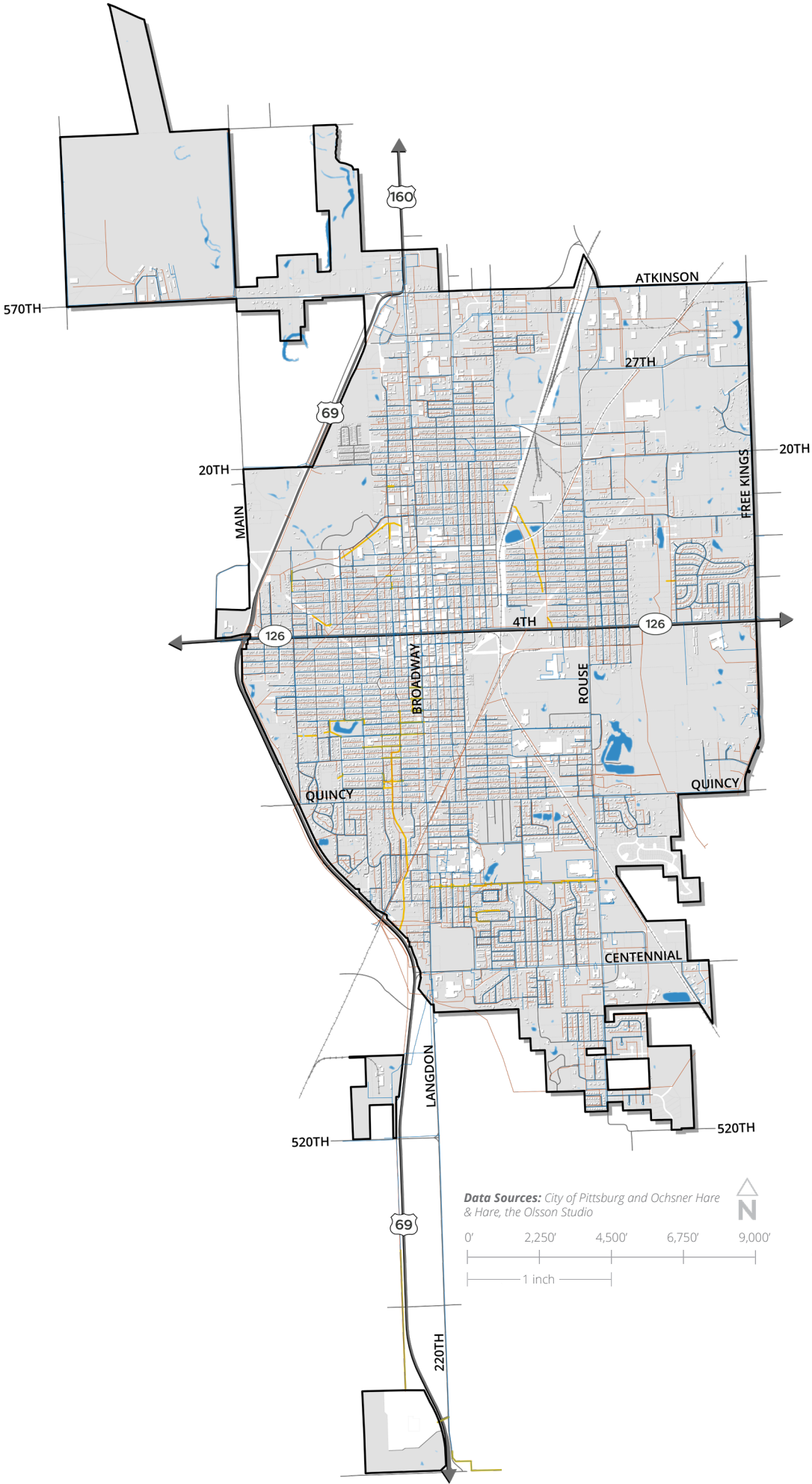


Figure 2.7

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.

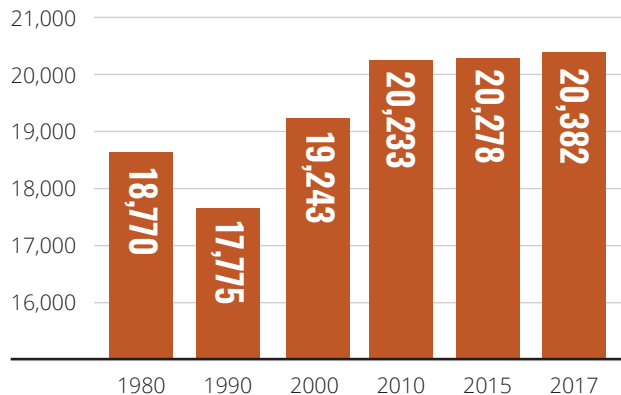
Although it is already the most populous city in Crawford County, the demand to develop in Pittsburg continues to grow. As the number of residents is forecast to increase, the city will face growing pressure for housing, jobs, and municipal services. The following sections break down the various factors 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

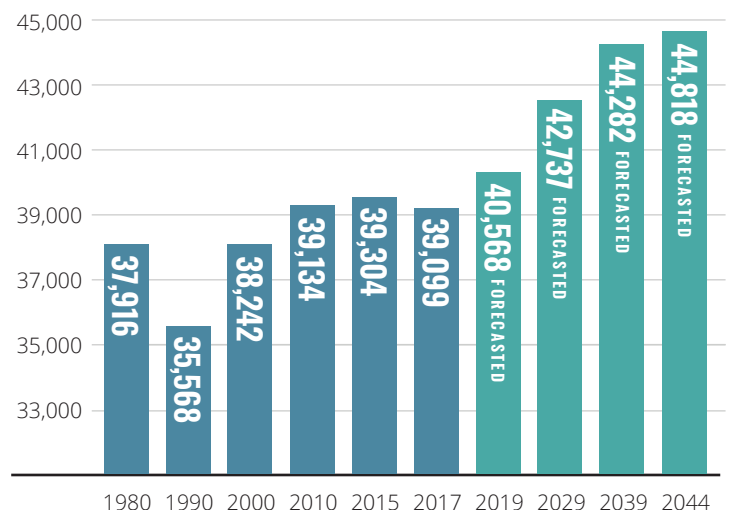
Since 1980, the city added over 1,500 people (0.2 percent increase), placing current population at 20,278 (2017). This growth rate outpaced that of Crawford County during this same time, increasing 8.0 percent in Pittsburg compared to 3.1 percent in Crawford County. Despite outpacing county growth, the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

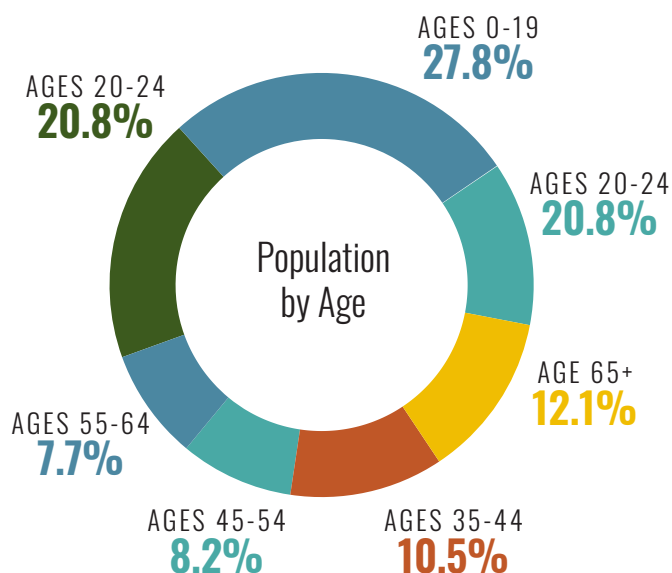
The Pittsburg population is well educated with 39.6 percent of the population possessing a graduate, professional, bachelor's, or associate degree, compared to 40.5 percent for the United States and 40.6 percent statewide. Communities with this level of educational attainment levels generally support 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.

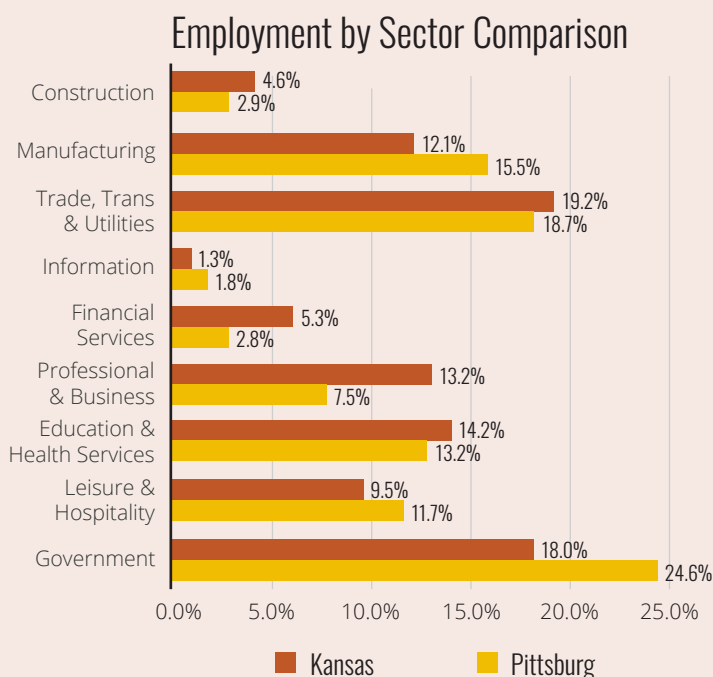
Employment by Sector

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

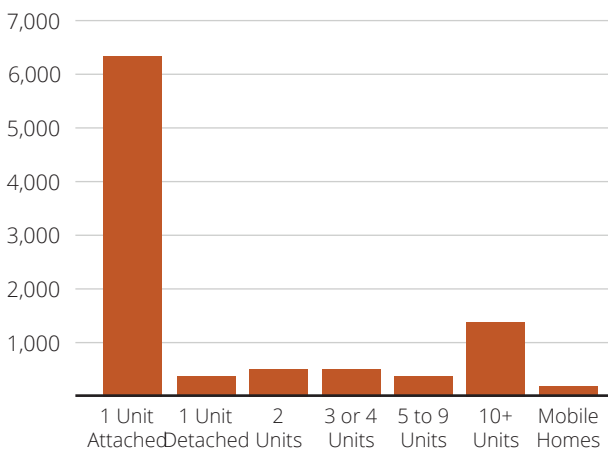
Housing

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

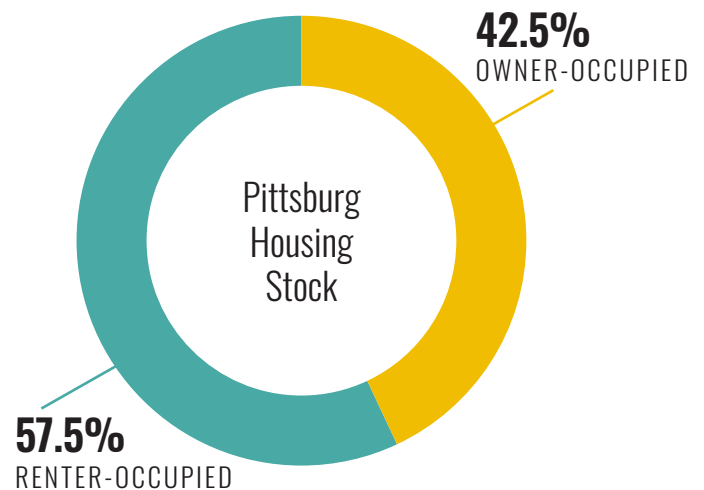


Housing Age

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*)



Downtown Pittsburg (*principal retail corridor*)

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.

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.

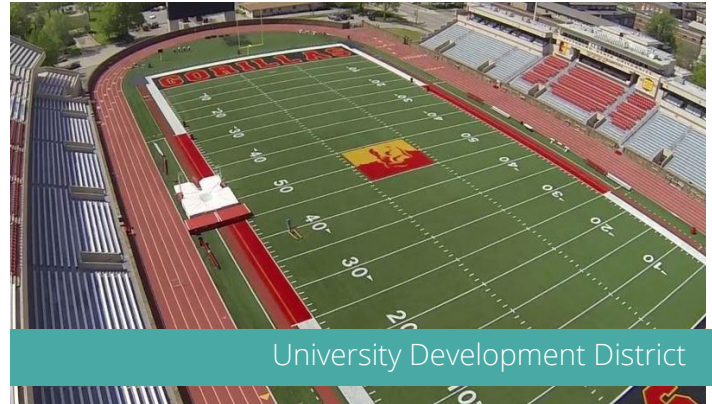
#7 Support a variety of retail development formats.

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



University Development District

#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.

- 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

- Parks and Recreation
- Transportation
- Urban Design, Planning, and Policy
- Environmental and Sustainability
- Housing
- Commercial, Business, and Community

February 2
Last Day Here



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

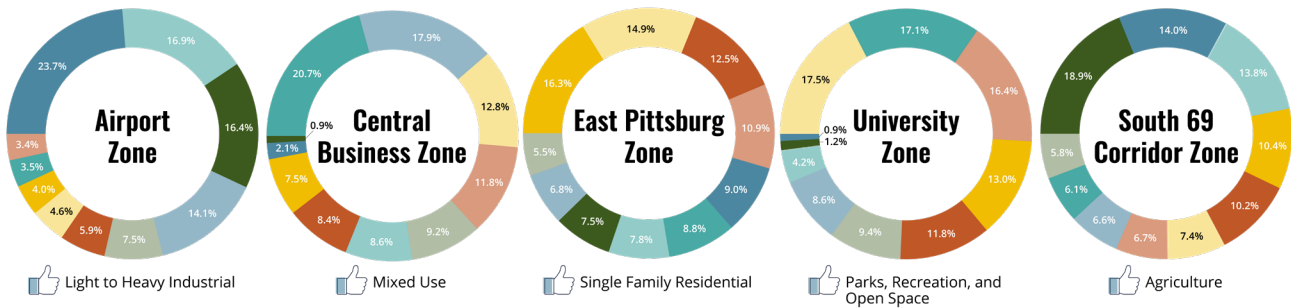
ONLINE SURVEY

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.

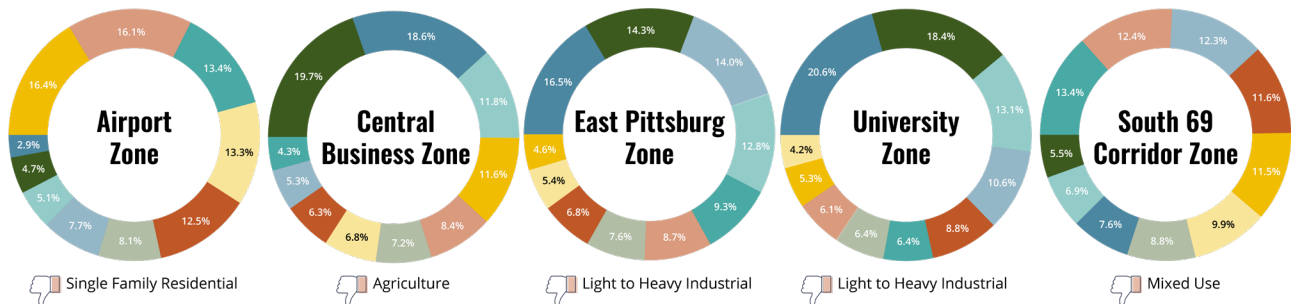
Questions related to where certain land uses should be located were based on different parts, or zones, of the city, as shown in *Figure 4.1*. The zones were only used to reference an area of the city. They are generally defined and slightly overlapping and defined on the following page.

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?



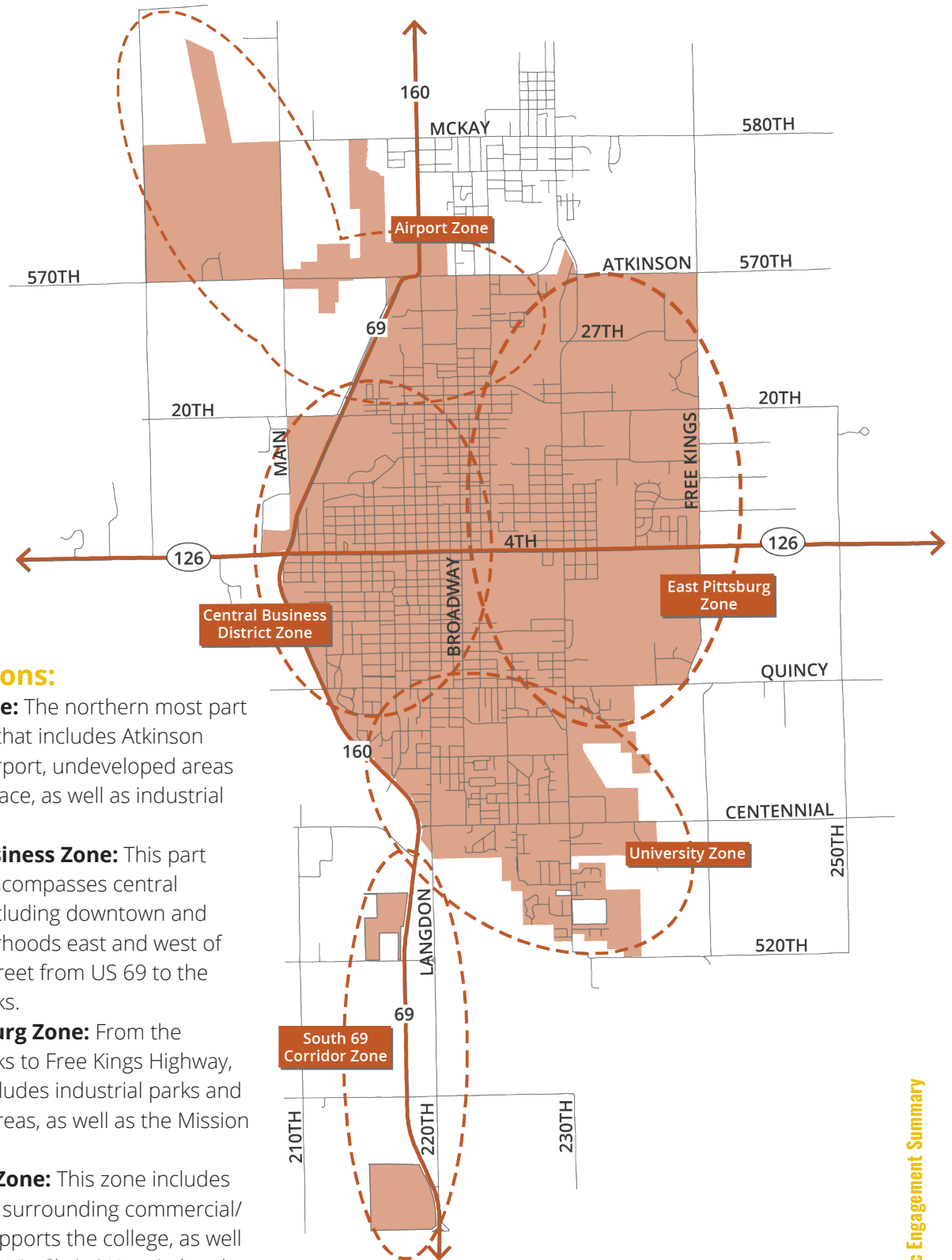
What types of land uses should be discouraged?



Land Use Key



Figure 4.1
Survey
Zones



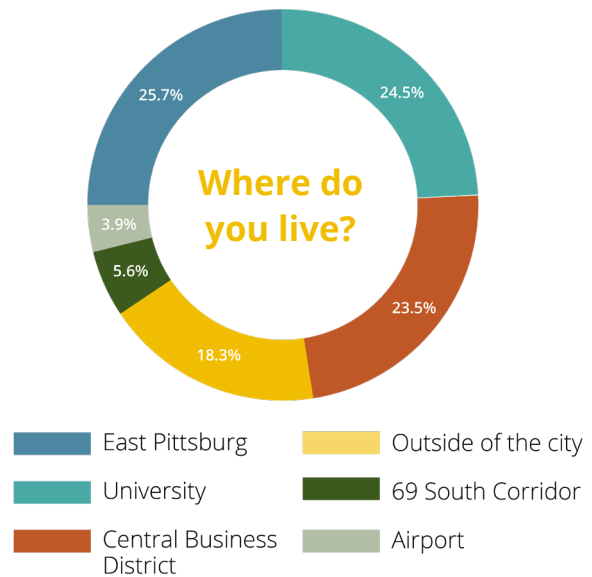
Zone Definitions:

- **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.

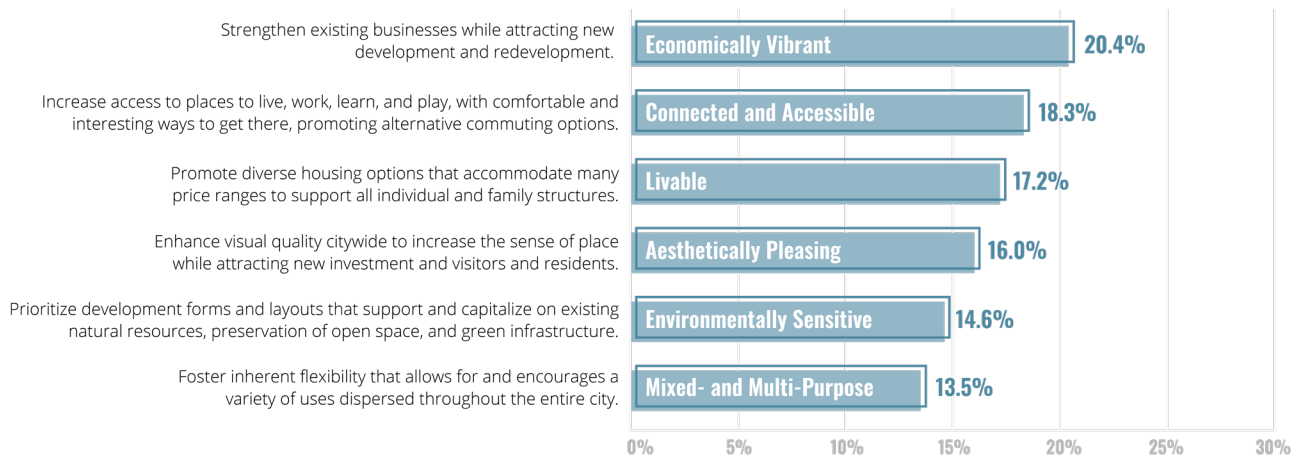
In addition to questions on what types of land uses should be located in the various parts of the city, the survey also asked respondents to identify what best described their overall vision for the future of land use citywide. Prompts for the overarching vision were provided to provide structures to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

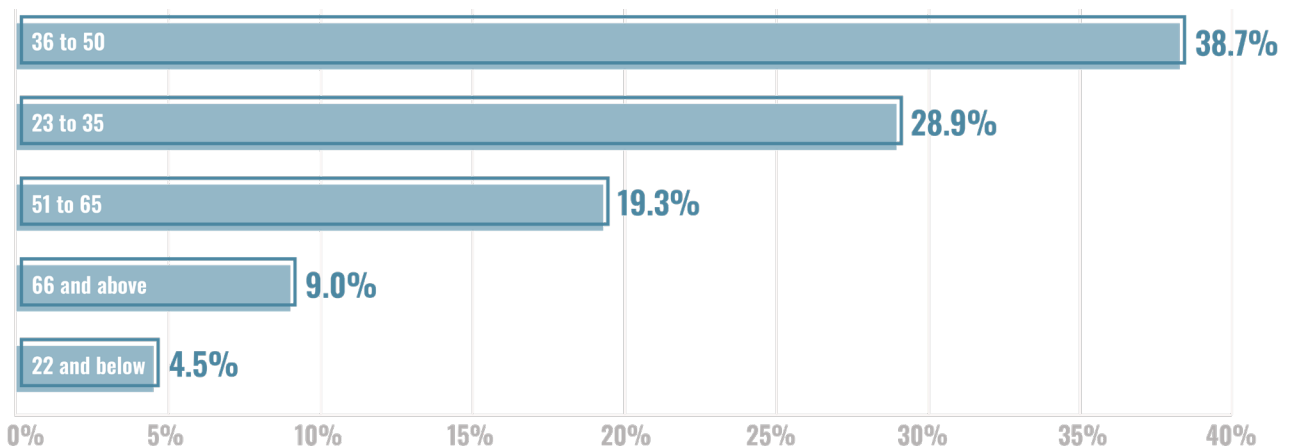
Additionally, the survey inquired about the age of those answering to better understand the answers provided based on these demographics.



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 Pittsburgh
- 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.

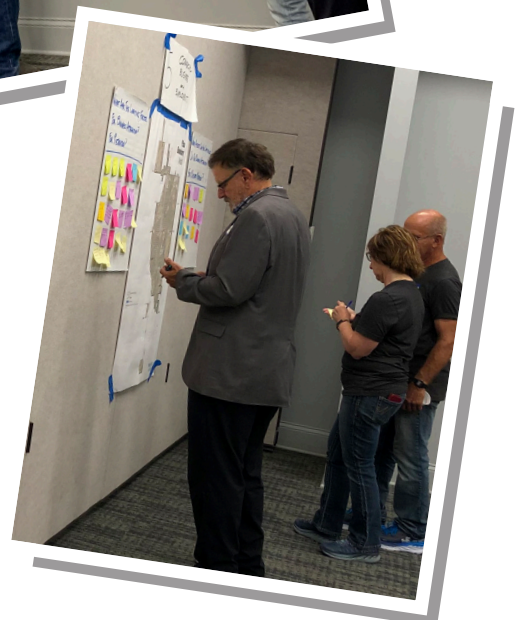
Day 3 Thursday, July 18

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.

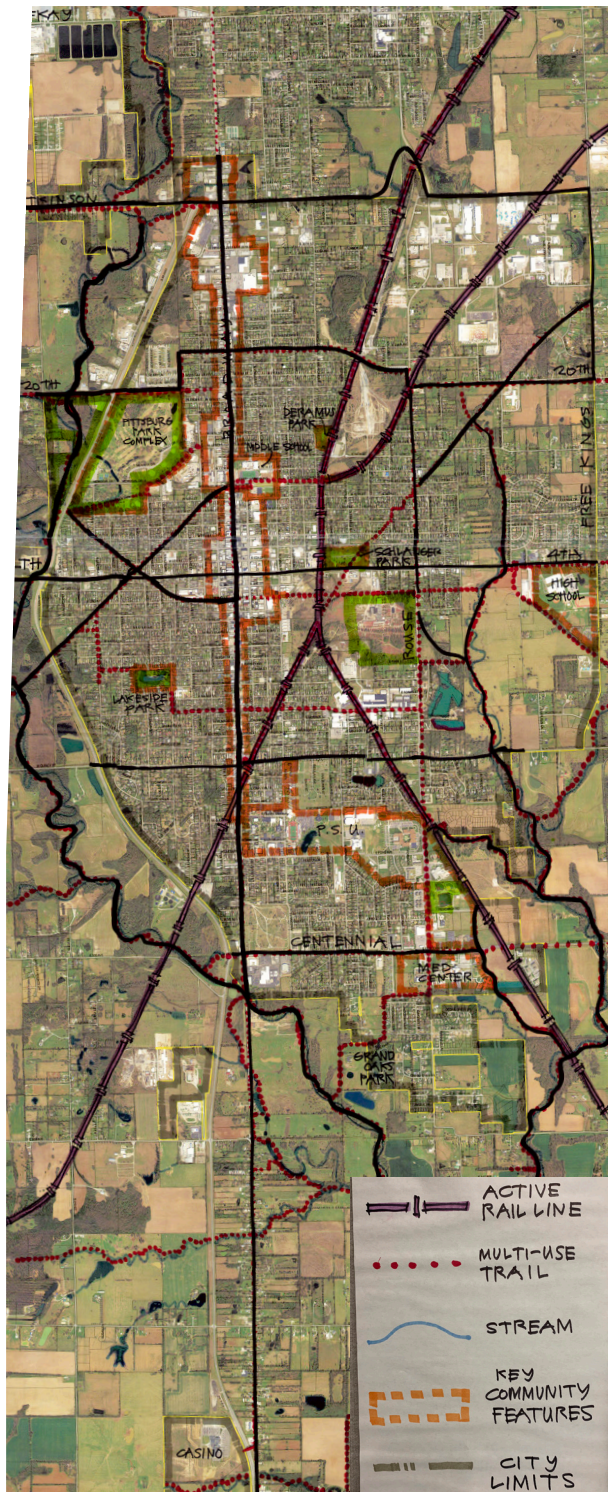
FINDINGS, CONCEPTS, AND COMMENTS

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

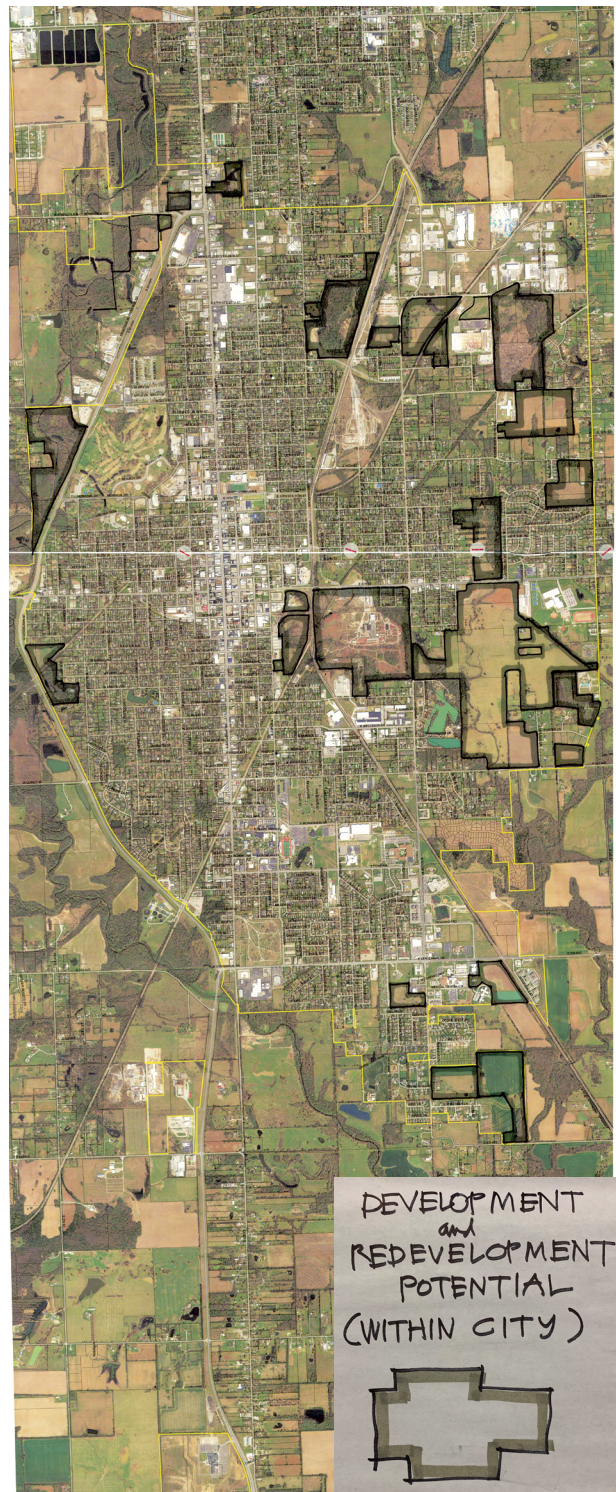
No written comments were provided on the map by Steering Committee members or members of the general public during the charrette or Public Open House regarding Connectivity.



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).

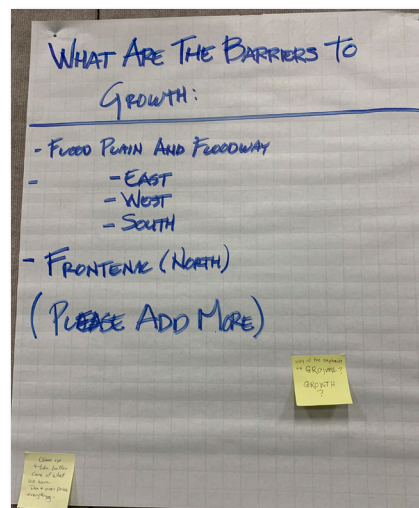
West: From 4th Street to Quincy Street and west of Broadway Street/US 69, comments mirrored those to the east. A desire for specific neighborhood revitalization (3 responses); redevelopment and infill (4 responses); additional trails/sidewalks (2 responses); and more park facilities (3 responses) were 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.

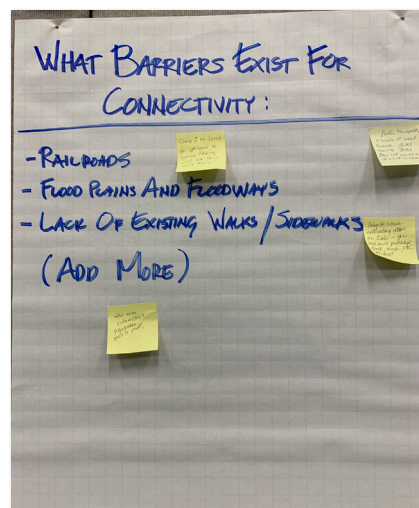
What are the barriers to growth?

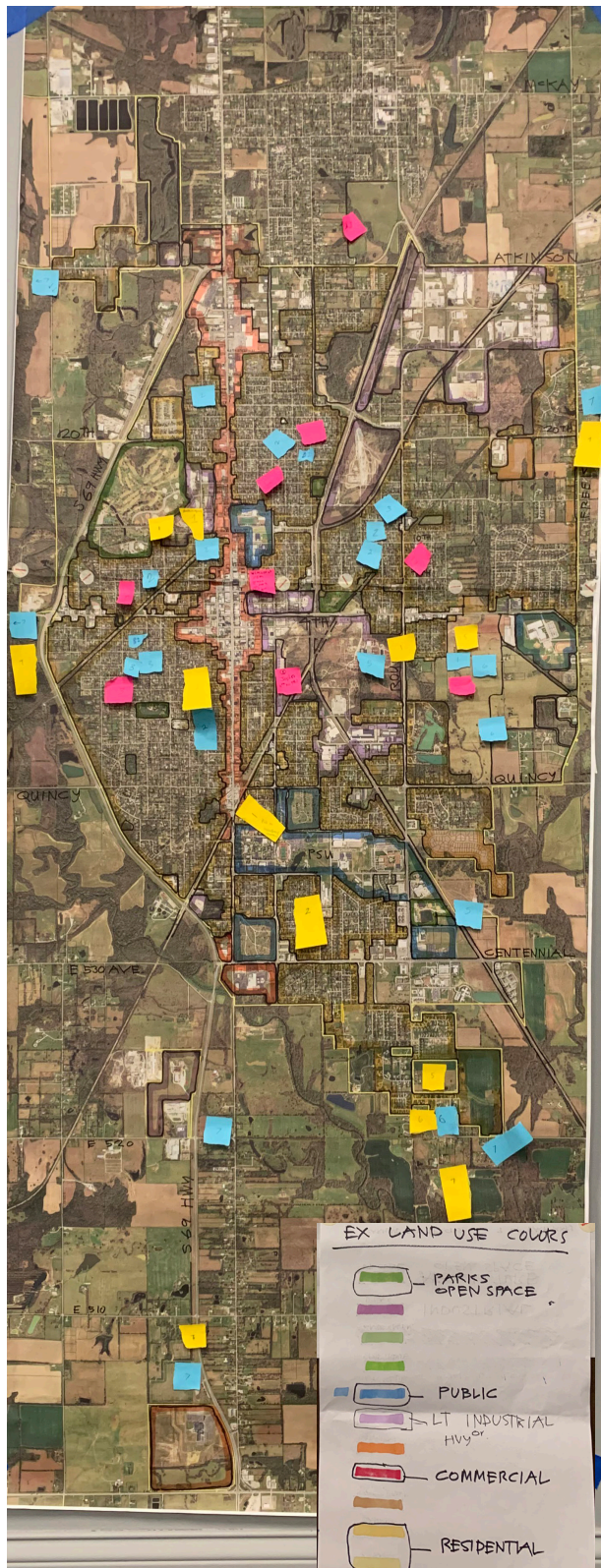
- Why all the emphasis on growth? Growth?
- Clean up and take better care of what we have. Don't over price everything.



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 Pittsburgh.

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 Pittsburgh was developed to capitalize on the following factors:

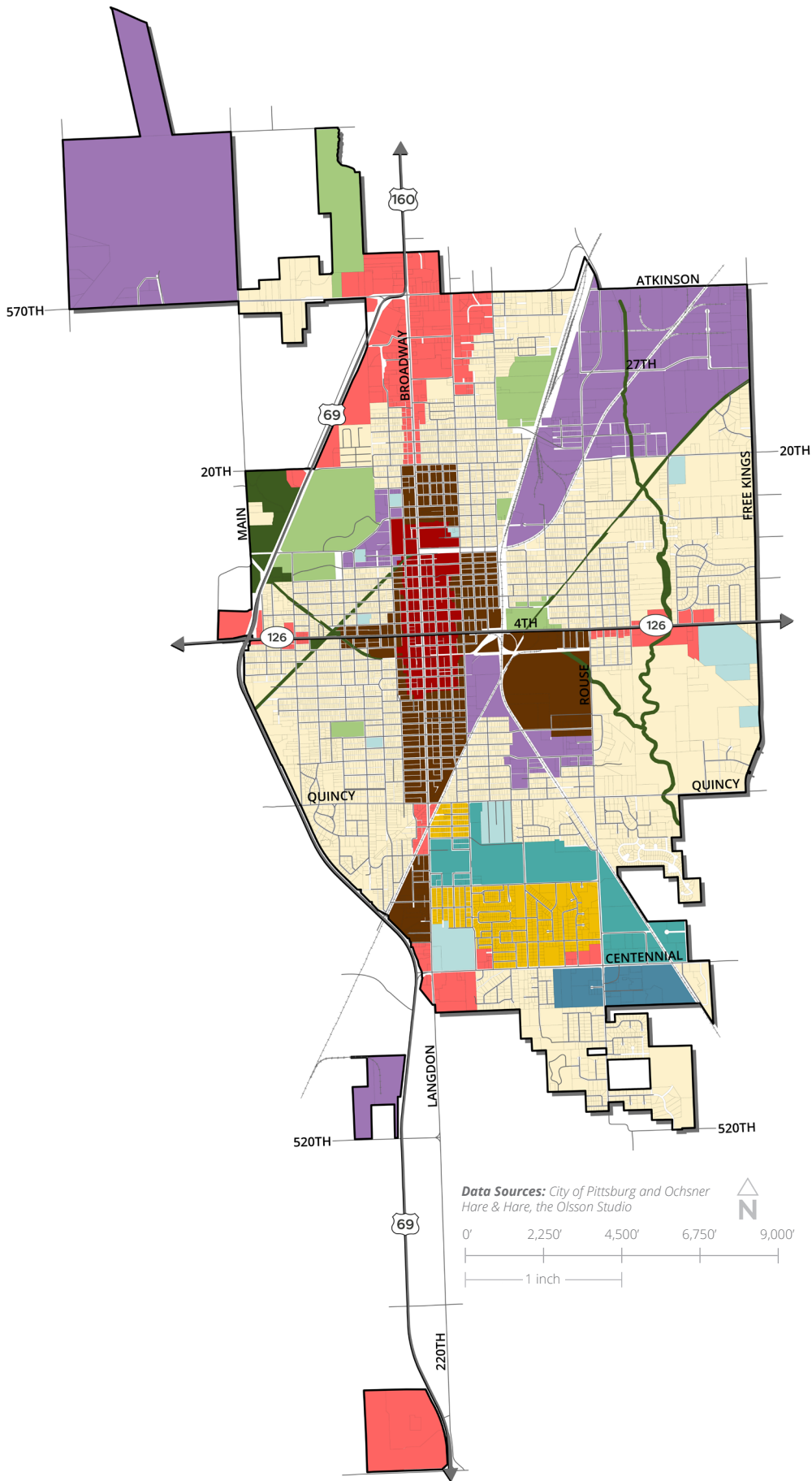
- The city's proximity to major transportation routes – both by road and by rail;
- The need for new and/or revitalized housing and neighborhoods citywide;
- The public's desires to continually invest in the downtown core;
- The need for land uses to be more transitional to ensure non-complementary uses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

- Land Use Plan Boundary
- Highway
- Future Land Use Categories**
- G** - Greenway / Trail
 - P** - Parks and Recreation
 - R** - Residential
 - UR** - University Residential
 - P/C/E** - Public / Civic / Education
 - U** - University
 - H** - Hospital
 - C** - Commercial
 - DT** - Downtown
 - MU** - Mixed Use
 - I** - Industrial / Business Park



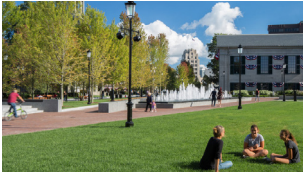
Data Sources: City of Pittsburgh and Ochsner Hare & Hare, the Olsson Studio

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

1 inch



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.



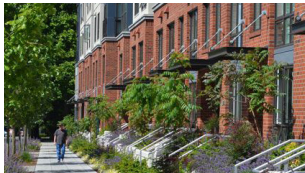
Mixed Use (MU): Uses within this designation are mixed, and may include a combination of retail, service, office, entertainment, flex space, and residential. Daily goods and services should be provided to surrounding neighborhoods primarily, but also to the city at-large. Buildings of different scales, 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.

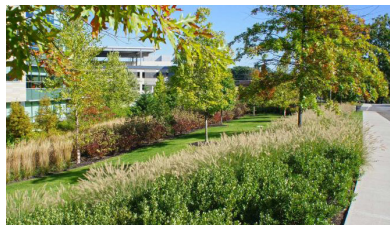
LU GOAL 4. INCREASE ACCESS TO RECREATIONAL AMENITIES.

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.



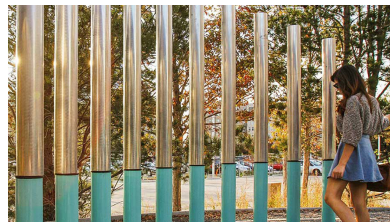
Integrating walking trails near development and more urbanized areas encourages people to spend time outdoors for leisure or exercise while integrating greenery into the built environment.



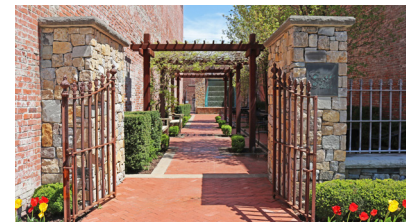
Farmers markets facilitate community connectivity and create public awareness about local food. Pedestrian infrastructure that leads to such amenities provide tremendous value.



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

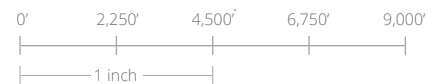


Healthy corridors should achieve...

- 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

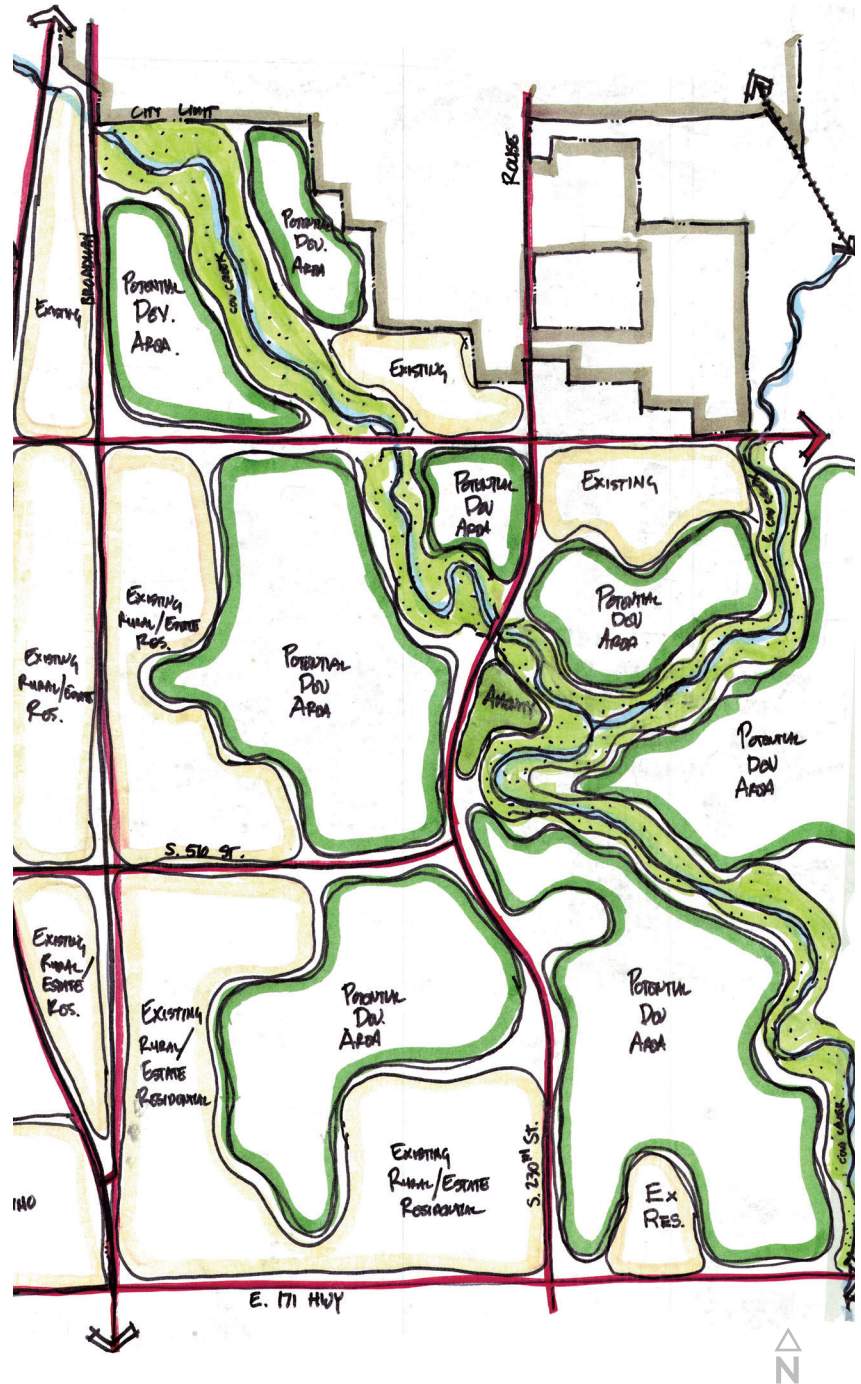
Figure 5.3

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.

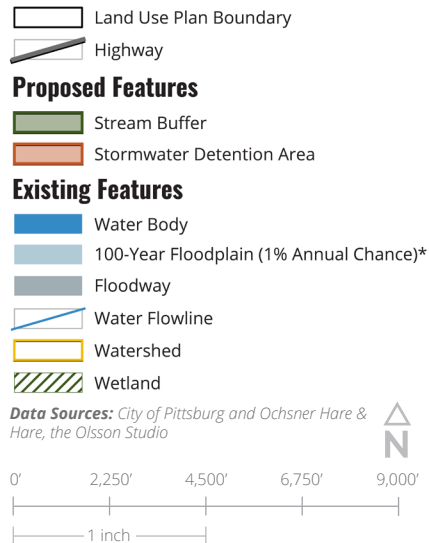
RUNOFF POTENTIAL

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...?

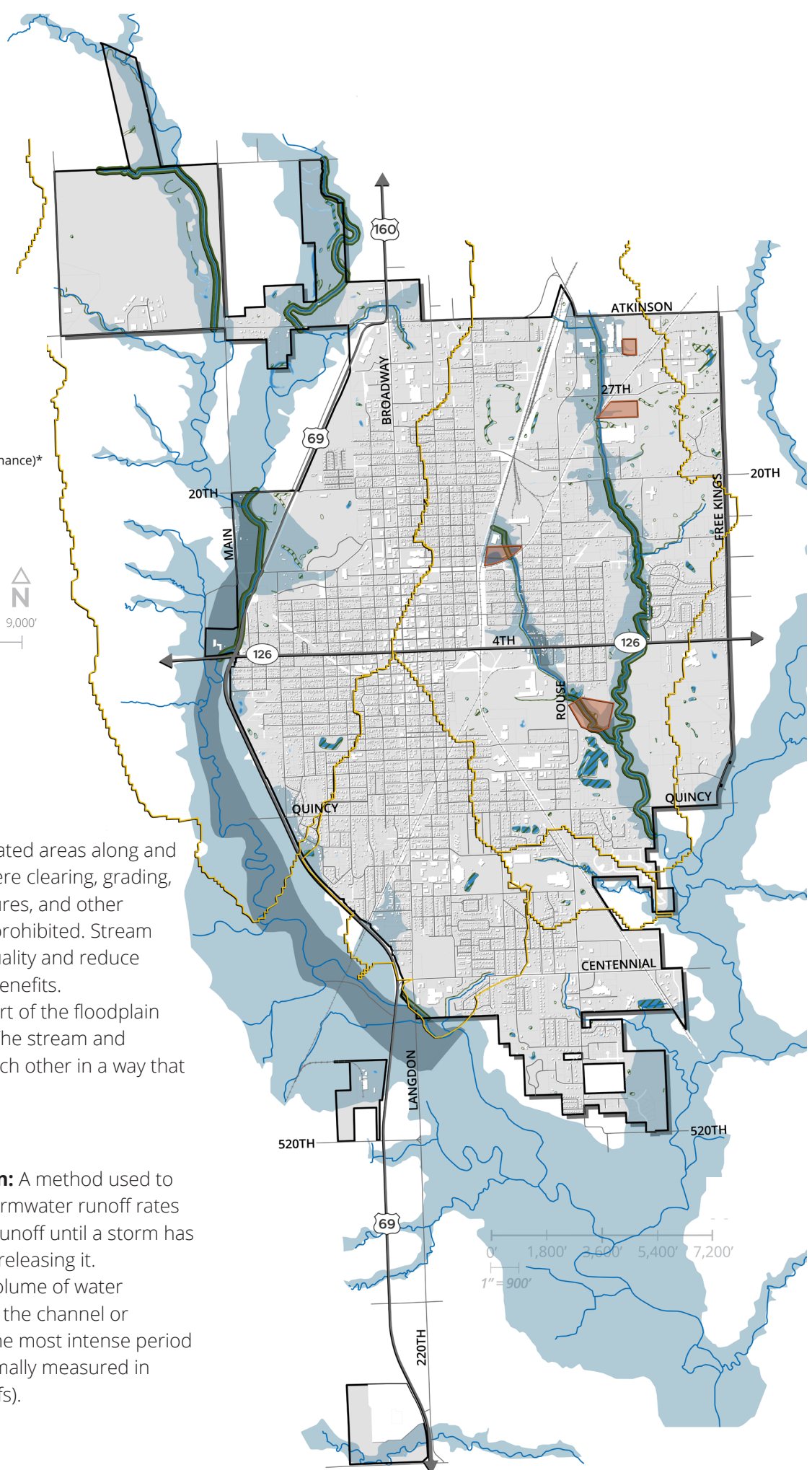
Stream Buffers: Vegetated areas along and adjacent to streams where clearing, grading, filling, building of structures, and other activities are limited or prohibited. Stream buffers protect water quality and reduce flooding, among other benefits.

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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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			
<p>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.</p> <p>Ultimately, the downtown plan should guide public and private improvement, development, redevelopment, and revitalization projects.</p>	<ul style="list-style-type: none"> • 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)			
<p>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:</p> <ul style="list-style-type: none"> • 20th Street to 14th Street; • US 69 interchange to North Walnut Street; • Quincy Street to Euclid Street; and, • North Water Street to Joplin Street. <p>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.</p> <p>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.</p> <p>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.</p>	<ul style="list-style-type: none"> • 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			
<p>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.</p>	<ul style="list-style-type: none"> • City planning staff • City Community Development and Housing staff • PSU administration 	Immediately	Medium
Create Neighborhood Improvement Plans 			
<p>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.</p>	<ul style="list-style-type: none"> • City planning staff • City Community Development and Housing staff 	Long-term	High
Perform a hydrologic study			
<p>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.</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none">• 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

ECONOMIC AND MARKET ANALYSIS

City of Pittsburg, Kansas
Land Use Plan

Canyon Research
Southwest, Inc.

Pittsburg 
Land Use Plan

CANYON RESEARCH SOUTHWEST, INC.

COMMERCIAL REAL ESTATE RESEARCH AND ANALYSIS

ECONOMIC AND MARKET ANALYSIS COMPREHENSIVE LAND USE PLAN PITTSBURG, KANSAS

August 2019

Prepared for:

Olsson, dba Ochsner Hare + Hare, LLC
1814 Main Street
Kansas City, MO 64108

Prepared by:

Canyon Research Southwest, Inc.
475 Ellicott Street #301
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PR# 19-07-02

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CANYON RESEARCH SOUTHWEST, INC.

COMMERCIAL REAL ESTATE RESEARCH AND ANALYSIS

August 26, 2019

Ken Boone
Olsson
1814 Main Street
Kansas City, MO 64108

RE: Economic and Market Analysis
Pittsburg Land Use Plan, Pittsburg, Kansas

Mr. Boone;

The City of Pittsburg, Kansas has retained Olsson to prepare a Land Use Plan to guide the City's future urban growth.

As a sub-consultant to Olsson, Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates the Pittsburg's real estate market potential and development opportunities. Attached is a summary of study findings and recommendations for your review.

Upon review of the report, should any have questions or request additional information, contact me directly at (716) 551-0655.

Respectfully submitted,

CANYON RESEARCH SOUTHWEST, INC.

Eric S. Lander, Principal

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SUMMARY OF MAJOR FINDINGS

The City of Pittsburg, Kansas has retained Olsson to prepare a Land Use Plan to guide the City's future urban growth. To assist in the planning process Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates the Pittsburg's real estate market potential and development opportunities.

Demographic and Economic Trends

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 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.

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 income-based, entry level, and move up housing.

Pittsburg State University is a major economic engine for Pittsburg, driving demand for retail expenditures, lodging, and housing. The university'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 in Pittsburg 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 the city'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.

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 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; presence of Pittsburg State University; convenient highway, air and rail access; well educated population; high quality of life; and large inventory of available land zoned for employment use. Challenges facing future economic development of Pittsburg include a low unemployment rate that places constraints on the available labor force; limited availability of economic incentives; lack of diverse housing stock and high housing costs; and limited childcare options.

Real Estate Market Trends

Pittsburg serves as the principal retail destination for Crawford County. 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 were 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.

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 professional office market is small and scattered. According to the Bureau of Labor Statistics, as of December 2018, Crawford County's office-related sectors totaled 2,096 jobs accounting for 12.1 percent of the County's total employment. Current employment levels can support an estimated 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.

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 county-wide employment. Current employment levels can support an estimated 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 approximately 1.3 million to 1.8 million square feet of owner-occupied and speculative industrial space.

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 with 10+ dwelling 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 well below the statewide median, increasing by just 2.9 percent over the 8-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. The lagging housing values are a reflection of Pittsburg's well below average household income levels.

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 mix 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

The study's principal findings and recommendations include the following:

- Identify opportunities and constraints impacting future land use patterns within the City of Pittsburg;
- Identify prospective development sites and appropriate mix of land uses that could take advantage of Pittsburg's location, physical characteristics, and market demand; and
- Quantify reasonably achievable absorption rates for new development given current directly competitive market trends.

Opportunities and Constraints

Opportunities and constraints for the future population growth, job creation, and urban development of the City of Pittsburg are summarized below.

Opportunities

- Good transportation network – U.S. Highway 69, Atkinson Airport, and rail service that improve the potential to support employment-related development;
- Planned completion of U.S. Highway 69 to four lanes south to Pittsburg will improve accessibility to the Kansas City MSA;
- Pittsburg supports a strong existing manufacturing base supported by two City-owned industrial parks with vacant land available for future development;

- Continued employment-related development will be critical to support Pittsburg's long-term economic and fiscal sustainability;
- Tourism can be an increasing contributor to the Pittsburg economy;
- Continued partnership of the City and Pittsburg State University will be key to fostering economic development;
- Pittsburg possesses an ample water supply;
- The City's half-cent City sales tax dedicated to economic development efforts;
- Pittsburg residents possess a strong entrepreneurial spirit and work ethic;
- Pittsburg's population is well educated;
- City sponsored land bank will assist in facilitating infill residential development. Existing zoning regulations should be revised to better accommodate small-scale infill housing;
- It is a 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;
- U.S. Highway 69 south of the current City limits offers the opportunity to support large-scale and highway-orient retail development;
- The land west of the city limits within the flood plain 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 Pittsburg 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;
- Flood plain 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 housing occupancy costs;
- Achievable office rents currently too low to support feasible new speculative office construction;
- Low-rated public schools and limited availability of childcare in Pittsburg places a constraint on attracting families;

Forecast Absorption

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.

Planning Area Forecast Absorption; 2019-2040 Commercial, Industrial and Residential Uses

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

Recommended Land Use Patterns

Pittsburg's large land area surrounding the city limits, natural resources, and transportation system affords the opportunity to create a mixed-use urban environment that provides the template for the City 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.

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.

Create parks and open space as multi-use destinations. Designate flood plain areas 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, public restrooms, etc.). The river and open space network would create a desirable recreational amenity and a major draw for the community as well as assist in establishing an identity and sense of place.

Create employment opportunities designed to ensure Pittsburg's long-term economic and fiscal sustainability. The plan should serve as a template for targeting high-growth sectors of the Pittsburg economy such as advanced and light manufacturing, imaging technology, plastic materials manufacturing, food processing, prototyping, polymer manufacturing, creative and technical services, healthcare, and tourism.

West 4th Street, and in particular the clay pipe facility, 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 land use plan, economic incentives to attract employers and developers, and infrastructure improvements. The City may consider acquiring the clay pipe facility in phases as the site is remediated and incorporate the property into the City's land bank program.

A critical component of Pittsburg's long-term economic health is to expand the City's industrial base. Three principal options have been identified for expanding the inventory of industrial land, including: 1) expand industrial land area at the Airport Industrial Park; 2) designate land in the City's southwest quadrant on the west side of U.S. Highway 69 south of Quincy Street for industrial use (property offers both highway and rail access); 3) redevelop the clay pipe facility on East 4th Street.

Downtown could serve as the core for redevelopment and construction of new office space. Additional concentrations of future office development include the clay pipe facility on East 4th Street and Centennial Street surrounding the Ascension Via Christ's Hospital.

Pittsburg's Land Use Plan should support a variety of retail development formats. Areas east and west of Pittsburg are anticipated to support much of the future residential housing growth. Commercial uses 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 the north-south intersections at 4th Street, 20th Street, and Quincey Street on the east side of the city and Rouse Street and 520th Street to the south. These east-west arterial streets would also be suitable for some strip commercial uses.

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

Incorporate into the Pittsburg Land Use Plan 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 Pittsburg include:

- Vacant land outside of the city limits to the east and south is available for future residential development that is best suited for a mix 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 into the neighborhoods.
- Incorporate large lot residential into a portion of the urban expansion area on the east side of Pittsburg, doing so will assist in preserving the area's rural character and 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. Revitalization of the existing older housing stock should focus on 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.
- High-density rental housing is best located in proximity to Pittsburg State University, 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 rental housing.
- Given Pittsburg'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.

To combat the problem of landlord not properly maintaining their rental properties the City of Pittsburg should consider implementing a business licensing program that requires property owners to register their properties and grants the City the ability to conduct interior inspections before issuing a certificate of occupancy. Code violations would need to be addressed before certificate of occupancy would be issued by the City.

Most of the housing stock surrounding Pittsburg State University is student rental housing, much of which is substandard. To assist in the future expansion of the Pittsburg State University 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 as well as academic facilities. Concentrating student housing in proximity to the campus would enhance student life and potentially loosen the local rental housing market by reducing the competition for housing among students and residents.

**ECONOMIC AND MARKET ANALYSIS
COMPREHENSIVE LAND USE PLAN
PITTSBURG, KANSAS**

August 2019

INTRODUCTION

Canyon Research Southwest has prepared an *Economic and Market Analysis* that evaluates the demographic, economic, and competitive real estate environment influencing future urban growth of the City of Pittsburg, Kansas.

Study Objective and Scope of Work

As a sub-consultant, Canyon Research Southwest, Inc. has prepared an *Economic and Market Analysis* that evaluated and identifies feasible, market-driven infill and urban fringe development opportunities within the City of Pittsburg, Kansas (“Planning Area”). The Market Analysis evaluated the City’s potential to support future development and redevelopment of a variety of land uses including Retail, Employment, and Housing. The study evaluated the historic, current, and future demographic, economic, and real estate market forces that influence the City’s future urban growth patterns.

The *Demographic and Economic Analysis* section of the study assists in quantifying future demand for commercial, office and industrial space as well as residential housing units. Planning Area demographic characteristics and economic forces evaluated include population growth, household composition, age distribution, household income, educational attainment, and employment growth and composition.

The *Market Analysis* portion of the report evaluates directly competitive retail, employment, and residential market trends impacting the Planning Area. Market trends for each land use were evaluated. The Planning Area’s short- and long-term need for additional retail, office and industrial space as well as residential housing units was forecast to determine the velocity of future urban growth. A site evaluation determines the Planning Area’s ability to accommodate retail, office, industrial, and residential development formats as well as identifies suitable future development sites.

Based on the findings of the *Economic and Market Analysis*, potential development opportunities for the Planning Area are identified. Study recommendations include the following:

- Identify opportunities and constraints impacting future land use patterns within the Planning Area;
- Identify prospective development sites and appropriate mix of land uses that could take advantage of the Planning Area’s location, physical characteristics, and market demand; and
- Quantify reasonably achievable absorption rates for new development given current directly competitive market trends.

Planning Area Defined

The City of Pittsburg (“Planning Area”) is located within southeast quadrant of the State of Kansas and is considered the economic center of the Pittsburg micropolitan statistical area as defined by the U.S. Census Bureau as Crawford County. The aerial with an existing land use overlay of the Planning Area boundaries is depicted on page 4.

In the summer of 2010, business, education and community leaders in Pittsburg identified a need for a citizen-driven visioning effort to strategically address the community’s opportunities and challenges through the year 2030. This effort was called Imagine Pittsburg 2030.

A steering committee of fifteen local representatives from a wide variety of backgrounds was formed to lead the visioning effort. As part of the information-gathering process, this steering committee engaged The Bernard Consulting Group, a Kansas City-based consulting firm. To maximize community input, the steering committee and The Bernard Group conducted three town hall meetings, published two online surveys, and distributed an identical hard copy survey mailed to all Pittsburg residents. The Bernard Group also conducted one-on-one interviews and thirteen focus groups with various targeted audiences from the community.

From this community input emerged a common vision, along with four specific core areas of focus: Housing, Economic Development, Infrastructure, and Public Wellness.

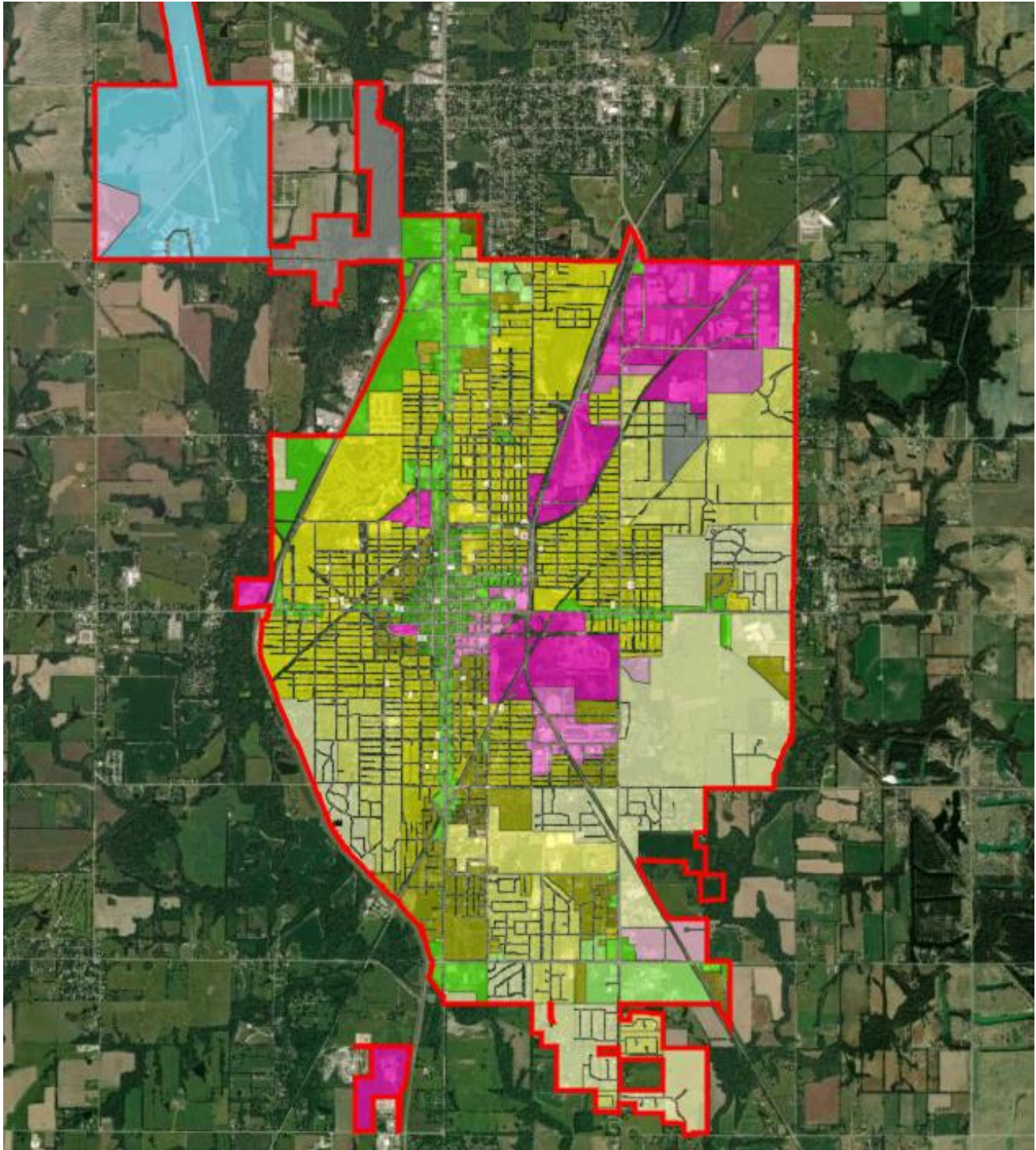
In February 2017, the steering committee met to update the four areas of focus and added two new ones, Education and Market. The committee then released a first draft of the new Imagine Pittsburg 2030 Community Vision Strategy that addressed all six areas of focus, goals, and individual tasks to accomplish the goals.

From 2012 to 2017, Pittsburg experienced approximately \$300 million in planned or completed projects. Many of these were a direct result of community input received through the Imagine Pittsburg 2030 planning process.

- Construction of the \$80 million Kansas Crossing Casino, along with new Hampton Inn & Suites and La Quinta Inn & Suites properties;
- Completion of the \$34 million Bicknell Family Center for the Arts and \$16 million Robert W. Plaster Indoor Event Center at Pittsburg State University;
- Continued growth in the medical sector, including expansions at Via Christi Hospital, Community Health Center of Southeast Kansas, and Pinamonti Wellness Center;
- Significant expansions at Masonite, Kendall Packaging Corporation, EaglePicher Technologies, CDL Electric, Miller’s Professional Imaging, and several other major employers;
- Considerable growth in the retail sector, including new locations for Buffalo Wild Wings, Rib Crib, Colton’s Steakhouse, Gusano’s, Domino’s Pizza, and more;

- The \$1.6 million Crawford County Career & Technical Education Center, a collaborative effort between the Bicknell Family Foundation, City of Pittsburg, Crawford County, USD 250, Pittsburg State University and the Pittsburg Area Chamber of Commerce, which will ensure that area residents have access to the skills required for the jobs of today and that area businesses enjoy a skilled, competitive workforce;
- A new City of Pittsburg Five-Year Capital Improvement Plan, which now serves as a crucial part of the City's annual budgeting process;
- Passage of a sales tax dedicated to enhancing public safety, which added more than twenty-five law enforcement officers and greatly improved forensic technology;
- Over 100 miles of fiber optic connectivity, along with four new telecommunications company franchise agreements providing high-speed service to Pittsburg businesses and residents (including 1GB to the home);
- Over \$3 million secured by the City in planned or constructed trails as a result of state and federal grants, safe routes to school grants, Sunflower trail grants, and private donations;
- Streamlined City internal procedures for demolition of dilapidated structures and better coordination with the County for more frequent Sheriff sales of properties;
- Adoption and implementation of the International Property Maintenance Code; and
- A target industry analysis aimed at better leveraging Pittsburg's resources and programs offered at Pittsburg State University to enhance economic development/business recruitment.

Planning Area Boundaries



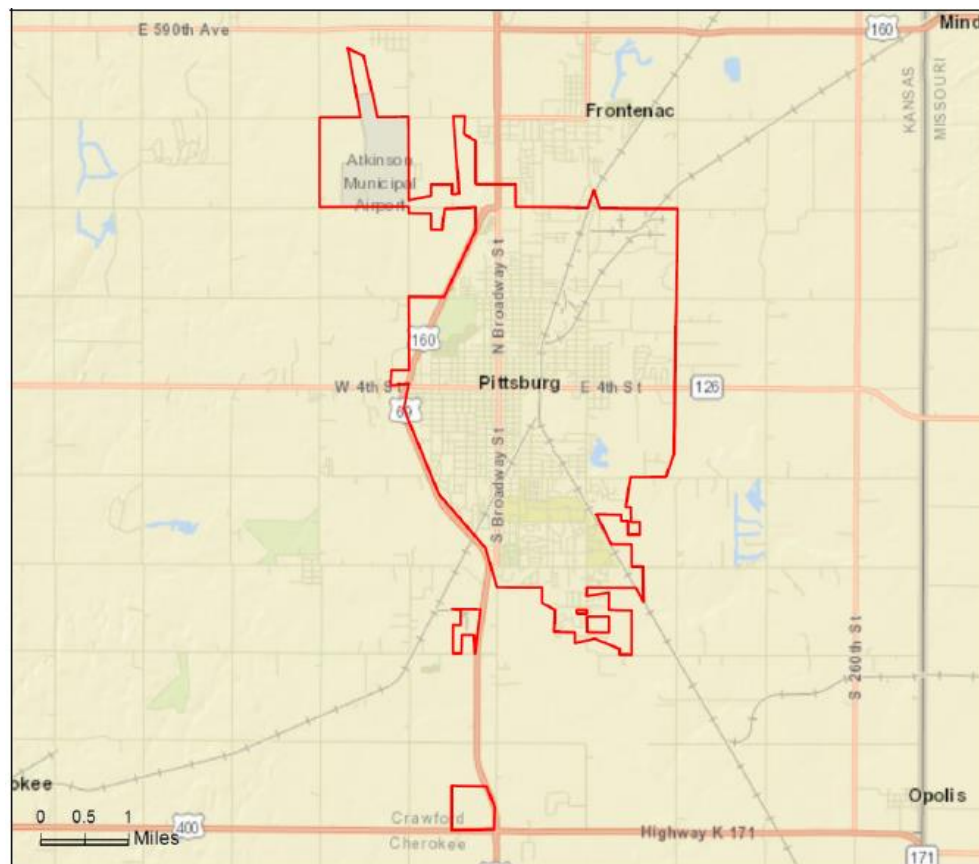
ECONOMIC AND DEMOGRAPHIC ANALYSIS

This section of the report examines the economic and demographic factors impacting real estate development trends in the Planning Area. It includes an analysis of population growth trends and projections, household composition, age distribution, household income, educational attainment, and employment trends. Current demographic trends and 5-year demographic projections were provided by the *American Community Survey 2017* and Esri Business Analyst. Quantifying these economic and demographic characteristics will assist in forecasting the future demand for commercial space, industrial space, and residential housing units in the Planning Area.

Market Area Defined

To examine the Planning Area's prospective commercial, employment, and residential development opportunities an economic and demographic analysis for the relevant market area was prepared. Market areas are usually divided into three categories or zones of influence, including primary, secondary and tertiary. Demographic characteristics immediately surrounding a site have the greatest impact on supportable real estate development patterns, with the level of influence diminishing gradually as the distance increases.

To evaluate the Planning Area's real estate development potential the City of Pittsburg, Kansas is defined as the Primary Market Area with Crawford County the Secondary Market Area. Market Area demographic characteristics are summarized in the table on page 6.

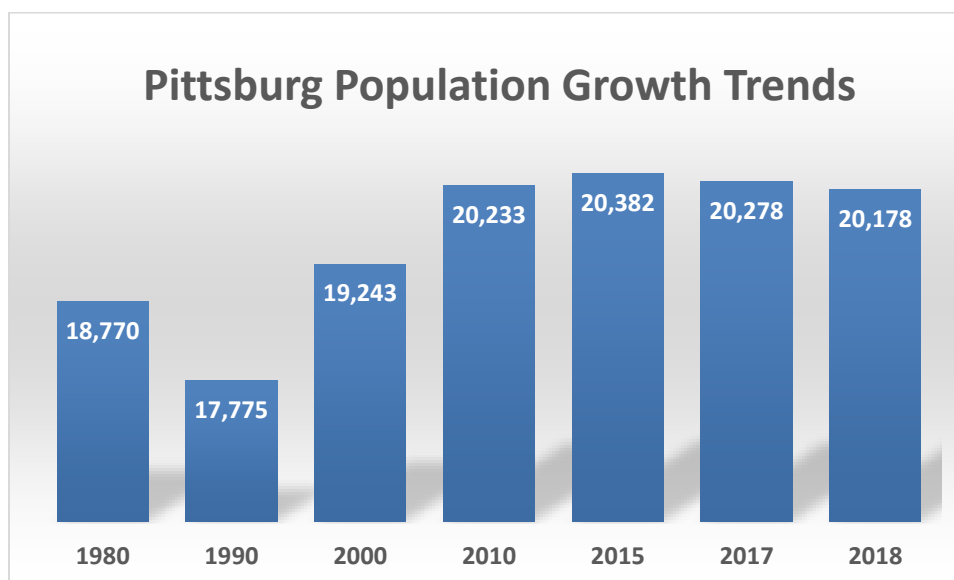


Pittsburg, Kansas Demographic Trends

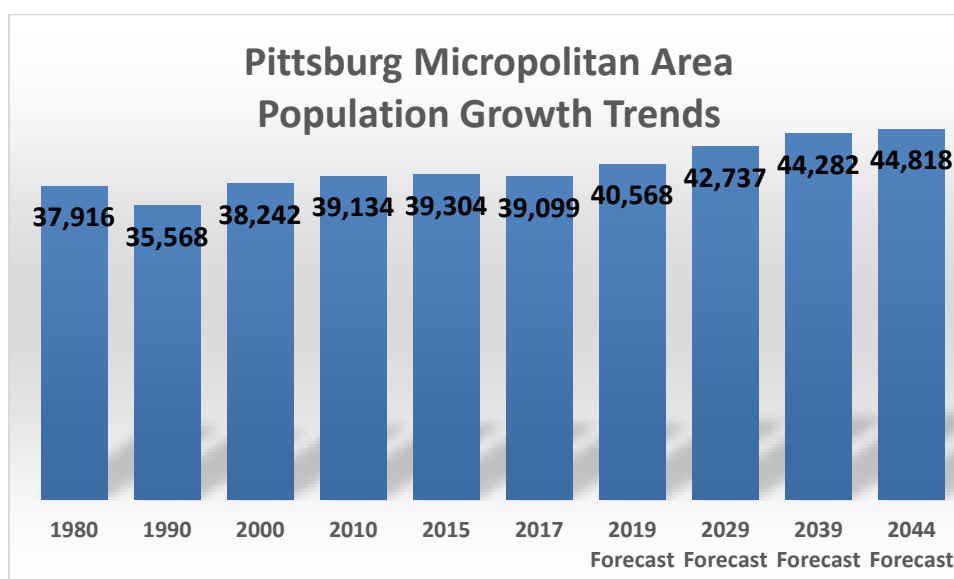
Demographic Characteristic	Demographic Characteristic
Population	
2010 Census	20,233
2019 Estimate	20,133
2024 Forecast	19,890
Households by Type (2017)	
Total Households	7,819
Family Households	49.6%
Married Couple Family	34.3%
With Own Children	15.3%
Nonfamily Households	50.4%
Householder Living Alone	35.8%
65 Years and Over	10.8%
Distribution of Population by Age (2019)	
0-14 Years	17.3%
15-24 Years	26.0%
25-34 Years	16.3%
35-44 Years	9.3%
45-64 Years	17.4%
65+ Years	13.7%
Distribution in Household Income (2019)	
Less than \$15,000	25.7%
\$15,000 - \$24,999	12.8%
\$25,000 - \$34,999	11.8%
\$35,000 - \$49,999	15.3%
\$50,000 - \$74,999	14.9%
\$75,000 - \$99,999	7.8%
\$100,000 - \$149,999	8.4%
\$150,000 - \$199,999	1.8%
\$200,000+	1.5%
Median Household Income	\$49,232
Educational Attainment for Residents 25+ Years (2019)	
Total	11,420
Less than 9th Grade	3.7%
9th - 12th Grade, No Diploma	6.3%
High School Graduate	20.7%
GED/Alternative Credential	3.0%
Some College, No Degree	24.3%
Associate Degree	8.5%
Bachelor's Degree	20.5%
Graduate/Professional Degree	13.0%

Population Growth Trends

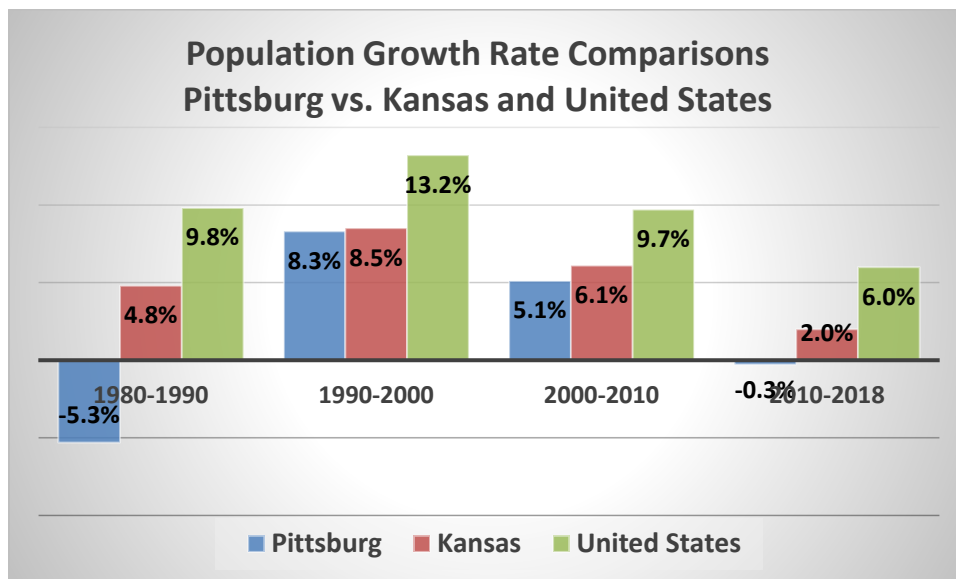
Population growth directly impacts the need for retail space and housing. From 1980 to 2018, the City of Pittsburgh added over 2,400 residents. From 2010 through 2018 Pittsburgh's population declined slightly, estimated at 20,178 residents in July 2018. Just over half of the Pittsburgh Micropolitan Area ("Crawford County") population resides in the City of Pittsburgh. Continued population growth will fuel additional demand for retail goods and services, commercial space, and new residential housing units.



Since 1980 the City of Pittsburgh population growth has outpaced that of the Pittsburgh Micropolitan Area as a whole, increasing by 8.0 percent compared to 3.1 percent. From 2019 through 2044, the Wichita State University Center for Economic Development & Business Research forecasts the Pittsburgh Micropolitan Area population to increase by 14.1 percent, adding 4,250 new residents.



For every decade since the 1980s the City of Pittsburg population growth rate lagged behind both the State of Kansas and United States. Following a 5.3 percent decline in population during the 1980s, Pittsburg’s population rebounded, increasing 8.3 percent in the 1990’s and 5.1 percent during the 2000’s. Since 2010 the city’s population has declined by 0.3 percent, compared to growth rates of 2.0 percent for Kansas and 6.0 percent for the United States.



The presence of flood plains and public infrastructure has dictated urban development patterns in Pittsburg. While over the past several decades urban expansion in Pittsburg has followed a multi-directional pattern, the south and east regions have supported the bulk of population growth and residential construction activity.

Household Composition

Household formation and the mix of household types have a direct impact on the composition of retail sales and housing needs. According to the *American Community Survey* published by the U.S. Census Bureau, during 2017 a reported 7,819 households resided in Pittsburg, Kansas with an average household size of 2.4 persons. Family households accounted for just 49.6 percent of all households with 24.7 percent of these households having children present. Married couple families accounted for only 34.3 percent of all households, of which 15.3 percent had related children. The table on the following page provides a comparison the City of Pittsburg’s households by type with that of Crawford County and the State of Kansas.

The household composition of Pittsburg’s population is impacted significantly by the presence of Pittsburg State University, and thus, the composition differs notably from both Crawford County and Kansas. Two notable deviations include a much smaller percentage of family households and married couple households and a much higher percentage of nonfamily households and householders living alone. The rate of households with children present in Pittsburg is also lower than that of both Crawford County and Kansas.

These market area household composition characteristics would suggest a propensity for rental housing and slightly above average retail expenditures for groceries, clothing and accessories, sporting goods, electronics, entertainment, and eating and drinking places.

City of Pittsburg Households by Type – 2017

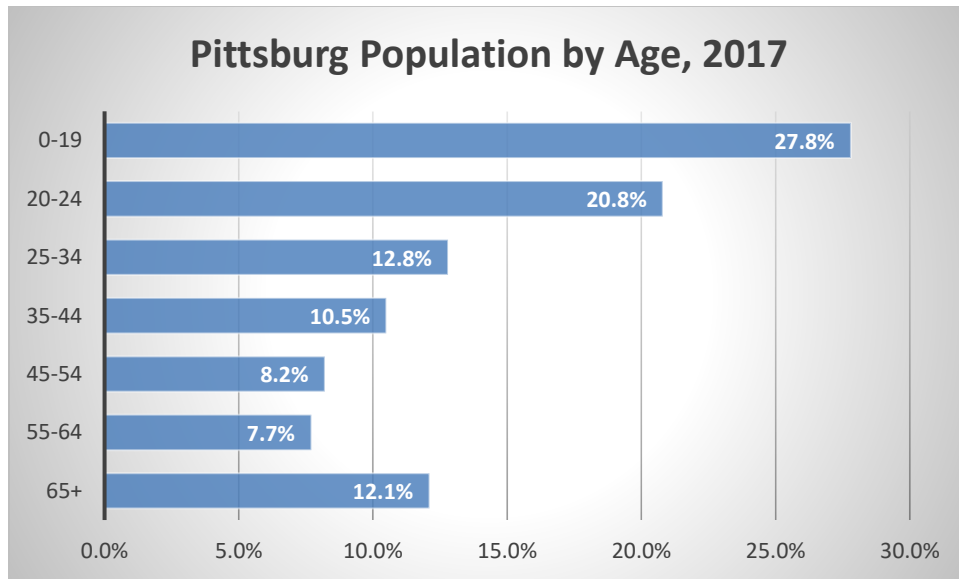
Household Type		City of Pittsburg	Crawford County	State of Kansas
Total Households		7,819	14,974	1,121,943
Family Households		49.6%	59.4%	65.5%
With Children Under 18 Years		24.9%	25.4%	29.5%
Married Couple		34.3%	44.8%	51.0%
With Children Under 18 Years		15.3%	17.3%	20.8%
Nonfamily Households		50.4%	40.6%	34.5%
Householder Living Alone		35.8%	30.9%	28.7%
65 Years and Older		10.8%	11.6%	10.9%
Average Household Size		2.40	2.49	2.52
Average Family Size		3.20	3.14	3.10

Source: American Community Survey, U.S. Census Bureau.

Population Age Distribution

Age is an important factor in consumer identity, since consumption patterns, housing needs, and financial situation change significantly throughout an individual's lifetime. Change in the relative proportions of age groups throughout the United States is expected to have an important impact on the retailing and housing industries.

According to the *American Community Survey 2017*, the average age of the Pittsburg population of 40.2 years compares to the state average of 36.5 years. Children ages 0 to 14 comprise the Pittsburg's largest age group with 27.8 percent of the total population, followed by young adults ages 35 to 44 years at 20.8 percent and family/working adults ages 25 to 34 years at 12.8 percent.



The Pittsburg population for 2019 and 2024 are summarized in the table below by six primary age groups, including children (0-14 years), adolescent (15-24 years), young adults (25 to 34 years), family/working adults (35-44 years); empty nesters (45-64 years) and elderly (65+ years). Each of the six age groups possesses distinctively different consumption and housing needs.

Pittsburg, Kansas Distribution of Population by Age

Age Group	2019 Estimate	% of Total	2024 Forecast	% of Total	2019-24 Change	% Change
0-14 Years	3,483	17.3%	3,481	17.5%	-2	-0.1%
15-24 Years	5,234	26.0%	5,032	25.3%	-202	-3.9%
25-34 Years	3,281	16.3%	2,864	14.4%	-417	-12.7%
35-44 Years	1,872	9.3%	2,188	11.0%	316	16.9%
45-64 Years	3,301	16.4%	3,321	16.7%	20	0.6%
65+ Years	2,758	13.7%	2,983	15.0%	225	8.2%
Totals	20,131		19,889		-242	-1.2%

Source: U.S. Census and Esri Business Analyst.

From 2019 through 2024, Esri Business Analyst forecast the Pittsburg population to decline by 242 residents. Over the five-year timeframe the family/working adults ages 35 to 44 years is forecast to experience the largest gain of 316 people. The elderly population 65+ years of age is forecast to increase by 225 people through 2024 while the population of young adults age 25 to 34 years is expected to decline by 417 people. These shifts in the age of Pittsburg's population will impact the future demand for retail goods, personal services, and housing.

Children ages 0 to 14 years aren't generally consumers per say, but their presence within a household generates retail expenditures on such items as apparel and accessories, groceries, and consumer electronics. This age group accounts for 17.4 percent of the Pittsburg population and by 2024 is forecast to decline by two residents.

The adolescent population ages 15 to 24 is the largest age group in Pittsburg accounting for 26.0 percent of the population, or 5,234 residents. This demographic group is key for supporting the sales of apparel and accessories, groceries, sporting goods, music, consumer electronics, eating and drinking places, and general merchandise.

Young adults aged 25 to 34 years generally are new to the workforce. These tech savvy young adults are heavy consumers of electronics, apparel and accessories, entertainment, and rental housing. Young adult comprise 16.3 percent of the Pittsburg population, or 3,281 residents.

The population ages 35 to 44 are in their child raising and principal consumer years, with expenditures favoring hardware; furniture and home furnishings; home electronics; department stores; and eating and drinking places. By 2024, the population of this age group in Pittsburg is forecast to increase by 316 residents which is expected to have a positive impact on sales of home furnishings, entertainment, and entry-level, for-sale housing. By 2024, this age group will account for 11.0 percent of the Pittsburg population.

From 2019 to 2024, Pittsburg's population of empty nesters ages 45 to 64 years is forecast to increase by just 20 residents. People aged 45+ years are generally less consumers of apparel, consumer electronics, furniture, home furnishings and entertainment than are younger consumers. This age group provides opportunities for home downsizing, restaurants, and travel.

According to the U.S. Department of Labor, per capita retail expenditures by seniors 65+ years old is 18 percent lower than those under the age of 35 years and 41 percent lower than people ages 35 to 64 years. From 2019 to 2024, Pittsburg's population of residents 65+ years of age is forecast to increase by 8.2 percent, adding 225 residents. The growing senior population will generate increased demand for medical goods and services as well as affordable housing.

Among the six major age groups, those ages 35 to 64 possess the highest incomes and per capita consumer spending levels. According to the U.S. Department of Labor, people ages 35 to 64 possess an annual income 51 percent greater than those under the age of 35 years. Adults ages 35 to 54 years account for 17.4 percent of the Pittsburg population and are in their peak spending years particularly for housing, home furnishings, home improvements, clothing, and entertainment.

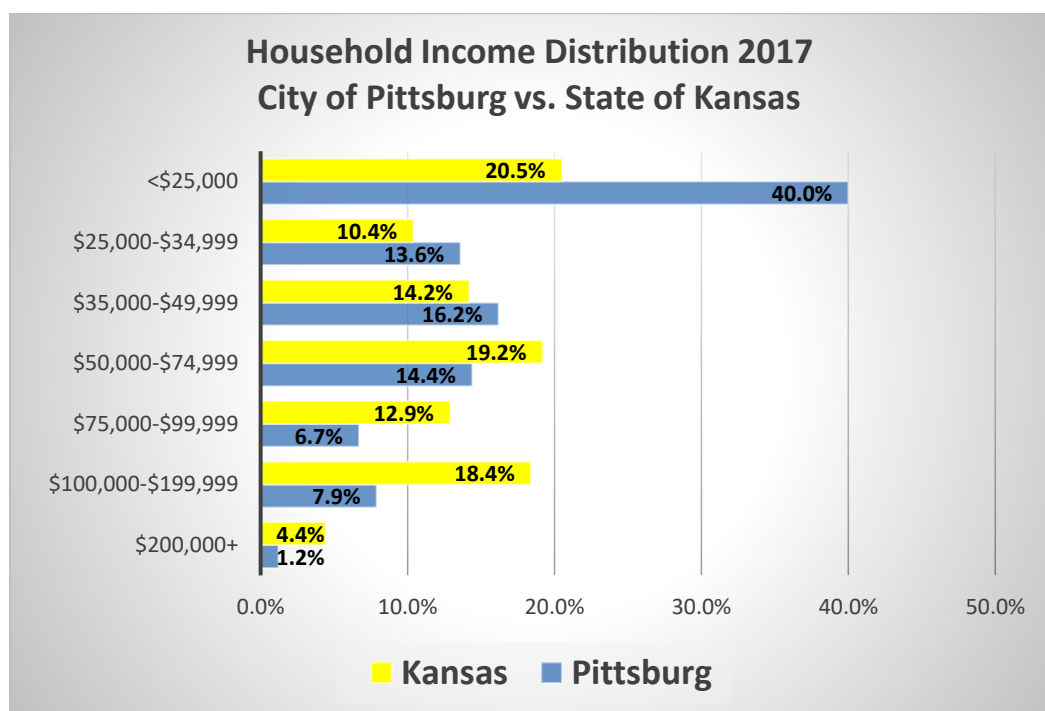
Household Income Distribution

Household income levels have a direct impact on retail sales volumes, housing demand, for-sale housing values, and residential rents. According to the U.S. Census Bureau Pittsburg's median household income of \$31,948 lags well behind \$55,477 for Kansas and \$57,652 for the United States. Pittsburg's low-income levels may result in below average per capita retail expenditures and housing values.

Households with incomes of less than \$25,000 account for 40 percent of all Pittsburg households, suggesting a need for affordable housing. By comparison, 20.5 percent of Kansas households earn less than \$25,000 annually.

Households with annual incomes of \$75,000 to \$99,999 account for just 6.7 percent of all Pittsburg households compared to 12.9 percent for Kansas. These households represent potential demand for for-sale housing and retail goods and services.

High-income households with incomes of \$100,000 or more account for only 9.1 percent of all Pittsburg households compared to 22.8 percent for Kansas. These households represent potential demand for luxury housing and automobiles, retail goods and services, travel, and entertainment.



Pittsburg household income distribution estimates for 2019 and projections for 2024 published by Esri Business Analyst are outlined in the table on the following page. Over the next five years Pittsburg's median household income is forecast to increase by 6.7 percent to \$36,942. By 2024, low-income households with annual incomes of less than \$25,000 will still account for 36.7 percent of all Pittsburg households. Those households with incomes of \$75,000 and greater are projected to experience the largest gains over the coming five years. These high-income households will generate demand for for-sale housing, entertainment, travel, dining out, and retail goods and services.

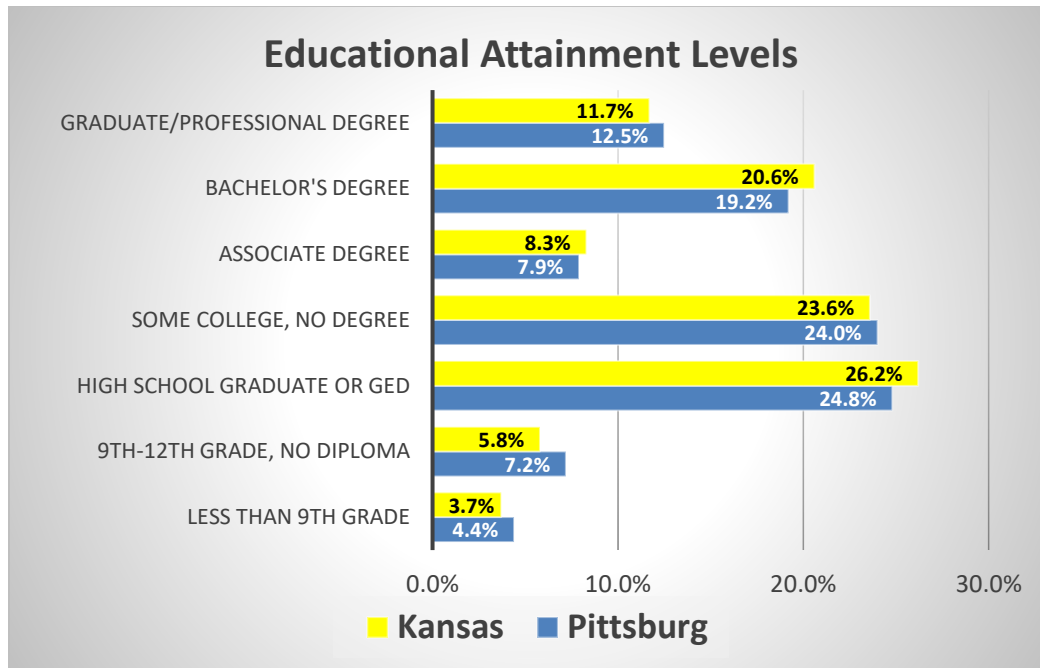
City of Pittsburg Household Income Distribution

Income Bracket	2019 Estimate	% of Total	2024 Projection	% of Total	% Change 2019-2024
City of Pittsburg					
Less than \$15,000	2,070	25.7%	1,977	24.9%	-4.48%
\$15,000 - \$24,999	1,031	12.8%	937	11.8%	-9.12%
\$25,000 - \$34,999	950	11.8%	834	10.5%	-12.28%
\$35,000 - \$49,999	1,232	15.3%	1,271	16.0%	3.10%
\$50,000 - \$74,999	1,200	14.9%	1,191	15.0%	-0.75%
\$75,000 - \$99,999	628	7.8%	691	8.7%	9.96%
\$100,000 - \$149,999	677	8.4%	739	9.3%	9.15%
\$150,000 - \$199,999	145	1.8%	183	2.3%	25.97%
\$200,000+	121	1.5%	119	1.5%	-1.42%
Median Household Income	\$34,611		\$36,942		6.73%
Average Household Income	\$49,232		\$49,232		0.00%
Per Capita Income	\$19,793		\$21,505		8.65%

Source: Esri Business Analyst.

Educational Attainment

Education levels of a market area's labor pool are becoming increasingly important in the ability to attract and retain knowledge-based industries as well as the ability to support above average wages. The bar chart below provides a comparison of educational attainment levels between the City of Pittsburg and State of Kansas as provided by the U.S. Census Bureau.



Educational levels have a direct impact on achievable income levels, retail expenditure patterns, housing values, and the demand for commercial space. The demand for retail space increases as income and retail sales levels rise. The type of retail space is also impacted as high-income households support increased demand for higher valued goods and services. The demand for office space improves at higher educational attainment levels as more residents are likely to be employed in professional service and medical professions.

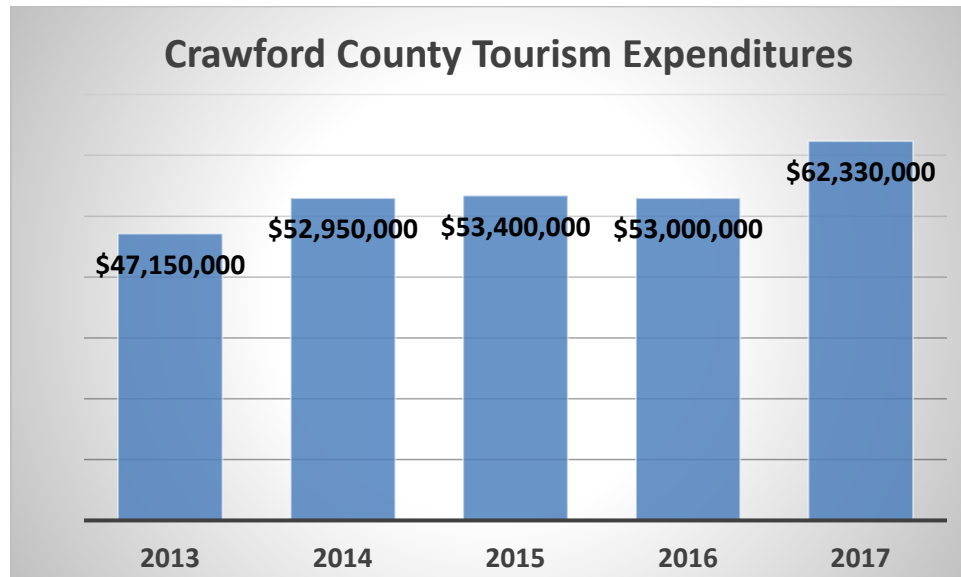
The Pittsburg population is well educated with 39.6 percent of residents possessing a graduate, professional, bachelor's or associate degree compared to 40.5 percent for the United States and 40.6 percent statewide. Conversely, 36.4 percent of Pittsburg residents attained a high school diploma or less compared to 35.7 percent of the statewide population.

Pittsburg's educational attainment levels comparable to the statewide averages translate into the potential to support average to above average wages, retail expenditures, and spending on such retail categories as personal services, apparel, household furnishings, entertainment, dining out, automobiles, and healthcare. The educational attainment levels may also improve Pittsburg's ability to meet the employment needs of the changing technology-based economy as well as increase the demand for professional office space.

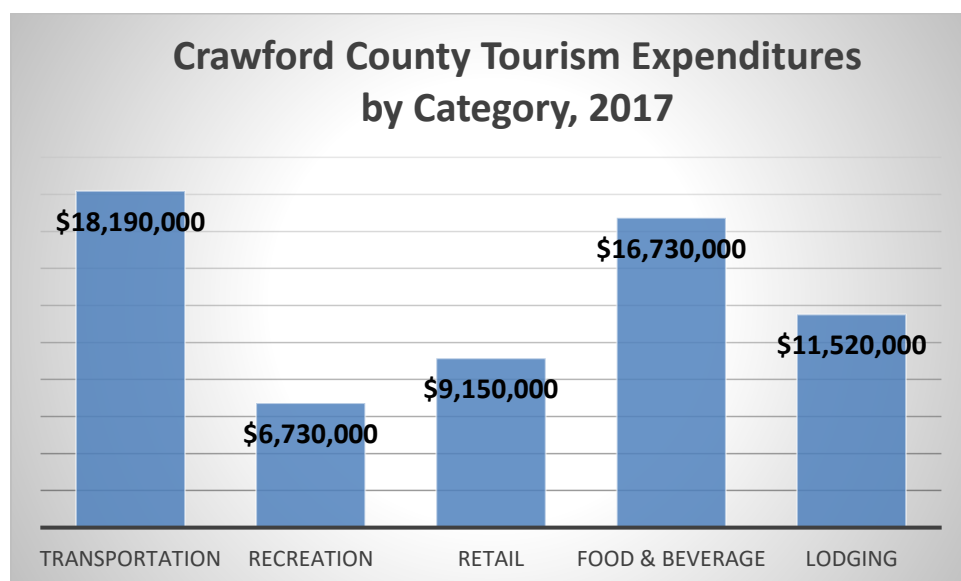
Tourism Market

Tourism represents a growing segment of the Crawford County economy. During 2018, with the construction of the La Quinta Inn & Suites and Hampton Inn the inventory of hotel rooms in Pittsburg increased by 12.9 percent.

According to the Kansas Department of Tourism from 2013 through 2017 tourism expenditures in Crawford County increased by 32 percent reaching \$62.33 million by 2017. During 2017 tourism expenditures in Crawford County rose by 17.6 percent.



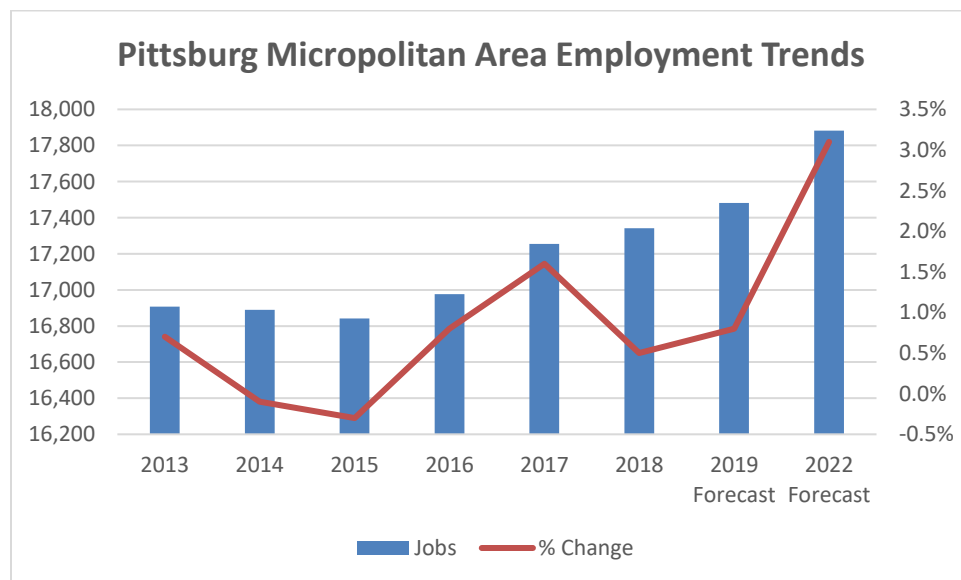
During 2017, tourism expenditures in Crawford County were led by transportation at \$18.19 million, food & beverage at \$16.73 million, and lodging at \$11.52 million.



Employment Trends

Since gains in employment generally fuels growth in population, income, and retail expenditures, job growth is a reliable indicator of general economic conditions and demand for housing and commercial space. Typically, households prefer to live near work for convenience. Affordable housing costs, reduced commute times, and superior quality of life can also motivate employees to relocate to the community where their job exists.

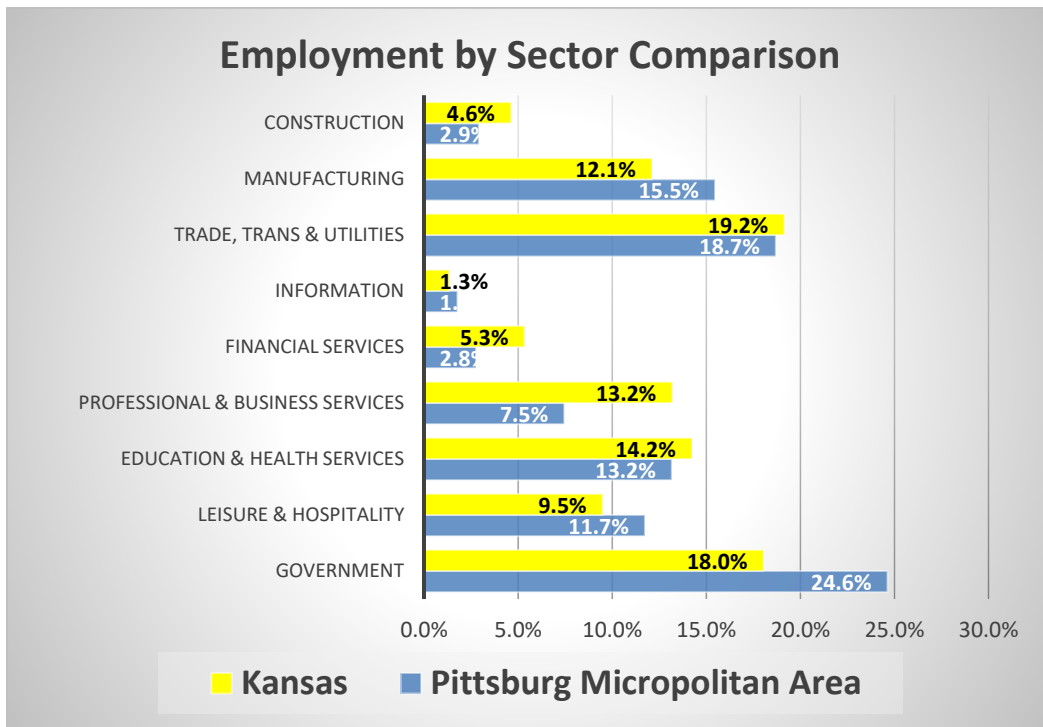
According to the Bureau of Labor Statistics, from 2013 to 2018 the rate of employment growth in the Pittsburg Micropolitan Area of 2.5 percent compared to 3.8 percent for Kansas. By year-end 2018 the Pittsburg Micropolitan Area supported total employment of 17,341 jobs. By 2022, employment in the Pittsburg Micropolitan Area is forecast to increase by 3.1 percent compared to the statewide rate of 5.4 percent.



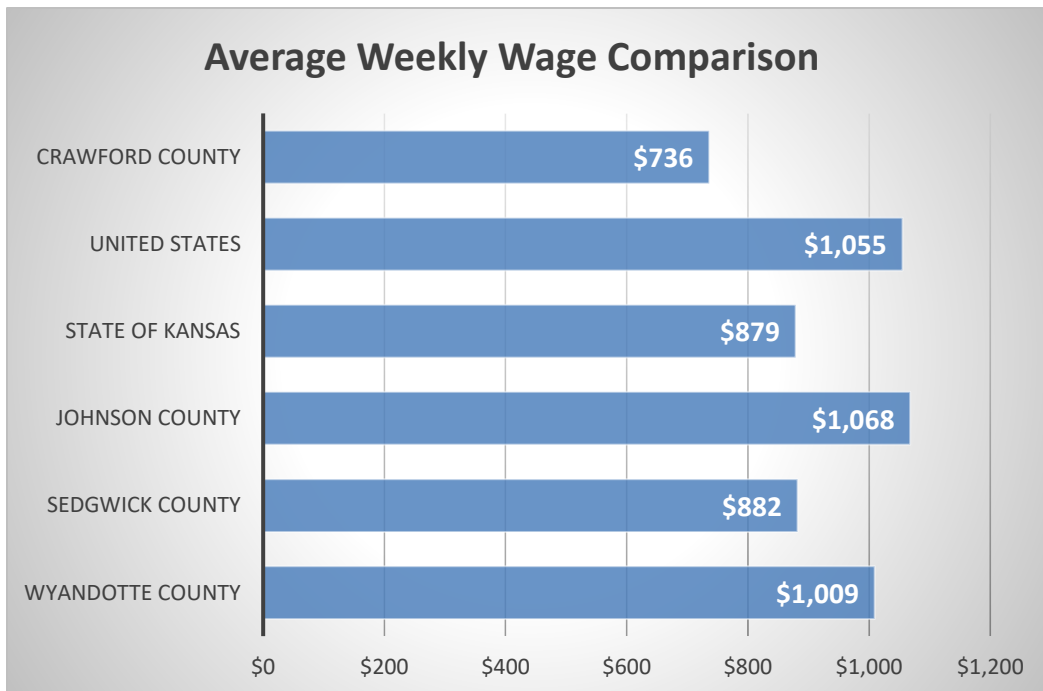
The City of Pittsburg is the center for economic activity within the Pittsburg Micropolitan Area. According to the Bureau of Labor Statistics the leading employment sectors in the Pittsburg Micropolitan Area are:

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

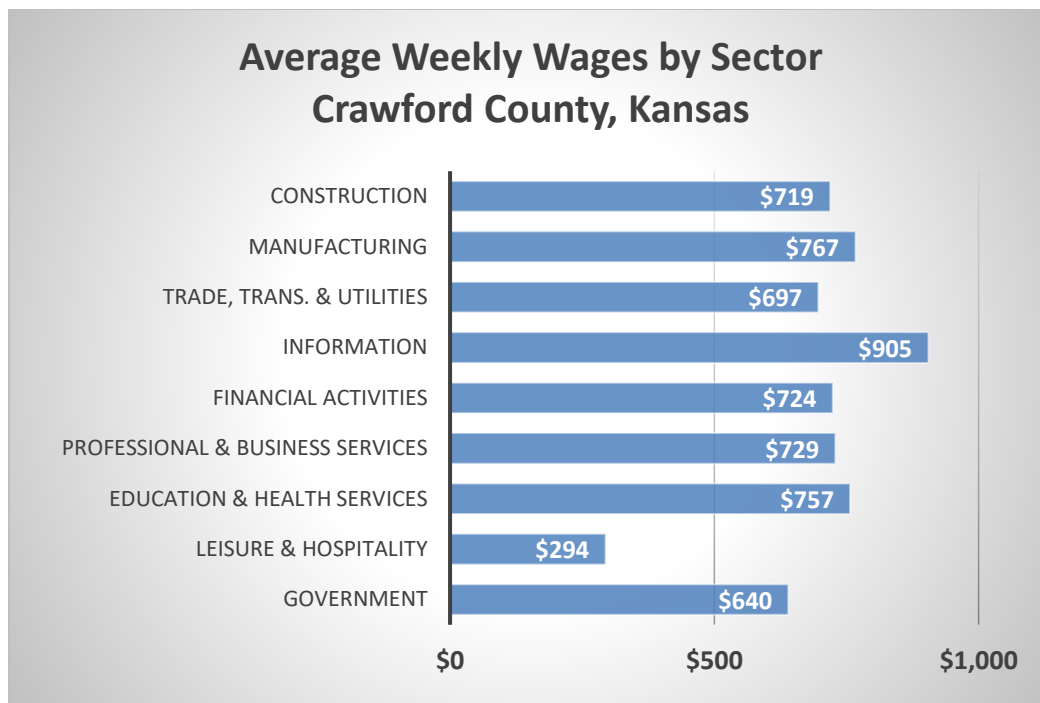
Compared to statewide averages, the Pittsburg Micropolitan Area supports a higher rate of manufacturing, information, leisure and hospitality, and government employment. Employment sectors where the Pittsburg Micropolitan Area lag include construction; trade, transportation and utilities; financial services;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



According to the Bureau of Labor Statistics, the average weekly wage reported for Crawford County of \$736 compares to the statewide average of \$879 and national average of \$1,055.



Average weekly wages by sector in Crawford County are led by Information (\$905); Manufacturing (\$767); Education and Health Services (\$757); and Professional and Business Services (\$729).



Economic Development Factors

Interviews were conducted with several local economic development, government, real estate professionals; business owners; and residents to gain an understanding of the assets/opportunities and constraints/limitations in fostering economic development in Pittsburg, Kansas. The bullet points below summarize the content of those interviews.

Assets / Opportunities

- Pittsburg State University student and staff population; academic, sports and cultural resources; and partnership with the City to foster economic development;
- Kansas Polymer Research Center;
- In the past five years approximately \$453 million in public and private funds have been invested in Pittsburg;
- Half-cent City sales tax dedicated to economic development efforts;
- Pittsburg's population is well educated with a strong work ethic;

- Pittsburg supports a high quality of life;
- Pittsburg is serviced by highways, rail and an airport;
- Pittsburg supports a strong existing manufacturing base with two City-owned industrial parks offering vacant land available for future development;
- Downtown Pittsburg is emerging as a vibrant, mixed-use urban core;
- Ample supply of water;
- City sponsored land bank with the potential to support infill residential development;
- Citizens possess a strong entrepreneurial spirit;
- Excellent access and availability of healthcare services;
- Positive economic impact of the casino on tourism and lodging markets;
- City leadership and staff are pro-business;
- Proximity to the Kansas City and Tulsa metropolitan areas;
- Large population with incomes under \$25,000 creates a strong need for income-based rental housing; and
- The 100-year flood plain impacting the west side of Pittsburg affords the opportunity to create a unique and diverse recreational destination;

Constraints / Limitations

- Pittsburg's low unemployment rate places a constraint on the available workforce and the ability to attract and retain companies;
- Difficulty in attracting and retaining skilled employees;
- Flat 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;
- Unfavorable taxation structure;
- Pittsburg lacks diverse for-sale and rental housing stock with affordability a growing issue;

- Limited supply of for-sale and rental housing suitable for young professionals;
- Poor stock of rental housing with a high rate of disinvestment and high rents;
- Large inventory of older housing stock;
- High utility costs;
- Low-rated public schools;
- No interstate access and lack of 4-lane highway access;
- Low household income levels and high rate of poverty;
- Limited availability of economic incentives to entice employers and development;
- Presence of flood zones inhibits urban development on the west side of the city;
- Current City Zoning Code regulations makes designing a home on narrow infill lots challenging;
- Limited availability of childcare in Pittsburg places a constraint on attracting families;
- Small homebuilders are reluctant to construct spec homes which places a constraint on fostering an active new housing market; and
- Absence of convention/conference space in Pittsburg.

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; presence of Pittsburg State University; convenient highway, air and rail access; well educated population; high quality of life; and large inventory of available land zoned for employment use. Challenges facing future economic development efforts include a low unemployment rate that places constraints on the available labor force; limited availability of economic incentives; lack of diverse housing stock and high housing costs; and limited childcare options.

Assets and opportunities favoring future development in Pittsburg include the potential to support infill residential development; presence of a large inventory of vacant land at the City's edge with the ability to plan for cohesive mixed-use development; continued revitalization of downtown; and the ability to support parks, trails, and recreational amenities within the flood zone. Constraints limiting future urban growth in Pittsburg include lack of public infrastructure; existing zoning regulations impeding infill housing; and absence of large, well-financed homebuilders.

Conclusions

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 and continued expansion of the manufacturing, education, and healthcare sectors of the economy. In the coming years Pittsburg is anticipated to experienced accelerated job and population growth, residential and commercial development activity, and increased demands for municipal and transportation services.

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 income-based, entry level, and move up housing.

Pittsburg State University is a major economic engine for Pittsburg, driving demand for retail expenditures, lodging, and housing. The university'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 the city'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.

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 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; presence of Pittsburg State University; convenient highway, air and rail access; well educated population; high quality of life; and large inventory of available land zoned for employment use. Challenges facing future economic development of Pittsburg include a low unemployment rate that places constraints on the available labor force; limited availability of economic incentives; lack of diverse housing stock and high housing costs; and limited childcare options.

MARKET ANALYSIS

The *Market Analysis* portion of the study evaluated directly competitive retail, professional office, industrial, and housing market trends impacting the Planning Area. The market trends for each land use were evaluated and the long-term need for additional commercial space, industrial space, and housing units was quantified to determine the velocity of future real estate development in the Planning Area.

Retail Market Analysis

The *Retail Market Analysis* portion of the report evaluates directly competitive retail market trends impacting the Planning Area, with the intent of quantifying future demand for commercial space.

Competitive Retail Market Overview

The City of Pittsburg serves as the principal retail destination for Crawford County. U.S. Highway 69 (Broadway Street) serves as Pittsburg's principal retail corridor. The northern section of the corridor supports a variety of shopping centers, big-box retailers, supermarkets, restaurants, bank branches, and convenience stores. Principal retail businesses include Walmart, Home Depot, Big Lots, Dollar General, Aldi, Dillons, and Walgreens.

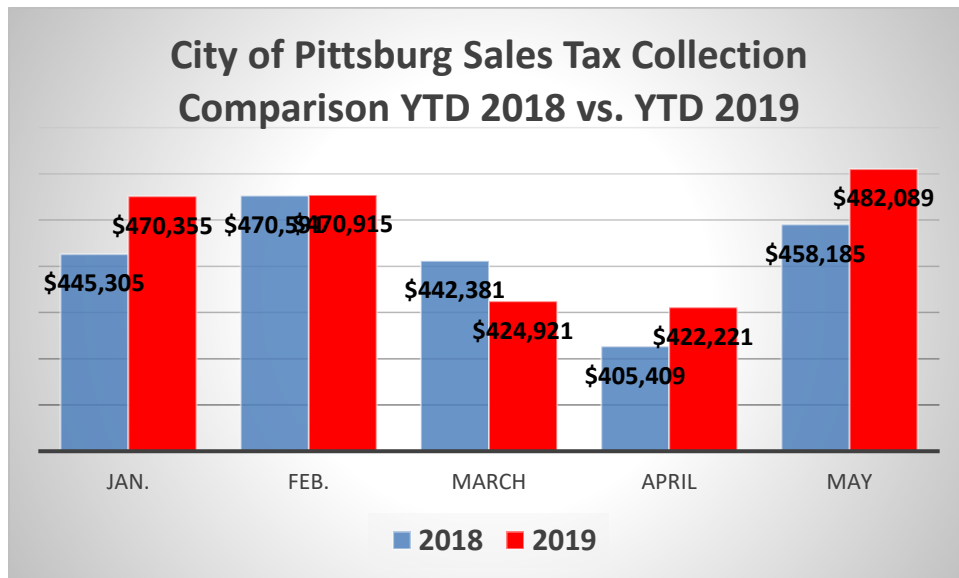
Downtown Pittsburg is central to the U.S. Highway corridor, roughly stretching from 3rd Street to 6th Street. With the redevelopment of Block 22, downtown Pittsburg has experienced an upturn in investment and new businesses.

The southern end of the U.S. Highway 69 corridor is anchored by the Meadowbrook Mall with such major tenants as JC Penney, Gordmans, and AMC Theatres. Several fast food restaurants surround the Pittsburg State University campus.

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 were up 2.2 percent compared to the same five-month period in 2018. Sales through May 2019 increased every month except March. These upwards sales trends are in sharp contrast to the sharp 10.8 percent decline reported for 2018.



Trade Area Capture

Information about a community's retail trade area can help assess the ability of local merchants to attract and capture the retail business of local residents. The trade area capture ("TAC") is an estimate of the number of people who shop in the local area during a certain period. TAC assumes that local residents will buy goods at the same rate as the state average, and that the only force that causes a variation in spending patterns is income. The formula for calculating TAC is:

$$\text{TAC} = \frac{\text{Community's Actual Retail Sales}}{\text{State Per Capita Sales} \times \text{Community's Per Capita Income} / \text{State Per Capita Income}}$$

If the TAC estimate is larger than the community's population two explanations are possible: 1) the community is attracting customers outside its boundaries or 2) residents of the community are spending more than the state average. If the estimate is smaller than the community's population: 1) the community is losing its customers to other regions for retail purchases or 2) residents of the community are spending less than the state average.

According to Esri Business Analyst, Pittsburg's 2019 population was estimated at 20,133 residents and per capita income of \$19,793. The Kansas Department of Revenue reported 2018 CY retail sales for the City of Pittsburg of approximately \$352.9 million

The U.S. Census estimated the 2018 population for Kansas at 2,911,505 residents and per capita income of \$29,600. Based on data from the Kansas Department of Revenue the state's per capita retail sales is estimated at \$14,981.

$$\text{Trade Area Capture} = \frac{\$663,147,250}{\$14,981 \times (\$19,793 / \$29,600)} = 35,226 \text{ Residents}$$

Pittsburg's resident population of 20,133 and estimated TAC of 35,226 residents illustrates the City's well above average capture of retail sales. The TAC is calculated adjusting for Pittsburg's per capita income relative to the statewide rate.

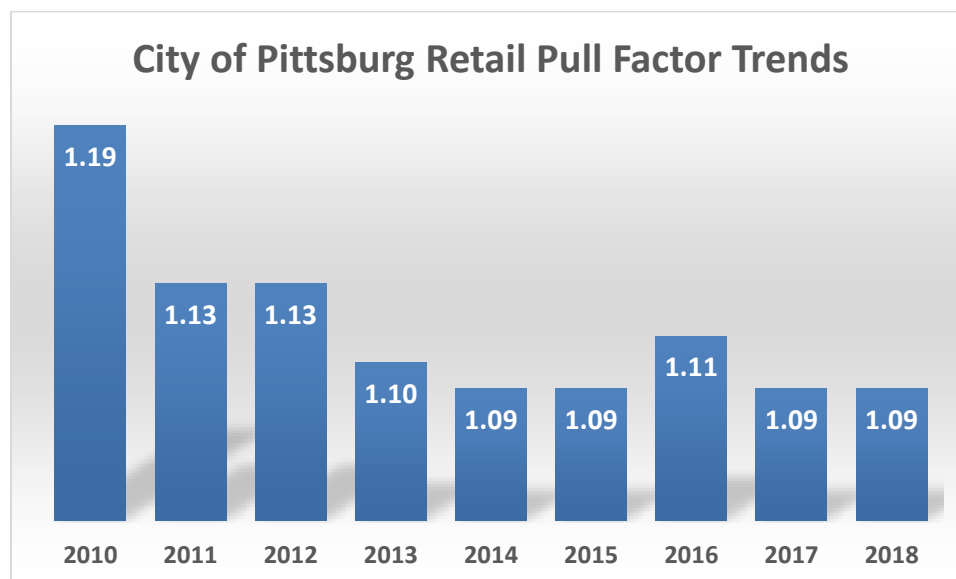
Retail Pull Factor

Pull factors ("PF") measure a community's ability to attract shoppers, residents and non-residents alike, to make retail purchases within the community. A pull factor is a measure of the strength of a community's retail trade, based on a comparison of local spending in relation to that of a wider geographic area (e.g. the state), with a measure of 1.0 representing a perfect balance. A pull factor greater than 1.0 indicates that the community is pulling in retail sales from beyond its boundaries and the balance of trade is favorable. Alternatively, a pull factor less than 1.0 indicates that the community is not capturing local shoppers and is experiencing retail sales leakage. Pull factors are calculated by dividing the TAC by the community's population.

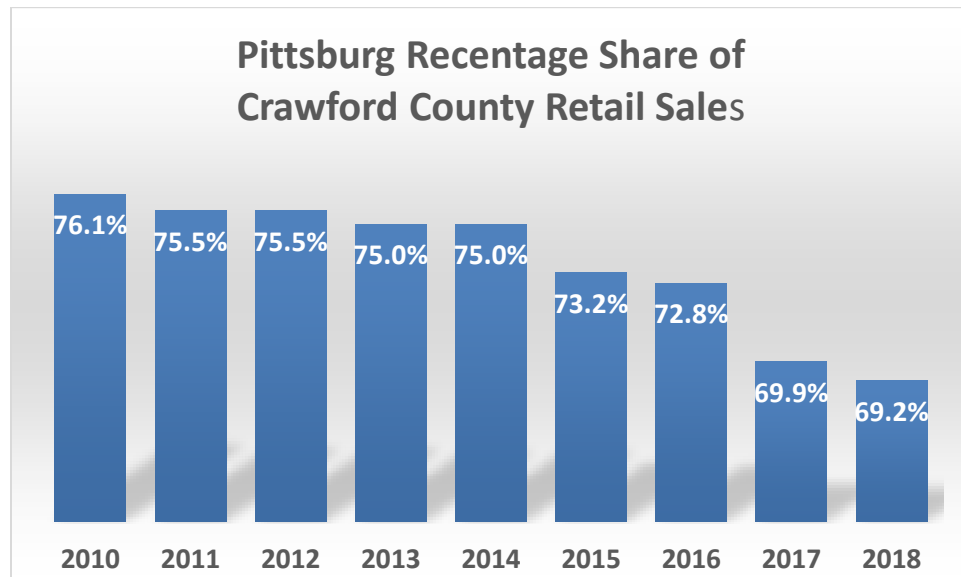
$$PF = \frac{\text{Trade Area Capture}}{\text{Community Population}}$$

Dividing the trade area capture of 35,226 residents by Pittsburg's population of 20,133 yields a pull factor of 1.75, indicating that Pittsburg's retail sales capture exceeds the statewide average by 75 percent. **This pull factor is adjusted to reflect the deviation in per capita income levels between the City of Pittsburg and State of Kansas.**

The Kansas Department of Revenue publishes an annual *Trade Pull Factor Report* that calculates the retail pull factor for all counties and cities in the state measured against the statewide average. According to the report, Over the past decade Pittsburg's retail draw has diminished. The city's retail pull factor declined from 1.19 in FY 2010 to 1.09 by FY 2018. Crawford County also suffers from considerable retail sales leakage as depicted by a retail pull factor of 0.82 during FY 2018. **Again, these pull factors are measured against statewide averages and have not been adjusted to reflect the well below average household income levels for both Pittsburg and Crawford County, but illustrate the region's weakening retail market.**



Pittsburg's eroding retail draw is further evidenced by the sharp decline in its capture of countrywide sales from 76.1 percent in FY 2010 to 69.2 percent by FY 2018.



Pittsburg's long-standing retail sales leakage is a symptom of modest population levels, below average income levels, and lack of a deep and diverse retail market.

Retail Space Demand Estimates

This section of the study provides retail space demand estimates from 2019 to 2044 for the City of Pittsburg.

Supportable retail sales are a function of consumer population and income levels. A trade area's total income is calculated by multiplying the total trade area population by the per capita personal income. Purchasing power, or total sales potential of the trade area, is then quantified by applying average retail expenditures as a percentage of total income.

Esri Business Analyst estimated the 2019 population for Pittsburg at 20,133 residents with a per capita income of \$19,793. Based on the *U.S. Census Bureau Annual Retail Trade Survey* and Pittsburg's per capita income and retail sales levels, retail goods and services sales equate to a spending rate equivalent to approximately 40 percent of total personal income. The City's current retail pull factor is 1.09. Average sales were estimated at \$180 per square foot.

By 2044 the County's population is forecast to increase by 4,631 to 6,515 new residents. For this analysis per capita income and average retail sales per square foot remained constant.

Under the conservative scenario the City's pull factor remains at 1.09 throughout the projection period. By 2044, the City of Pittsburg is forecast to capture new retail goods and services sales of \$40 million, supporting approximately 222,000 square feet of new retail space.

Under the optimistic scenario by 2044, Pittsburg is forecast to capture new retail goods and services sales of \$56 million and approximately 312,000 square feet of new retail space.

Estimated Retail Space Demand; 2019 - 2044 City of Pittsburg, Kansas

Retail Sales Formula	Conservative Scenario	Optimistic Scenario
Resident Population Growth: 2019 - 2044	4,631	6,515
Per Capita Income	\$19,793	\$19,793
Total Gross Personal Income	\$91,661,383	\$128,951,395
% Income Spent on Retail Goods & Services	0.40	0.40
Supportable Goods & Services Sales by Pittsburg Residents	\$36,664,553	\$51,580,558
Pittsburg Unadjusted Retail Full Factor	1.09	1.09
Supportable Retail Sales by Out-of-Town Visitors	\$3,299,810	\$4,642,250
Total Supportable Retail Goods & Services Sales	\$39,964,363	\$56,222,808
Average Retail Sales Per Sq. Ft.	\$180	\$180
Supportable Additional Retail Space (Sq. Ft.)	222,024	312,349

Canyon Research Southwest, Inc.

Site Evaluation

Retail developers and major retailers evaluate potential sites based on a series of site-specific criteria. Common selection criteria when evaluating prospective development sites include parcel size, visibility and exposure, accessibility, traffic counts, and direct competition. Using these site selection criteria, the Planning Area was evaluated for the potential for support retail development.

Several sites and locations in Pittsburg possess the necessary characteristics to support the development of a variety of retail and shopping center formats. These sites/locations include:

Future residential growth areas outside of Pittsburg's current municipal boundaries anticipated to support the bulk of new residential construction include the south and east quadrants. Support commercial in the form of neighborhood shopping 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 Quincey Street on the east side of town and Rouse Street and 520th Street to the south. These east-west arterial streets would also be suitable for some strip commercial uses.

Sites along U.S. Highway in Pittsburg's southwest quadrant are best suited for large-scale retail development in the form of a power center or big-box retailers, complimented by freestanding pad sites for restaurants, bank branches, and convenience stores.

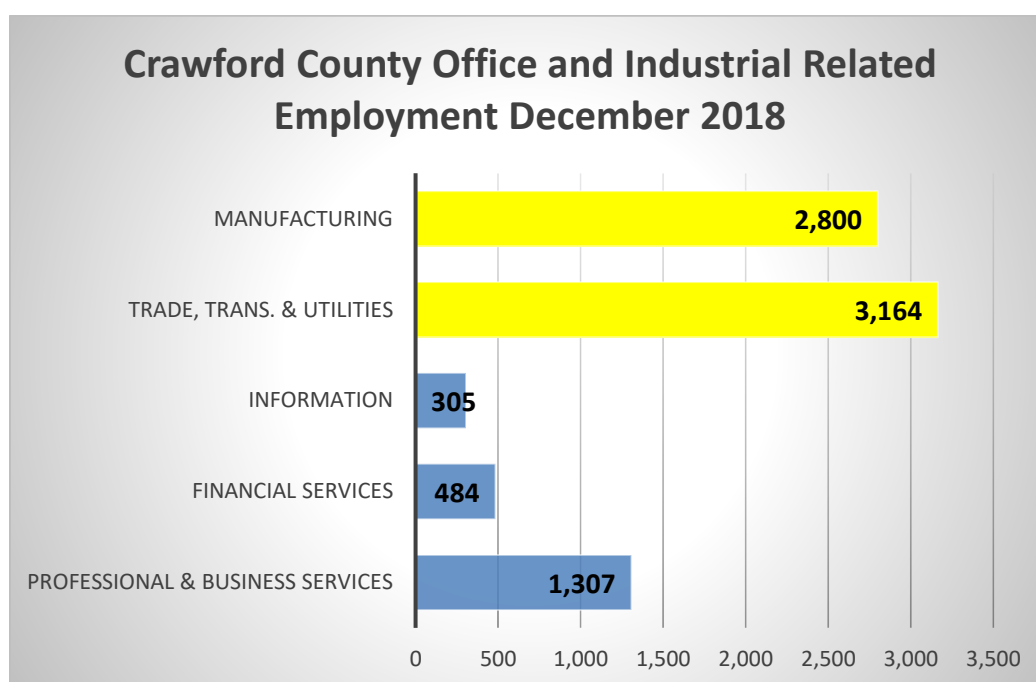
Langdon Street in south Pittsburg is also suitable for some strip commercial uses.

Employment Market Analysis

This section of the study evaluates directly competitive employment-related market conditions impacting the Planning Area by identifying office and industrial market trends; forecasting office and industrial space demand; and evaluating prospective development sites. The goal is to identify future opportunities for the Planning Area to support employment-related development.

Employment-Related Business Mix

For this analysis industrial-related employment is defined as the manufacturing and wholesale trade & transportation sectors while office-related employment includes the financial services, information, professional and business services sectors. In the bar chart below industrial-related sectors are highlighted in “yellow” with office-related sectors highlighted in “blue”.



Pittsburg’s professional office market is small and scattered with the principal concentration of space along Broadway Street in downtown. Block 22 is a recently completed redevelopment project of the former National Bank and Opera House Hotel buildings at 4th and Broadway Streets that offers over 16,000 square feet of co-work and business incubator space, meeting rooms and conference space located inside the Foundry. Root Coffeehouse & Creperie is also located inside The Foundry.

The employment sectors associated with the demand for professional office space include information, financial services, and professional and businesses services. According to the Bureau of Labor Statistics, as of December 2018, collectively these office-related sectors in Crawford County consisted of 2,096 jobs, or 12.1 percent of total employment. By comparison, office-related jobs account for 18.1 percent employment in Kansas. At an average space requirement of 200 to 225 square feet per employee, current employment levels in Crawford County can support an estimated 419,200 to 471,600 square feet of occupied professional office space.

Industrial space needs stem from manufacturing and trade, transportation and utilities jobs. By December 2018 these employment sectors accounted for 5,964 jobs within Crawford County, or 34.4 percent of total employment. By comparison, industrial-related jobs account for 20.9 percent employment in Kansas. At an average space requirement of 1,000 to 1,250 square feet per employee, current employment levels in Crawford County can support an estimated 6.0 million to 7.5 million square feet of occupied industrial space.

Existing industrial zoning in Pittsburg is concentrated in three primary locations, including: 1) adjacent to downtown on the south side of 4th Street between Rouse and Joplin Streets; 2) Northeast Industrial Park; and 3) Airport Industrial Park. Both the Northeast Industrial Park and Airport Industrial Park are city-owned properties and serve as the city's principal employment centers.

The Northeast Industrial Park is located south of Atkinson Avenue at Rouse Street and offers rail service. The industrial park is home to over a dozen businesses including Jake's Firework's, Interplast Group, Southeast Kansas Ctec, Unique Metal Fabrication, Eagle Picher, and Sanderson Pipe. Very little vacant land is available for future industrial development within the Northeast Industrial Park.

The Airport Industrial Airport located northeast of Atkinson Avenue and 200th Street surrounding the Atkinson Municipal Airport is home to five businesses, including Leisure Time Products, First Addition Screenprinting, EGC, Progressive Products Inc., and APEX Stages. Approximately 75 to 100 acres of land remain available for future development within the Airport Industrial Park.

From 2014 to 2018, Crawford County added 199 office-related jobs and 191 industrial-related jobs.

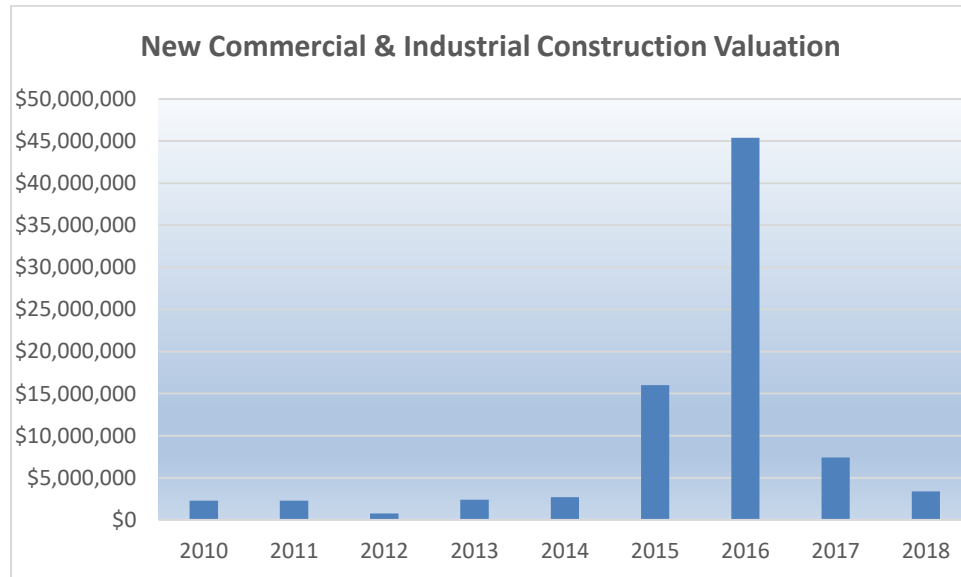
In 2016 the City of Pittsburg commissioned Angelou Economics to develop an economic development strategy. Angelou Economics evaluated the economic climate of Pittsburg and prepared a target industry analysis identifying core, diversification and emerging industry targets for the City to concentrate retention and recruitment efforts.

Recommended advanced manufacturing industries included the core targets of light manufacturing and imaging technology, diversification targets of plastic materials manufacturing and food processing, and emerging targets of prototyping and polymer manufacturing. These industries are envisioned to offer the greatest opportunity for future industrial employment growth in Pittsburg.

Creative and technical services industries will provide the opportunity to support future development of professional office space in Pittsburg. Angelou Economics identified core targets of materials science and research and engineering services, diversification targets of education technologies, and emerging targets of computer systems design services and mobile app development.

Construction Trends

From 2010 through 2018, a total of \$82.6 million in new commercial and industrial construction was permitted by the City of Pittsburg. New commercial and industrial construction peaked from 2015 to 2017 with a total valuation of approximately \$68.8 million. After peaking at \$45.4 million in 2016, new construction declined to \$3.4 million by 2018.



From 2010 to 2018, a total of \$115.3 million in additions, alterations and conversions of commercial and industrial properties were permitted for construction in Pittsburg. Construction activity peaked during 2018 at \$25.7 million.

Forecast Space Demand

Professional office and industrial space demand projections for Pittsburg, Kansas through the year 2044 provide an understanding of future market conditions directly impacting the feasibility of supportable new employment-related development.

Professional Office Space

The demand for professional office space is closely correlated with expansion in office space using employment sectors. Future demand for professional office space was forecast utilizing an occupational employment-driven model. This model was designed using the variables of increased employment in categories of economic activity typically associated with demand for office space and average space requirements per employee. A share of regional demand is assigned to the submarket (and specific project) on the basis of location, competition, access, project scale, etc.

According to the Bureau of Labor Statistics, office-related employment in Crawford County totals 2,096 jobs in the financial services, information, and professional and business services sectors. The bulk of these off-related jobs are located in Pittsburg. Collectively, these sectors account for 12.1 percent of Crawford County's total employment.

From 2019 through 2044, job growth in Crawford County is projected to increase at an average annual rate of approximately 0.75 percent to 1.0 percent, yielding an estimated 3,859 to 5,429 new jobs. Office-related employment captured by the City of Pittsburg is forecast to account for 11.6 percent of total job growth, or 449 to 632 new jobs.

Office space demand created by the future growth in office-related employment was forecast by applying standard job creation ratios published by NAIOP of 1.0 job per 200 to 225 square feet of office space. This job creation rates account for both owner-occupied and speculative office space.

Based on a per capita space requirement of 225 square feet, from 2019 through 2044, office-related job growth in the City of Pittsburg is projected to support the demand for approximately 101,000 to 142,000 square feet of both owner-occupied and speculative office space.

Forecast Professional Office Space Demand Pittsburg, Kansas; 2019 to 2044

		Moderate Scenario	Optimistic Scenario
Pittsburg, Kansas			
Office-Related Employment Growth		449	632
Net Office Space Demand (Sq. Ft.)		101,025	142,200
Average Annual Office Space Demand (Sq. Ft.)		3,886	5,469

Industrial Space

The demand for industrial space is a function of employment, investment, and technology. The U.S. Department of Labor defines industrial employment as jobs in the manufacturing, wholesale trade, and transportation and warehousing industries.

Industrial-related employment in Crawford County totals 5,964 jobs in the manufacturing and wholesale trade and transportation sectors, or 34.4 percent of Crawford County's total employment.

From 2019 through 2040, Crawford County is forecast to add 3,859 to 5,429 new jobs. Industrial-related employment captured by the City of Pittsburg is forecast to account for 33 percent of total job growth, adding an estimated 1,279 to 1,799 new jobs.

Space demand created by the future growth in industrial-related employment was forecast by applying standard job creation ratios of 1.0 job per 1,000 square feet of light manufacturing, warehouse and flex industrial space. This job creation rates account for both owner-occupied and speculative industrial space.

Industrial Space Demand Forecasts Pittsburg, Kansas; 2019 to 2044

		Moderate Scenario	Optimistic Scenario
Pittsburg, Kansas			
Industrial-Based Employment Growth		1,279	1,799
Industrial Space Demand (Sq. Ft.)		1,279,000	1,799,000
Average Annual Industrial Space Demand (Sq. Ft.)		49,192	69,192

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

Site Evaluation

A feasible employment-related development site possesses the following characteristics: excellent location and access; appropriate parcel size and shape; availability to a large and diverse labor pool; proximity to customers; and compatibility with surrounding land uses. Suburban office development tends to gravitate to convenient freeway locations and/or mixed-use environments that provide the needed support services (i.e., restaurants, retail goods, lodging and entertainment) and prestigious business image. Industrial development also tends to concentrate along freeway corridors and rail lines. The Planning Area has been evaluated to identify the potential long-term professional office and industrial development sites.

A critical component of Pittsburg's long-term economic health is to expand the City's industrial base. Three principal options have been identified, including: 1) expand the industrial land area at the Airport Industrial Park; 2) designate land in the City's southwest quadrant on the west side of U.S. Highway 69 south of Quincy Street for industrial use (property offers both highway and rail access); and 3) redevelop the clay pipe facility on East 4th Street.

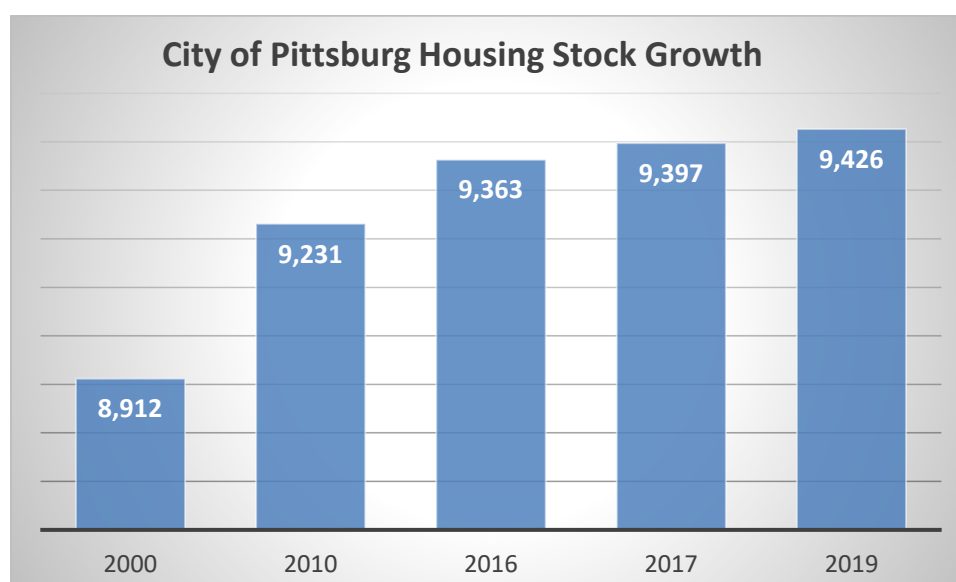
Continued revitalization of downtown will also be important for Pittsburg's long-term economic health. Downtown could serve as the core for redevelopment and construction of new office space. Additional concentrations of future office development include the clay pipe facility on East 4th Street and Centennial Street surrounding the Ascension Via Christ's Hospital.

Residential Housing Market Analysis

This section of the report evaluates the Pittsburgh's existing housing stock by identifying such characteristics as total inventory of dwelling units, occupancies, age and type of the existing housing inventory as well as recent trends in new home construction activity. The goal is to identify current and future opportunities to support new housing stock in Pittsburgh.

Housing Stock Characteristics

The 2010 Census reported the Pittsburgh housing stock at 8,912 dwelling units. According to the *American Community Survey*, from the 2010 Census through 2017 the Pittsburgh's housing stock increased by 166 dwelling units. Esri Business Analyst estimates the city's current housing stock at 9,426 dwelling units.



The table on the following page compares the age of the City of Pittsburgh housing stock with that of the State of Kansas as reported by the *American Community Survey* published by the U.S. Census Bureau. A reported 27.2 percent of Pittsburgh's existing housing stock was built since 1990 which is consistent with 27.2 percent statewide.

Pittsburgh'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. Pittsburgh's older housing stock is attributed to modest population growth over the past 40 years.

Housing Stock by Year Built City of Pittsburg vs. State of Kansas; 2017

Year Structure Built	Pittsburg, Kansas	State of Kansas
Total Housing Units	9,397	1,259,647
Built 2014 or Later	1.1%	0.7%
Built 2010 to 2013	1.4%	2.0%
Built 2000 to 2009	14.9%	11.7%
Built 1990 to 1999	10.0%	12.9%
Built 1980 to 1989	7.3%	11.6%
Built 1970 to 1979	16.1%	15.3%
Built 1960 to 1969	9.1%	10.4%
Built 1950 to 1959	12.9%	12.9%
Built 1940 to 1949	6.2%	5.8%
Built 1939 or Earlier	21.0%	16.7%

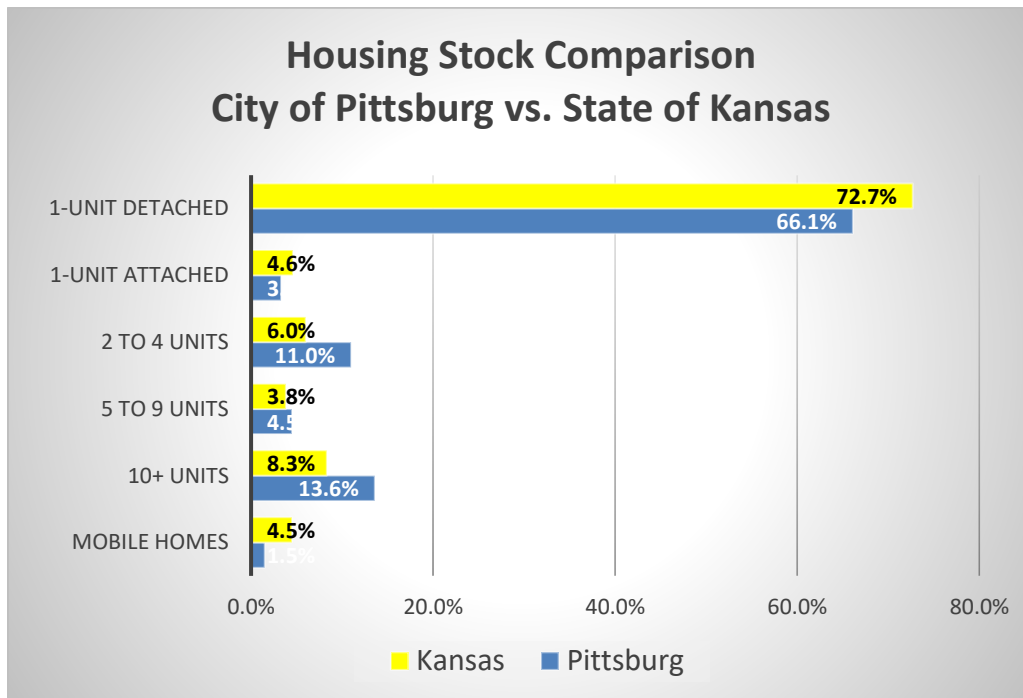
Source: U.S. Census Bureau.

The table below identifies Pittsburg's housing stock by unit type as reported by the *American Community Survey*. Detached single family housing is Pittsburg's most dominant housing product with a 66.1 percent share of the total inventory, though its well below the statewide average of 72.7 percent. Meanwhile, multi-family housing with 10 or more dwelling units accounts for 13.6 percent of the Pittsburg housing stock compared to 9.1 percent for Kansas. Pittsburg's housing stock mix is influenced by the presence of Pittsburg State University which generates strong demand by students for attached rental housing.

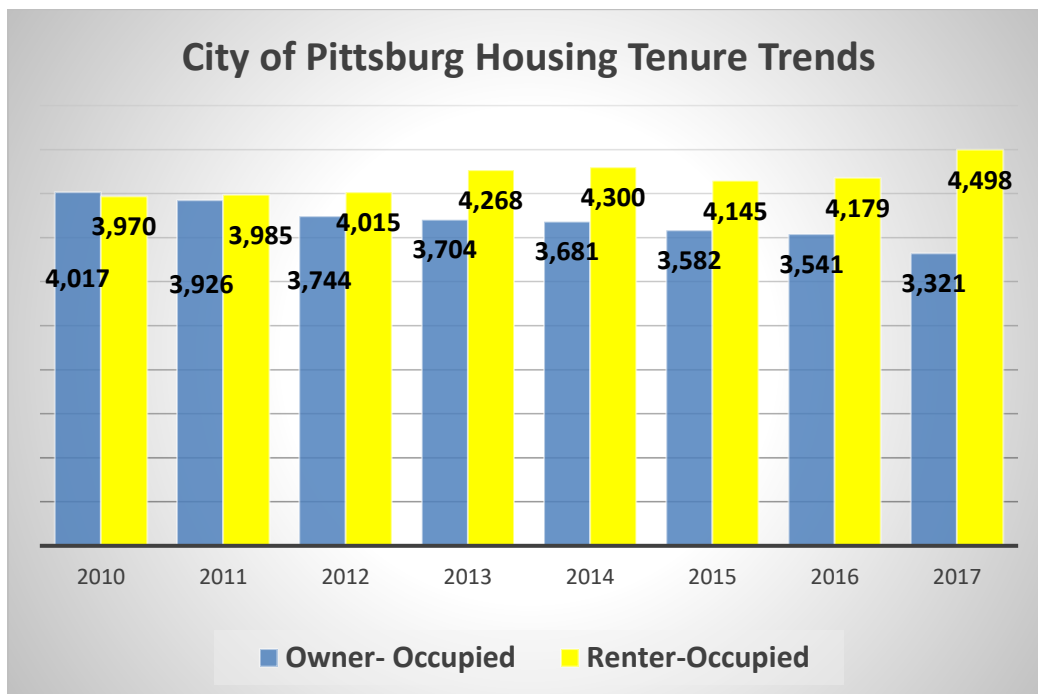
City of Pittsburg Housing Stock by Type – 2017

Units in Structure	# of Units	% of Total	Kansas %
1-Unit, Detached	6,210	66.1%	72.7%
1-Unit, Attached	308	3.3%	4.6%
2 Units	518	5.5%	2.5%
3 or 4 Units	515	5.5%	3.5%
5 to 9 Units	422	4.5%	3.8%
10 to 19 Units	481	5.1%	3.7%
20 or More Units	803	8.5%	4.6%
Mobile Home and other Types of Housing	140	1.5%	4.5%
Totals	9,397	100.0%	100.0%

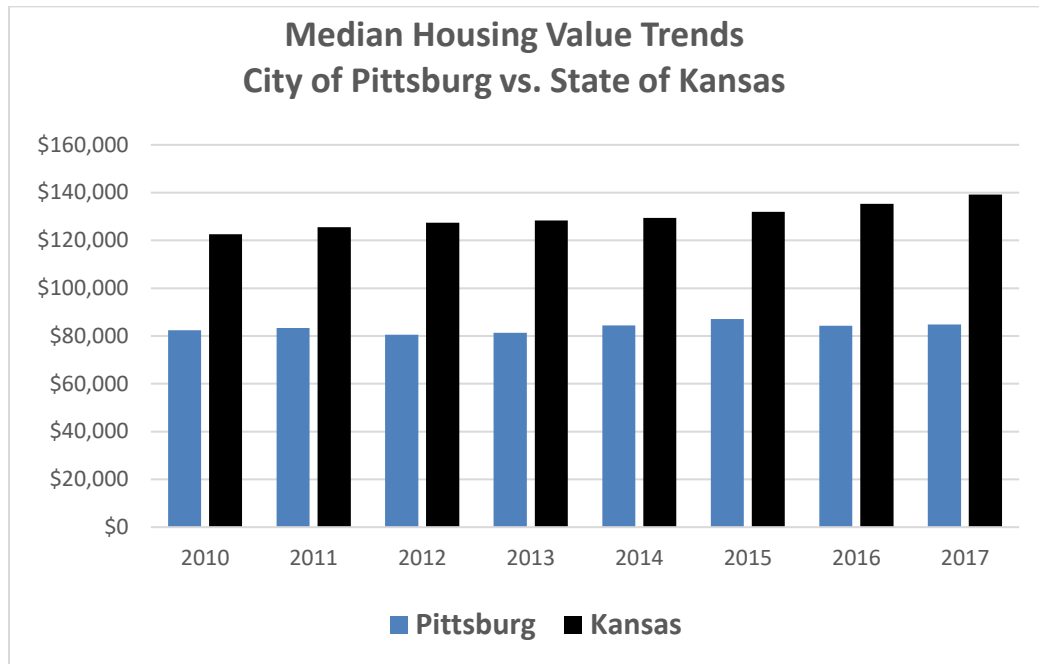
Source: U.S. Census Bureau, American Community Survey 2017.



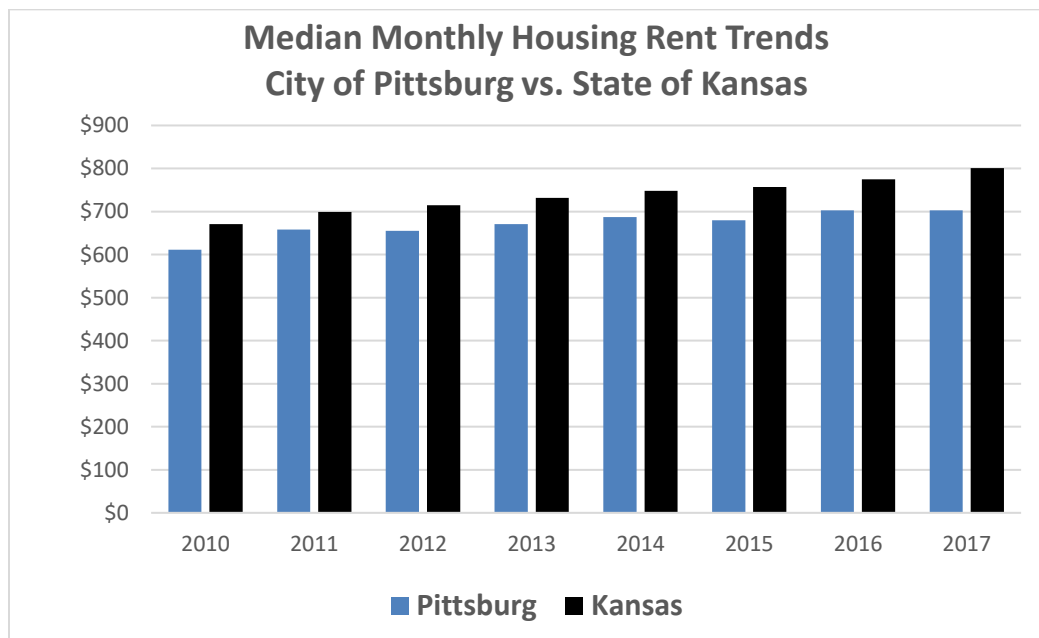
Since 2010, rental housing in the City of Pittsburg has gained market share. In 2010 owner-occupied units accounted for 50.3 percent of all occupied housing units with renter-occupied housing accounting for 49.7 percent. From 2010 to 2017, the inventory of renter-occupied housing increased by 13.3 percent or 528 dwelling units with the owner-occupied stock decreasing by 17.3 percent or the loss of 696 occupied dwelling units. By 2017, rental housing accounted for 57.5 percent of the housing stock with owner-occupied reduced to 42.5 percent.



Since 2010, while experiencing annual fluctuations, the median housing value in Pittsburg has remained relatively flat, increasing by just 2.9 percent over the 8-year period. Pittsburg's median housing value has consistently remained well below the statewide median. During 2017, the median housing value in Pittsburg of \$84,800 compared to \$139,200 for Kansas. A reported 59.7 percent of the city's housing is valued at less than \$100,000 with 31.1 percent valued at \$100,000 to \$199,999. Housing valued over \$300,000 accounts for 4.4 percent of the city's housing stock.



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.



As indicated by the table below, homeowners in Pittsburg are more likely to occupy detached single-family housing while renters generally occupy multi-family housing. Owner-occupied housing in Pittsburg accounts for just 42.5 percent of the entire occupied housing stock with renter-occupied accounting for the remaining 57.5 percent. By comparison, owner-occupied housing accounts for 66.4 percent of Kansas' total occupied housing stock with renter-occupied accounting for 33.6 percent.

Pittsburg Occupied Housing Stock by Type – 2017 **Owner-Occupied vs. Renter-Occupied Housing**

Housing Type	Total	Owner-Occupied	Renter-Occupied
Occupied Housing Units	7,819	3,321	4,498`
Units in Structure			
1-Unit, Detached	67.2%	94.7%	47.0%
1-Unit, Attached	3.5%	0.1%	6.1%
2 Units	4.4%	0.8%	7.0%
3 or 4 Units	6.0%	0.5%	10.0%
5 to 9 Units	4.5%	0.0%	7.8%
10 or More Units	12.6%	0.3%	21.7%
Mobile Home and other Types of Housing	1.8%	3.6%	0.4%
Totals	100.0%	100.0%	100.0%

Source: U.S. Census Bureau, American Community Survey 2017.

For 2017, according to the U.S. Census Bureau, of Pittsburg's total housing stock of 9,397 dwelling units, an estimated 7,819 dwelling units were occupied, including 3,321 owner-occupied housing units and 4,498 renter-occupied housing units. Detached single family homes accounted for 94.7 percent of all occupied owner-occupied housing units. Meanwhile, renters were much less likely to occupy detached single-family homes accounting for 47.0 percent of all occupied rental units.

Properties with 10+ rental units were the most popular attached housing product for renters accounting for 21.7 percent of all renter-occupied units. Properties with 3 to 4 dwelling units account for 10.0 percent of all renter-occupied units. Meanwhile, structures with 5 to 9 rental units accounted for 7.8 percent of all renter-occupied units.

The above-average inventory of multi-family and renter-occupied housing units in Pittsburg is influenced by the below average household income levels and the approximately 6,900 students at Pittsburg State University.

The table below segments monthly housing costs in Pittsburgh for both homeowners and renters as provided by the *American Community Survey*. The data illustrates a strong demand for affordable housing for both owner-occupied and rental housing. For owner-occupied housing units nearly 59 percent of the inventory possesses an occupancy cost of less than \$800 per month. Just 2.0 percent of owner-occupied housing has a cost of \$2,000 or more per month. The average monthly cost for owner-occupied housing in Pittsburgh is \$692.

Rental housing in Pittsburgh supports a higher share of affordable units with nearly 65 percent with monthly housing costs of under \$800. The median renter-occupied housing cost of \$703 per month is 1.6 percent higher than the median cost for owner-occupied housing.

City of Pittsburgh Monthly Housing Costs – 2017 Owner-Occupied vs. Renter-Occupied Housing

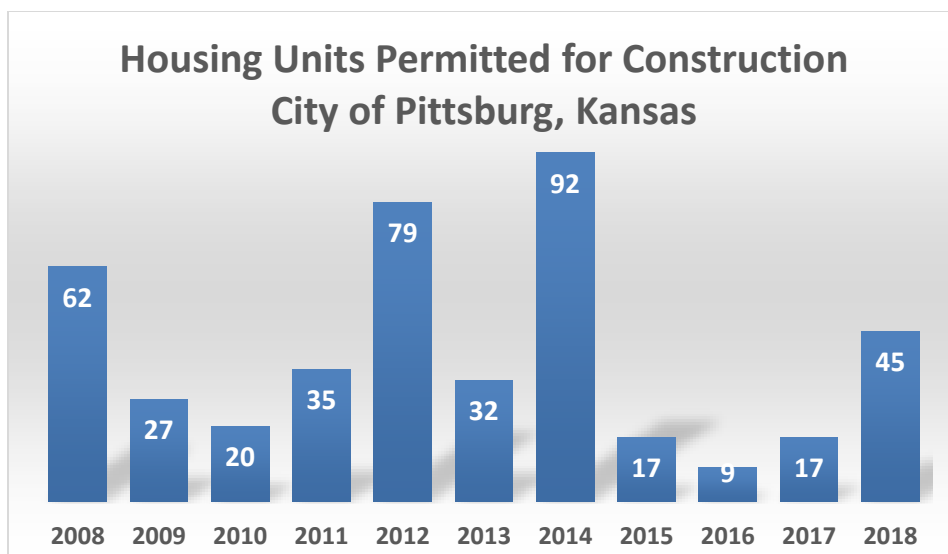
Housing Type	City Total	Owner- Occupied	Renter- Occupied
Occupied Housing Units	7,819	3,321	4,498
Less than \$300	6.7%	10.3%	4.1%
\$300 to \$499	18.0%	23.1%	14.2%
\$500 to \$799	37.5%	25.4%	46.4%
\$800 to \$999	15.8%	12.3%	18.4%
\$1,000 to \$1,499	14.6%	17.7%	12.3%
\$1,500 to \$1,999	3.0%	7.1%	0.0%
\$2,000 to \$2,499	1.1%	2.5%	0.0%
\$2,500 to \$2,999	0.4%	0.8%	0.2%
\$3,000 or more	0.5%	0.8%	0.3%
Median	\$703	\$692	\$703

Source: U.S. Census Bureau, American Community Survey 2017.

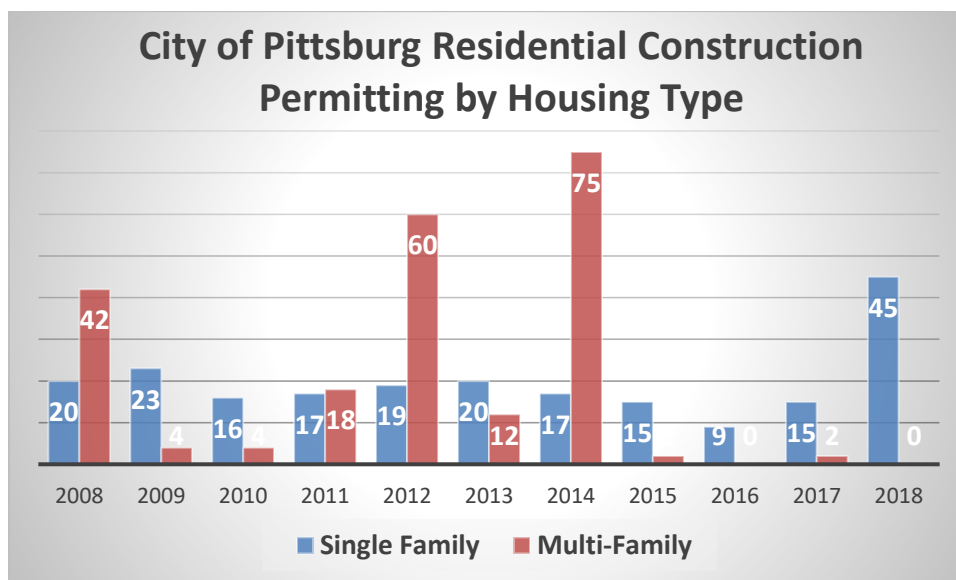
The City of Pittsburgh’s Community Development and Housing Department administers several housing initiatives, including Section 8 Rental Assistance, City of Pittsburgh Land Bank, Low Income Loan Program, Neighborhood Revitalization Program, and Rural Housing Incentive District. To illustrate the need for income-based housing in Pittsburgh, the department issues subsidized rent coupons to 319 households with a waiting list that generally exceeds 200 households. During 2017, tenant based rental assistance was provided to 225 households in Pittsburgh.

From 2008 through 2018, just 435 new housing units were constructed in Pittsburg, averaging 40 new housing units per year. Following the national recession in 2008 and 2009, new housing construction rebounded with 79 housing units permitted in 2012 and 92 housing units in 2014, due primarily to a spike in multi-family construction. In response to a lull in multi-family construction activity, from 2015 to 2018 overall housing construction declined to near recessionary levels.

Over the past three years single family home construction in Pittsburg has trended upward, increasing from just nine housing units permitted in 2016 to 45 housing units by 2018.



New residential construction has been evenly distributed among single family and multi-family housing product. Since 2008, total of 219 multi-family housing were permitted, accounting for 50.3 percent of all new residential construction. Multi-family construction peaked in 2012 and 2014 when a total of 135 dwelling units were permitted. Since 2015, just four multi-family housing units have been permitted for construction. Since 2008, single family housing has accounted for 49.7 percent of new housing construction in Pittsburg, or 216 dwelling units. During 2017 and 2018 single family construction trended upward.



Forecast Housing Demand

Residential housing demand for Pittsburg, Kansas through the year 2040 was forecast based on anticipated demographic and economic trends for the community. Key input to the model includes historical patterns in annual residential building permit activity and projected population and household growth, average household formation rates, households by income levels, and population by age.

Demographic characteristics and historic population growth trends for the City of Pittsburg were provided by the U.S. Census Bureau. Housing characteristics for Pittsburg were provided by the *American Community Survey*. Population growth projections for the City of Pittsburg were generated by Canyon Research Southwest based on historic growth patterns, rural location, existing employment base, and economic development factors.

According to the *American Community Survey 2017*, the City of Pittsburg housing stock totals 9,397 dwelling units. The existing housing units were operating at an overall occupancy rate of 83.2 percent. The occupied housing stock included 3,321 owner-occupied units (42.5%) and 4,498 renter-occupied units (57.5%). A total of 1,578 vacant housing units were reported. Pittsburg's average household size is 2.40 persons.

According to the U.S. Census Bureau, the City of Pittsburg's July 1, 2018 population was estimated at 20,178 residents. Esri Business Analyst estimates Pittsburg's 2019 population at 20,133 residents. By 2044, the City of Pittsburg's population is forecast to reach 24,764 to 26,648 residents, generating demand for additional housing units.

Through 2044, the City of Pittsburg population is forecast to increase by 4,631 to 6,515 residents, equating to the demand for an estimated 1,929 to 2,715 new occupied housing units. Given the region's population age composition, household income levels, and existing housing stock, from 2019 through 2044 the housing demand is estimated to be segmented 55 percent owner-occupied and 45 percent renter occupied. Therefore, by 2044 the mix of new housing demand is estimated at approximately 1,061 to 1,493 owner-occupied units and 868 to 1,222 rental units.

By product type, through 2044 the growth in the inventory of occupied housing units in the City of Pittsburg is forecast to be led by single family detached housing with 1,350 to 1,901 occupied housing units and multi-family housing with ten and more units with 270 to 380 dwelling units.

The table on the following page summarizes Pittsburg's forecast housing mix by owner and renter occupied and by product type.

Forecast Housing Demand by Product Type Pittsburg, Kansas; 2019-2044

	2017 Estimates		2044 Forecast	
	# of Units	# of Total	# of Units	# of Total
Total Housing Units	9,397			
Occupied Housing Units	7,819		1,929 – 2,715	
Owner-Occupied	3,321	42.5%	1,061 – 1,493	55.0%
Renter-Occupied	4,498	57.5%	868 – 1,222	45.0%
Vacant Housing Units	1,578			
Single Family Detached	6,210	66.1%	1,350 – 1,901	70.0%
Single Family Attached	308	3.3%	39 – 54	2.0%
2 to 4 Units	1,032	11.0%	154 – 217	8.0%
5 to 9 Units	422	4.5%	96 – 136	5.0%
10 or More Units	1,284	13.6%	270 – 380	14.0%
Mobile Home or Other	140	1.5%	19 - 27	1.0%

Source: U.S. Census and Canyon Research Southwest, Inc.

Site Evaluation

The Planning Area was evaluated for the ability to facilitate development of single-family and multi-family residential housing based on the following site criteria: physical attributes of the site; visibility and exposure; access; and proximity to housing demand generators and services.

Based on the outlined site selection criteria the most appropriate locations for future single-family housing within the Planning Area include:

1. South side of Pittsburg, south of Centennial Street concentrated along Rouse Street;
2. East of Free Kings Highway along 4th Street, 20th Street, Quincy Street and Centennial Drive corridors;
3. Redevelopment of clay pipe facility on East 4th Street; and
4. Infill lots north and west downtown Pittsburg.

High-density multi-family housing development within the Planning Area is best suited within mixed-use clusters, adjacent to major arterial streets, and in proximity to commercial and employment-related land uses. Prospective development sites include:

1. Residential above ground floor commercial space in downtown Pittsburg;
2. Infill sites supporting small-scale multi-family housing of 2 to 4 dwelling units best located north and west of downtown;
3. High-density apartment surrounding Pittsburg State University; and
4. South of Centennial Street.

Conclusions

Pittsburg serves as the principal retail destination for Crawford County. 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.

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 professional office market is small and scattered. According to the Bureau of Labor Statistics, as of December 2018, Crawford County's office-related sectors totaled 2,096 jobs accounting for 12.1 percent of the County's total employment. Current employment levels can support an estimated 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.

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 county-wide 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 approximately 1.3 million to 1.8 million square feet of owner-occupied and speculative industrial space.

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 with 10+ dwelling 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 well below the statewide median, increasing by just 2.9 percent over the 8-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 mix of new housing demand is estimated at approximately 1,061 to 1,493 owner-occupied units and 868 to 1,222 rental units.

STUDY RECOMMENDATIONS

The primary objective of the *Economic and Market Analysis* was to evaluate future commercial, employment, and residential development opportunities for Pittsburg, Kansas. Based on the study findings potential development opportunities for the City of Pittsburg are identified. Study recommendations include the following:

- Identify opportunities and constraints impacting future land use patterns within the Planning Area;
- Identify prospective development sites and appropriate mix of land uses that could take advantage of Pittsburg's location, physical characteristics, and market demand; and
- Quantify reasonably achievable absorption rates for new development given current directly competitive market trends.

Opportunities and Constraints

Through stakeholder interviews and other primary research, opportunities and constraints for the future population growth, job creation, and urban development of Pittsburg, Kansas were identified and summarized in the text below.

Opportunities

- Good transportation network – U.S. Highway 69, Atkinson Airport, and rail service improve the potential to support employment-related development;
- Planned completion of U.S. Highway 69 to four lanes south to Pittsburg will improve accessibility to the Kansas City MSA;
- Pittsburg supports a strong existing manufacturing base supported by two City-owned industrial parks with vacant land available for future development;
- Continued employment-related development will be critical to support Pittsburg's long-term economic and fiscal sustainability;
- Tourism can be an increasing contributor to the Pittsburg economy;
- Continued partnership of the City and Pittsburg State University will be key to fostering economic development;
- Pittsburg possesses an ample water supply;
- The City's half-cent City sales tax dedicated to economic development efforts;
- Pittsburg residents possess a strong entrepreneurial spirit and work ethic;

- Pittsburg's population is well educated;
- City sponsored land bank will assist in facilitating infill residential development. Existing zoning regulations should be revised to better accommodate small-scale infill housing;
- It is a 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;
- The land west of the city limits within the flood plain 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; and
- The Pittsburg 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;
- Flood plain 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; and
- Low-rated public schools and limited availability of childcare in Pittsburg places a constraint on attracting families.

Forecast Commercial, Industrial and Residential Demand

The Pittsburg Land Use Plan Update takes on a long-term development time horizon for the urban expansion of the city. The Land Use Plan is envisioned to incorporate a wide range of residential, commercial, employment, recreational and municipal land uses. In support of the Land Use Plan retail, office and industrial space and residential housing unit demand was forecast for Pittsburg, Kansas through the year 2044.

Through 2044, Pittsburg's forecast growth in population is estimated to support an estimated 222,000 to 312,000 square feet of new retail space.

From 2019 through 2044, employment-related job growth in Pittsburg is projected to support the absorption of approximately 101,000 to 142,000 square feet of professional office space and approximately 1.3 million to 1.8 million square feet of industrial space.

From 2019 through 2044 new housing demand in Pittsburg is forecast at 1,929 to 2,715 occupied housing units. The housing demand is estimated to be segmented 55 percent owner-occupied and 45 percent renter occupied, yielding an estimated 1,061 to 1,493 owner-occupied units and 868 to 1,222 rental units.

Forecast Retail, Office, Industrial and Residential Demand Pittsburg, Kansas; 2019 to 2044

Conservative Growth Scenario					Moderate Growth Scenario				
	Growth	2019-2044	Net	Gain		Growth	2019-2044	Net	Gain
	Population	Jobs	Sq. Ft.	# of Units		Population	Jobs	Sq. Ft.	# of Units
Retail	4,631		222,024			6,515		312,349	
Office		449	101,025				632	142,200	
Industrial		1,279	1,279,000				1,799	1,799,000	
Housing	4,631			1,929		6,515			2,715
Owner-Occupied				1,061					1,493
Renter-Occupied				868					1,222

Source: Canyon Research Southwest, Inc.

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.

Recommended Land Use Patterns

Pittsburg's large land area surrounding the city limits, natural resources, and transportation system affords the opportunity to create a mixed-use urban environment that provides the template for the City 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.

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.

Create parks and open space as multi-use destinations. Designate flood plain areas 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, public restrooms, etc.). The river and open space network would create a desirable recreational amenity and a major draw for the community as well as assist in establishing an identity and sense of place.

Create employment opportunities designed to ensure Pittsburg's long-term economic and fiscal sustainability. The plan should serve as a template for targeting high-growth sectors of the Pittsburg economy such as advanced and light manufacturing, imaging technology, plastic materials manufacturing, food processing, prototyping, polymer manufacturing, creative and technical services, healthcare, and tourism.

West 4th Street, and in particular the clay pipe facility, 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 land use plan, economic incentives to attract employers and developers, and infrastructure improvements. The City may consider acquiring the clay pipe facility in phases as the site is remediated and incorporate the property into the City's land bank program.

A critical component of Pittsburg's long-term economic health is to expand the City's industrial base. Three principal options have been identified for expanding the inventory of industrial land, including: 1) expand industrial land area at the Airport Industrial Park; 2) designate land in the City's southwest quadrant on the west side of U.S. Highway 69 south of Quincy Street for industrial use (property offers both highway and rail access); 3) redevelop the clay pipe facility on East 4th Street.

Downtown could serve as the core for redevelopment and construction of new office space. Additional concentrations of future office development include the clay pipe facility on East 4th Street and Centennial Street surrounding the Ascension Via Christ's Hospital.

Pittsburg's Land Use Plan should support a variety of retail development formats. Areas east and west of Pittsburg are anticipated to support much of the future residential housing growth. Commercial uses 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 Quincey Street on the east side of the city and Rouse Street and 520th Street to the south. These east-west arterial streets would also be suitable for some strip commercial uses.

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

Incorporate into the Pittsburg Land Use Plan 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 Pittsburg include:

- Vacant land outside of the city limits to the east and south is available for future residential development that is best suited for a mix 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 into the neighborhoods.
- Incorporate large lot residential into a portion of the urban expansion area on the east side of Pittsburg, doing so will assist in preserving 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. Revitalization of the existing older housing stock should focus on 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.
- High-density rental housing is best located in proximity to Pittsburg State University, 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 Pittsburg'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.

To combat the problem of landlord not properly maintaining their rental properties the City of Pittsburg should consider implementing a business licensing program that requires property owners to register their properties and grants the City the ability to conduct interior inspections before issuing a certificate of occupancy. Code violations would need to be addressed before certificate of occupancy would be issued by the City.

Most of the housing stock surrounding Pittsburg State University is student rental housing, much of which is substandard. To assist in the future expansion of the Pittsburg State University 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 as well as academic facilities. Concentrating student housing in proximity to the campus would enhance student life and potentially loosen the local rental housing market by reducing the competition for housing among students and residents.

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APPENDIX B

**PUBLIC ENGAGEMENT
FULL SUMMARY**

Community Conversations (Full Summary) - Organized by Question

General Questions

1. Why do you choose to live/own a business/go to school/work/have a family in Pittsburg?
 - Medical: The jobs and the community make people want to stay here. Husband got transferred here 16 years. Children in great school and community.
 - PSU Students: Grew up here, awesome programs, cheap school, good moderate sized college, far enough away from family but close enough to family, affordable.
 - PSU Faculty: born here, moved away and came back for family, came for school, really liked the city and decided to stay. Always knew I'd come back to teach at PSU. Nice sized community. Farm business tanked in the 80s so I came to the city to find a different career.
 - City Staff: born and raised in Pittsburg. Going to school now at PSU but looking for the next opportunity. Husband's job brought us here. Better than western Kansas. College is affordable. Started a family here and will stay until they're out of high school.
 - USD250: came for college and the community has a lot to offer, was surprised. Good school district with many involved families. Bigger town but small town feel. Many resources here that other school districts don't have. Great facilities for students.
 - Business: Investment of Block22, it was good time to add a brewery in the community. Distribution is set up in Arkansas and Kansas City now is a good time to strike. Own a building, here to stay. There's no other business like us here, it brought us here and keeps us here. Came for lifestyle choice and business. Barrier to enter is low here for businesses- you can be riskier here. This is a great place to develop/test an idea and take some risks. Came here on whim, series of fortunate events brought us here. We have investments here, been able to invest here in many ways. Easier market to be a part of. Grew up here, worked at 11 different countries. I came back because the lifestyle. No kids wanted to come back here, but taxes here are low compared to other places. Tax situation is hard but now he's here to make businesses happen, enjoys it. Cost of living is so much lower here, and quality is high.
2. What topics are most important for you to be addresses during this land use planning process the city is undertaking?
 - Medical: Schools, ability to handle extra kids. Running trails are overcrowded. Sidewalks. Things that are close together need to mesh. Keep industrial and housing separate. Zoning needs to be more strategic. What's here today cannot be guaranteed for tomorrow. We make things too hard for people because of territorialism and NIMBYism. Accommodating but not stepping on anyone's toes but also look at the greater good. Someone is always going to be negatively affected. We need proactive plans to accommodate growth. Things are too reactionary. Being pennywise today can be dollar-wise stupid. Don't push things too far. Flood plain. It is everywhere and we need to plan for that as well. Undermine, top mining, or flood plain. Schools are overpopulated, we send Pittsburg kids to Frontenac. Schools need to expand and improve their standards.
 - PSU Students: educational facilities, making sure the places we learn are quality and giving us good experience. Housing, rentals are terrible and you have to search to find a

decent landlord in this town. The town is confusing, industry is mixed with downtown and houses, there need to be cleaner lines.

- PSU Faculty: Light industry needs to come back. Unskilled labor is abundant here but unutilized. Housing needs to change, no newer subdivisions- focus on the core of the town and the poor housing there. Slumlords are an issue. Generations cannot transfer property to others because you can't buy anything close to what you have for the sale price of your current home. No homes for middle class families to purchase. Zoning is way too loose, need to crack down and have more consistency. Set-backs and buildings specifications need to be cohesive. Subdivisions need to be designed with the community in mind. Spot zoning needs to stop. Invest in the green space we have, don't make more, maintain. Water management is an issue, invest in it. Corridors need to be cleaned up. Fill existing space before making more new.
 - City Staff: Sustainable developments. New construction should fit with the fabric of the neighborhood. Fear of new highway being too far away and making people bypass Pittsburg.
 - USD250: school facilities. Increases in childcare capacity. Parks need to be maintained, no more green space until we fix what we have.
 - Business: Need for expansion- industry. No more land available in high desired areas. Creative ways of getting around and connecting things is important. More walkable space and bikeable space, better roads that are prettier too. Sidewalks and landscaping make a difference. Moving around not in a car is very valuable and we need to be able to do more of that. More crosswalks interested investors will come when they see foot traffic. Crosswalks need to be everywhere because people don't stop their cars. Fining jaywalkers is important.
3. What, if any, challenges do you foresee the city being faced with in the next 5-10 years?
- Medical: Schools capacity, quality, and control. Control of student population, kids are out of control. Social services don't have enough people to go around. There are lots of kids that need foster care but there is nothing that can be done. Its easy to identify the problem but harder to find a cost effective solution. Jobs, Increased industries are needed, we need more than PSU and the Hospital. More industry is always good. The smaller businesses are great. More amenities. Kids need something fun to do. Information to help people plug in and find things to do.
 - PSU Students: No students plan to stay here. There's nothing to do, the city is too small, too much crime, not enough jobs for me, the water tastes bad, no technological jobs, no 4 lane highway access. It might be harder for a small town to find resources to make changes.
 - PSU Faculty: We have no homeless shelter. Sustainable curriculum for community services. Zoning needs addressed, it doesn't fit our community anymore. Property ownership has become a business and is unattainable to many in the community. Irresponsible slum-lords. Blight is prevalent in the community. Brick roads need to go. Need to create more foot traffic downtown. We have great parks. If you aren't thinking ahead, you're dying. Brain drain.
 - City Staff: not having enough jobs in the community. Citizens are unwilling to accept change or commit to the community. Diverted traffic due to South69 expansion. Population stagnation. Rental quality. Other places are raising wages and we aren't.

- USD250: there are so many students in this district with needs. We need childcare, the center and home daycare is all that is available. There are lots of resources for low income families but the moderate income families are not provided for in the community. More schools need to be built to accommodate the growing classroom sizes. Jobs need to be created to bring people in. More things to do for families, beyond eating out. Make community fun things that are affordable for all families. We need a homeless shelter for families, we used to have one but now it's gone.
- Business: Getting developers in here to get work done. Buildings need a lot of help and work to bring them back. Keep integrity and character of the town. Keep uniqueness but also urbanize too. Provide life necessities to living areas that are walkable for people. Building costs are high- need more local construction. Incentives to fix things up- infrastructure needs to be helped with. Transit systems- have a bus system that allows people to get those necessities they need. Subsidized to keep costs low. Doctors don't come here as much; we need more doctors here. Good location- 1.5 hour from NWA and KCMO. Doctors get rural loans grants and then they go once they run out, they need to stay longer. Great hospital just needs more doctors. Museum to take kids to, better arts places. More cultural things- the city needs to bring back more cultural things.

4. What are the city's biggest assets?

- Medical: Hospital. Medical community is a huge asset. Our school district is strong.
- PSU Students: The community, student-accessibility, practical and affordable, low cost of living, downtown, town gown effect, cute coffee shops, know lots of people, listening to college student needs. Lots of focus on improving quality of life.
- PSU Faculty: University, Block22, young leadership in our community. Mid-City project. Connectivity and transportation. Colonial Fox theatre.
- City Staff: Venues, downtown, community pride, artists' community, parks, mining history, college. Downtown esthetic.
- USD250: Lots of food options. Small business is great but chain retail would expand affordability. Good food availability, good parks space, just needs maintained. Great school facilities, community that supports change and progression.
- Business: Culture of Pittsburg. Gritty, get it done culture that makes people like it here. University is a huge asset. When they were gaining 75 students a semester it was great here, the decline has been felt by businesses. In 10 years, water will be a huge asset we have, right now we have the university that is huge for us. We will always have water here in Pittsburg. The hospital and medical community. So many towns don't have a hospital- we're a big medical hub.

5. What land uses would you like to see more/less of?

- Medical: More moderate income homes. No more expensive homes. People are house poor therefore they live somewhere else.
- PSU Students: less empty stores, unused space, disconnect between downtown and where people live. Gaps in needs downtown are transportation, connectivity.
- PSU Faculty: More senior living options to attract retiring people. Greater access to airports. More education for workforce development. CHILDCARE! More development downtown, more cultural pieces to attract people.
- City Staff: More public transportation or trails. Trolley in the city. More food options for elderly. Community garden, shared green space. More to do downtown than drink.

- USD250: More attention to students who are struggling. More awareness of the portion of the community that is struggling- sometimes this is the middle class rather than those in poverty. More supportive housing that can meet the needs of families rather than just individuals.

Group Specific Questions

City of Pittsburg Staff

From the city's perspective, what needs to happen to retain existing residents while encouraging new people to join the community?

- Make the town prettier, higher paying jobs need to come, we need to better market ourselves. We need to invest in our infrastructure to make others see their own properties as worthy of investment.

Pittsburg State University (Student)

What made you attend PSU?

- I was raised here, affordable school, good programs, good size.

As a student, do you plan to stay here post-graduation.

- All said no but one, the one said they may stay for family.

As a student, why wouldn't you stay here after graduation? What factors into that?

- There's not enough to do here, I want to experience more while I'm young. The town seems dirty; people don't take pride in where they live. Not enough jobs more me, I'm a technology major.

Pittsburg State University (Faculty and Staff)

Are you currently meeting the needs of your student population?

- Yes, we are one of the top D2 schools in the nation. Nobody provides for students like us. Need new business school. Great networking for students. Great facilities, strong alumni support for programs and post-grad opportunities. Lower costs would allow for more students to experience PSU.

As the student body expands, what are your specific needs?

- Decreased costs in tuition, they are overburdening students.

Pittsburg School District (Staff and Administration)

Are you currently meeting the needs of your student population?

- Yes, somehow in this community if a need is presented someone fulfills it. The unfortunate thing is that sometimes needs go unnoticed or untold for too long. We are meeting their needs now but class sizes are growing rapidly and its becoming harder to make that happen. Foster care is also an issue; we need a foster home. Community services need to be tailored for students/children and not just adults.

As the student body expands, what are your specific needs?

- ESOL students need more representation and assistance. Bilingual courses for parents would be amazing, communication is really the only barrier there. Flexibility for parents with weird work schedules, affordable after-school care. Another school, classes are growing to be quite large. Get kids involved in activities even if their parents can't be there for all of it, offer buses for students later in the evening as well.

Major Employer (500+ employees)

Are there gaps in the needs for your employees?

- Healthcare and childcare. Things to do that aren't drinking.

Are there gaps in the workforce as you look for new employees?

- Yes, we need more certificate programs offered in SEK. More programs at CTEC. PSU is great but other skills are needed than 4-year degree programs.

As a business owner, what needs to happen to retain existing businesses while encouraging new businesses to join the community?

- I love the character that is developing downtown. Beautification and well-planned community events will bring people in while maintaining the charm. Events that bring people in that go well will make them take renting more seriously. Take community events to the next level. City programs need for advertisements- people need to know in the beginning not after the fact. Events schedule at tables so you could see what was coming up, little table tents. Have contractors tell people about incentives. Pre-business license to make people aware- strategic people to get in and let them know if things will work with them.

Visioning Workshop and Planning Charrette – All Written Comments

Regular text = Steering Committee Members comments

Italicized text = Public Open House comments

Day 1

Development and Redevelopment

Where should new Growth Occur? What type? (4) (poster name)

- Apartments – Downtown/Broadway
- Locally owned restaurants
- Dicky Clay/Mid City area
- Childcare throughout the city
- Retail specialties
- The kinds of businesses that are lacking in town. Healthy food/tattoo/art
- Industrial park
- Infill housing all across town
- Childcare Pre-k (Summer/school year)
- *More middle class housing options*
- *South Broadway around the mall*
- *Broadway corridor from 4th to Quincy*
- *Downtown overlay district*
- *More “mom & pop” shops. More diverse shopping*
- *Downtown (Block-22) & around mall*

Where do you see the most opportunity for Development and Redevelopment? (5)

- Downtown
- Historic neighborhoods
- Rethink education
- Redevelop area east of Broadway – (~9th to Rose) – Some underway but more potential - looking couple blocks east of Broadway
- Research Park (off Rouse Research Road)
- Expanding East with Good paying jobs. No min. wage
- Dickey Clay
- Senior or Retirement housing!
- *Downtown areas*
- *Would appreciate consideration of better quality senior living community, done as soon as possible and not put on back burner. Many seniors with \$ want to downsize now*
- *Dickey clay property*
- *The east from 20th to 4th from Kings*
- *Senior housing one level – higher end appliances, finishing storage – not low income in nice area of town*

On the Map Mark the High Activity Areas and Label Why

- Airport industrial development
- Delivery(?) by Hwy 69
- Cleanup Junkyard – Expand industrial park! (Free King & Atkinson)
- ???? Parks (Greenspace?)
- Green industry office

- Over 150 acres to develop (West of Pitt High)
- Love our historic homes & buildings before we lose them. Preservation is cheaper than dozing & rebuilding (Quincy & Broadway)
- Feed commercial (Meadowbrook mall area)
- *Stop approving ugly duplexes to be built amongst single family homes (Between Broadway and Bypass)*
- *Quincy, Homer, Fort Streets: Heavy traffic to PSU*

What Challenges to Development Exist in the community? (7)

- Workforce
- Tax base
- Business Licensing
- Populations
- Skilled labor
- People's Attitude – Listen to all sides
- Economic Development Incentives? (not sure?)
- Support schools
- Zoning
- Common goals. Buy in
- Zoning
- Utilities – large lot single family homes block much of area from good access points
- Environmental issues
- *Expensive downtown buildings*
- *Taxes*
- *It won't work in Pittsburg attitude*
- *Slumlords*
- *Educated specialized workforce*

Infrastructure & Environmental

On the Map, Indicate areas prone to flooding (8)

- Area around Cow Creek – Main street
- Near Adams & Walnut
- Near Dickey Clay
- Walnut & 15th
- 4th to flour & Joplin
- George Nettles Area
- Ford & Broadway
- Around 7th & Joplin
- Lincoln Park
- Off Bypass (West of 69)
- Areas near 4th, 5th Around Dickey Clay
- South Broadway near College
- *PSU!!*
- *1st & Broadway (come to the river at signet!)*
- *During flash floods Broadway does flood! However the water drains quickly.*

What Issues are there related to utilities and infrastructure? (9)

- Aging water lines
- Aging electrical system

- No city owned electric
- Need fiber internet everywhere
- Storm water management
- We need to increase the electrical service to downtown (street) so large events (Artwalk, Balkans) can have the power they need w/o generators
- Water treatment plant for growth
- Utility "right of ways" may not be optimal/conducive for growth
- Old storm water infrastructure
- Strong odor from water treatment plant
- As we grow should our utility facilities grow?
- *Need affordable & and reliable internet providers*
- *Agree with "We need to increase the electrical service to downtown (street) so large events (Art walk, Balkans) can have the power they need w/o generators"*
- *Aging water lines & stormwater recovery. However cost of utilities are already above most cities of comp. size!*

What areas are an Environmental/Health Concern? (10)

- Lead & zinc contamination
- Salvage yard e. 20th
- We need to reclaim Dickey Clay Area & make it environmentally safe
- Junkyard across from meadowlark – unsafe & an eyesore
- Add another fountain near north end of lakeside park (Mosquito traps)
- Add fountain/agitator on twin lakes ponds (mosquito traps)
- Sinkholes in NE side of town
- Mining History
- Development of an environmental specific plan – Recycling, water, contaminates
- More recycling options – areas
- *Most rental homes*
- *Waterway (cow creek)*
- *Water quality*
- *Unmaintained old buildings (especially ones being used by slumlords)*
- *Stormwater city wide*

Transportation

What Roads Seem Oversized/Undersized to Meet current demand? Future Demands? (11)

- None oversized
- 69 Bypass becomes a street – Bypass moves west
- Walnut widen the street
- Scooters/bikes Electric
- Broadway – too wide?
- Sidewalks connecting north medical to north retail
- Broadway a problem w/no solution
- Joplin St.- widen -- What do w/it?
- Public transportation
- Evaluate all speed limits as we grow
- Free King & 4th
- Do some high traffic streets need to be no parking on side
- Sidewalks not well maintained & multiple gaps in the network

- More sidewalks on Broadway beyond downtown
- Train blocking 7th & 10th
- Eliminate parking on Broadway (Especially by PSU)
- Eliminate parking on Broadway
- Evaluate traffic & roads around The Center
- Bridge over train on S Rouse
- Pittsburg's side of Atkinson St is littered with holes.
- No public bikes/scooters – Do not want them
- Don't tear down buildings to make parking
- Streetcars
- Getting bikes from PSU to Downtown on a nice bike Path
- *Joplin – so much traffic needs to be wider & resurfaced*
- *Quincy is definitely undersized*
- *Need overpasses over rail lines on Rouse*
- *Downtown traffic lights mean I avoid downtown as much as possible*
- *Put a road diet on Broadway from 20th to Quincy*
- *Make Broadway more narrow & pedestrian friendly. Encourage walkability*
- *Stop adding access points on Rouse – too much traffic turning from Ford south to City limits*

What are the most travelled roadways?

- Broadway
- Rouse
- Bypass
- 4th Street
- Pine
- Areas near “the center”
- Quincy
- Rouse
- Joplin
- Broadway
- Bypass
- 4th St
- Ford
- Atkinson
- 23rd/21st
- Walnut
- Georgia
- Centennial
- Quincy
- *Quincy to Broadway during PSU*
- *Joplin St during student act. @ PSU*
- *Rouse to N. Broadway*

Housing

What do you not have enough of? (14)

- +/- 150,000 – 200,000 housing
- Quality & landscaping
- High level housing

- Community neighborhoods
- ~\$200-200,000 4Bd/3Bath Basements
- Retirement housing/communities
- Clean, decent homes from \$75k - \$120k (Growing young professionals & up & coming families)
- Housing near downtown (better quality) for young adults
- Affordable rent housing
- Affordable housing for low earners
- Higher end rentals
- Townhouses for families
- Live/Work Housing community
- Need mid-range housing \$150k-\$300k
- *Clean, up-to-date, well maintained homes to buy under \$50,000. It's possible people.*
- *Good paying jobs w/benefits*
- *Senior living communities – higher \$\$ than low income*
- *Sidewalks*
- *<\$100,000 price point lower*
- *Natural plant garden inside city limits!*
- *Sr employment is there a need*
- Clean, affordable housing
- *Community/neighborhood gardens*

What do you have enough of? (15)

- Restaurants
- Slum housing
- Worn out buildings & houses
- Rentals
- College rentals
- Size + \$
- Lower end rentals
- Fast food except Dairy Queen!
- *Limit amt of rental properties*
- *Need housing*
- *Rentals*
- *Rentals with slum lords!*
- *Walmart & dollar general*

What policies are creating obstacles for success? (16)

- Lack of accountability for rental ownership
- Low paying jobs
- Taxes are high
- No obvious strategic neighborhood reclamation plan
- Allow more green areas natural areas in Res. Areas
- Not enforcing codes & allowing houses to get dilapidated & run down
- Nice house next to bad house
- *Lack of rental standards*
- *High taxes*
- *Length of time to demolish vacant houses*
- *Lenient rules for landlords*

- *Not enough assistance for re-development of older properties*
- *Taxes*
- *Taxes & utilities are above other communities. Not suitable for young families or for senior citizens*
- *Not enough jobs to support families*

Where should Housing growth occur? (17)

- Dickey Clay Property
- Downtown apartments on Broadway
- Rouse & Quincey behind Tanglewood
- South area casino/Crestwood country club
- Historic areas
- Housing Restoration on Historic Pitt
- South
- South hospital Casino
- Maybe east of Rouse
- Open lots but they're still in bad neighborhoods/next to more crap houses
- *Encourage more realtors like Pro-x who go in and improve mid. Cost housing for new homeowners*
- *West of bypass*
- *Need housing community for younger retired seniors still active in community*

What are the Greatest Housing Challenges? (13)

- Slum Lords
- Aging Homes
- Need to tear down bad houses
- Homes in poor repair
- Updating
- Painting exteriors
- Some houses need to be demo/removed
- Many worn out housing areas
- Allowing natural areas i.e. for bees, butterflies etc. for homeowners
- Rent too high
- Need more neighborhoods at a high quality
- Low quality houses in high traffic areas
- Families moving outside city limits
- Need housing options in the \$175 - \$250 range
- Half of houses over 50 yrs old
- Maintenance of rental housing
- Infill as much as possible
- *No accountability on landlords*
- *Rental houses not maintained*
- *Rents too high*
- *Limited homes for \$65,000 and under in good shape*
- *Code enforcement for landlords. Create a program to have a level of inspection to ensure a standard of safety and accountability*
- *Landlords keeping prices high*
- *Good paying jobs*
- *Taxes*
- *Slum lords*

- *Affordably housing for young professionals*
- *High rent for poor quality housing and power & poorer quality landlords*
- *Reliable landlords*
- *High rent for crappy living spaces*

Commercial Business and Employment

What assets can you capitalize on for business attraction? For business retention? (18)

- Square footage downtown
- City engagement & support downtown redevelopment
- available workforce
- hospital/medical services
- Expansion of Free King & Atkinson to access Industry
- Schools
- Partnership to address workforce gaps ie. CTEC
- Clean water
- SBDC entrepreneurs
- Natural resources & Available Build Space – Water Rail
- Water System Capacity
- Space in existing industrial parks
- Sense of “community” – people want to support small/new business
- City's economic development funds
- *Fiber internet*
- *Support from other local businesses*
- *Water supply*
- *Short line (water) and Class I (KCS) Railroad access – a huge asset*
- *Low rental costs per sqft*
- *Truck & rail, easy availability*
- *More recreational places (i.e. hiking, biking, trails)*
- *Offer tax incentives for long term business' not just new ones. Let's keep our faithful shop owners.*
- *Also support ALL local business more*
- *Not taxes*
- *PSU and Community culture*
- *Moderate weather*
- *Outdoor activity*

What are the limiting factors for business Attraction? For Retention? (19)

- Housing
- Overall Planning
- Joplin Street expansion
- 4-lane access KC to I-44
- Transportation
- Transportation & Infrastructure
- Available workforce
- Population limits labor pool
- Pitt State
- High electricity costs compared to neighboring states
- A lack of well-publicized/accessible economic development grants/tax abatements
- Limited skilled labor

- Lack of accessible daycare
- Arbitrarily (?) but poorly rated schools
- Lack of jobs for higher skilled labor/professionals
- Taxes
- *Daycare*
- *Parking*
- *Daycare*
- *Too much PSU ☹️*
- *First impression in city entries eg 4th st*
- *Too many old run down areas*
- *Midsized nice reasonably priced housing*
- *Lack of child care*
- *Parking*
- *Class 1 railroads reluctance to work with Watco. They (BWSF KCS) do not want to stop in Pittsburgh with less than a unit train*
- *Work with KDOT to complete constr. Of Crawford County Corridor from arena South to County line & on to I-44*
- *Need more outreach*
- *Need to target what we need not whatever can get.*
- *Fear of gov't (city) takeover (tax increases)*
- *Taxes*
- *4 lane not finished*
- *Lack of housing developments*
- *No more big box stores – encourage locally owned businesses*
- *Need stronger downtown - more restaurants*

Parks Recreation and Open Space

What parks/rec/sports and open space amenities should be added? (1)

- Soccer fields
- Green/outdoor park near city center developments
- Centralized open park
- Water park
- Sand volleyball
- Soccer
- Concert area
- Updated baseball/softball
- Publicize parks open space more to be public
- Make the whole community a “park”
- Better maintenance of what we have
- Solar lighting
- Well lighted and safe areas to encourage walking, jogging, and biking
- Green space/parks are great but by taking space that could be utilized by tax paying businesses, we're losing revenues that could pay for better & new parks.
- A dog park downtown. Use one of the open lots (next to 5th street bar)
- Sidewalks
- More soccer fields for public use
- Ball fields need to be open for kids to play anytime

- *Accessible playgrounds*
- *Community garden spaces in vacant lots + natural plant life*
- *Baseball & Soccer field improvements & upgrades are more than recreation – it's also economic development!*
- *Broadway is too dark at night better lighting*
- *More bicycle paths*
- *Better maintenance including landscaping maintenance of existing parks (ex: Lincoln Park pool + Kiddie Land)*
- *Trails*
- *Sidewalks*
- *Walking paths*
- *Splash park for children with easy access & no admittance fee*
- *Family activities needed at minimal costs & advertise these*
- *Complete a walking path throughout & around Lincoln Park*

What are current issues with parks/open Space/Recreation (2)

- Continue to improve connectivity of trails and parks
- Lots of open space but scattered
- Lake Side Park
 - Water needs to be cleaner
 - Sidewalks on the east side needs to be fixed
- Update youth baseball complex and soccer fields
- Well-lit/safety
- Native/natural more grass/plants & bee/butterfly plants
- Funding for parks relies on private funding too often
- No good areas to run for any sort of distance training or 5k routes that don't close or cross larger streets
- Being able to maintain what we have plus any new additions
- Sidewalks & bike path
- *Sidewalk on Georgia to Lincoln Park*
- *Safety Lighting Bike path*
- *Bike routes marked*
- *Improve connection of sidewalks/trails*
- *Restrooms & parking at tennis complex (at PHS) -This is the best facility in the region – continue to develop and market it*
- *Trail/watco may have safety issues – needs monitoring*
- *Small community buildings at Schlanger & Lakeside available for public to rent. Also restrooms at every park*

On the Map, mark important parks/rec/open space amenities

- Exercise trail (open space west of Pitt High)
- City Lake/reservoir

Miscellaneous

The One Thing (20)

- Prep for new Hwy 69 bypass
- Community prosperity (via innovative ideas that generate new & significant revenue streams)

- Increase in available housing
- Enhance Quality of Life by community involvement
- Unified Vision – not 100s of different directions that people & efforts & resources are ineffectively utilized
- Bike lanes/better sidewalks/bike trails mostly between the college & downtown
- Better housing for ALL!
- Community growth
- A plan to grow our economy with innovative land use ideas
- Connect north & south medical and retail through transportation and/or pedways
- Downtown features that are so nice that people are attracted to the area
- Water flow & possible flooding drainage in Pbg
- New industry on land
- Plan for addressing aging single family home issue throughout the community
- Housing – more quality options for all stages of life
- Roads & infrastructure
- Safer, more secure parks
- Downtown accessibility
- True! Community involvement
- Better use of the land
- Better housing market
- Finish and make development of downtown
- Child-care pre-k year/summer
- Green space
- Better shopping opportunities
- Good paying jobs getting in industry
- *100,000 -150,000 housing*
- *Finish hwy 69*
- *Improve Downtown sidewalks*
- *Sustainable housing, transportation, energy, food, jobs*
- *Housing \$90,000 - \$150,000 3 bd – 2 b. family homes.*
- *Senior housing. Couple home handicap access for 2 people affordable and safe*

What's Working (21)

- Laid out on a grid
- Parks and retail
- The main roads are well maintained (though others are not)
- Downtown activities for families
- Creative development i.e. breweries
- New development of residential
- Parks & Rec
- City development of bad properties
- Efforts to remove poor housing to fill & new use
- Traffic flow off Broadway
- Home
- Community atmosphere
- Good place to raise family
- Parks & green space
- New ideas & businesses

- Good catholic schools
- The upgrade parks and rec areas
- Pitt state campus
- City engagement
- we only have 2 highways – 69 & 126 – keep them as highways --- not residential
- Downtown redevelopment
- University + city partnerships
- Encouraging innovation * progressive ideals (an openness to think beyond what's been done before to create new opportunities.)
- Local boutiques
- Good schools
- PSU
- New business
- Bicknell Center
- People genuinely want Pittsburg to improve & succeed
- Perception that Pittsburg is a growing progressive community
- Parks kept clean
- Our parks seem to be working
- Lots of opportunities – PSU – Good business opportunities
- Community support in sale tax for street repair & maintenance
- *Improve Downtown sidewalks*
- *Land bank*
- *The cities efforts are showing results. Thank you for all your efforts*
- *RID*
- *Colonial fox*
- *Block 22*
- *Bicknell Ctr*
- *Plaster Ctr*
- *Block 22*
- *PSU + City working together*
- *Downtown development*
- *Most downtown buildings have tenants – Block 22 helps – downtown appears vibrant*
- *Kudo's to the city for removing dangerous old vacant houses*
- *Nice dog park thanks please keep it clean & free of parasites*
- *Lincoln park*
- *Kiddie Land is a historical Jewel – please please maintain it always*
- *The widespread spirit of progressive change!*
- *There is plenty of parking downtown*
- *The city manager is doing wonderful things., and all the city staff! Thank you*
- *Communication. Specifically the PR. People may still be ignorant & uninformed BUT there are so many more who are more aware than before. Great job!*

What's Not? (22)

- Neighborhood quality
- Housing – aging supply of lower income housing – not enough of affordable new homes
- Housing to high price. Housing not kept up
- Parks & Recreation need to be updated
- Lack of Public transportation

- Infrastructure – stormwater/sewer
- Housing & apartment locations in relation to city center
- Force businesses to be clean & tidy. Too many very messy businesses
- Clean up & demolish housing. Need for more middle income housing
- Holding landlords accountable for safe/adequate properties
- Not many hiking/biking trails. Paths at parks and sidewalks are poor
- The city manager and current commission
- Transportation and sidewalks
- Lack of green beauty
- Getting the word out to the public about meetings like this & options
- More natural areas for birds/beats etc. butterflies
- Transportation for seniors that are reliable – for those unable to drive
- Lack of choices in single family residences + disinvestment in our historical neighborhoods
- Traffic flow on Broadway. Too many traffic lights.
- Sidewalks/routes for walking, biking, etc.
- Lack of day care/ pre-K opportunities
- Lakeside Park Less ducks more sidewalk
- Affordable housing that can fit our population. Lower income housing that is safe
- City competing with local business
- Horrible housing not good for family
- Going out on too many 'limbs' at one time while key foundational elements are not yet stabilized (seeking 'novelty' over the security brought by well managed necessities)
- Restricted use per zoning of existing areas
- Care of streets & storm water
- City spending too much money for what the City gets
- Small town mentality
- Resistance to change – not a strong unified vision
- Not open to outside businesses or ideas
- Good affordable housing. Not just for college
- Quality housing
- More community services
- Having all commercial space on Broadway and not down side streets
- Need better youth sports facility (baseball)
- Better play surfaces at some parks
- Lots of rundown park equipment, buildings
- Vacant houses & bldgs.
- Rental maintenance & upkeep
- Single family homes essentially become multifamily due to rental of rooms
- Empty downtown bldg.
- Slow traffic to get around town
- Street flooding
- Housing
- Parking downtown
- Limited shopping/resources
- Connectivity of walk/bike
- 200,000-250,000 housing availability
- Too many empty buildings

- Slow traffic -Too many stop lights
- Lack of housing
- Lack of day care
- Homeless & food assistance needs to be focused outside of downtown
- Parking also around Lincoln Park
- True cross section of community not involved
- Parking some downtown areas
- *Why can't we figure out a way to re-open the homeless shelter across from the P.D.?*
- *Old grumpy males (and some females)*
- *Blighted houses & bad brick streets*
- *Parking – behind Memorial Aud. (tear down those old houses)*
- *Slumlords, slumlords, slumlords*
- *Recycling need more money*
- *Better sidewalks. Broken up hazards*
- *Require front and back light on bicycles & motorized wheelchairs*
- *Smaller community use buildings at Lakeside & Schlanger Park to rent*
- *Keep TV channel info updated & include all activities coming up*
- *Senior activities need balance groups etc.*
- *More street lights in dark residential areas. Trim shrubs & trees – crime deterrent*
- *Truth in government*
- *Recruit Denny's for 4th & Rouse & Wendy's on Rouse. Moving there for hospital use*
- *Walkability*
- *Destination shopping*
- *Reasonable family restaurants Denny's needed*
- *More non-motorized connectivity – sidewalks -bike paths – trails, etc.*
- *Mid-range retirement communities*
- *Good paying jobs with benefits*

What's Missing? (23)

- Management
- Body cameras for police
- An end game plan
- New modern single family homes. 4-5 bedrooms. Subdivision for these homes.
- Public transportation
- Soccer fields
- Sidewalks
- A large employer that designs, manufactures or distributes cutting edge or sustainable products. (They'll move or establish here because of Pittsburg's resources, central location & appetite for innovation)
- Something for kids to do
- Middle market housing
- A center for our community to learn English, U.S. Citizenship classes, missing
- A destination attraction
- Affordable housing
- Reliable transportation for seniors near homes
- 4 lane to Pittsburg from N & S. Improved access for Shipping industry out of Pittsburg
- Public transportation
- Neighborhood sidewalks

- Housing affordable jobs
- Encourage homeowners to have small natural areas now discouraged
- Shelter at night for homeless
- Housing choices
- A lake
- Sidewalks
- Green
- Housing for post grads
- Rainwater drainage plan
- Quality, affordable housing
- A few kinds of businesses including a tattoo shop, barber & general food downtown
- Outdoor areas for events: patios in restaurants, outdoor venues for music, etc.
- Support for seniors Housing, transportation
- Quality housing for young adults & small families
- Healthy Restaurants Farm to Table Fresh foods
- High paying jobs
- Middle class houses
- Various entertainment options – kids & adults
- Shopping choices
- New modern outdoor kid places to play
- Bathrooms at farmers mkt.
- Recycling
- Housing options for retirees
- Fast food or restaurants – quick, casual @ south end of town – probably by hospital
- *Public transportation*
- *More childcare*
- *Community composting*
- *Have at least monthly (if not more often) live music Downtown. I.e. Europe Park, Immigrant Park*
- *Walkable neighborhood sidewalks*
- *Bike paths*
- *Bike walking paths*
- *Better sidewalks going south*
- *Restaurants locally owned with healthy food – not all fried – vegetarian friendly*
- *Downtown parking lots – use 5th st properly*
- *Security in downtown*

What/Where do you see opportunities? (24)

- Old Dickey Clay Site (Don't put in just a park! This Space must create revenue & jobs for Pittsburg's Future!)
- Vacant Space in Pitt industrial park
- West & South of town
- Re-use of property adjacent to downtown on its south and east sides to add destination attractions such as huge farmer's market or museum, etc. No plan for industry with decent wages
- Dicky clay land
- South/west area around Casino – crestwood, country club area
- South of airport
- Around Hospital

- How to preserve i.e. old PAS building & meet needs of community
- P.S.U. as an anchor, participant in community
- Improved access to our city through highway infrastructure
- Reimagine Dickey Clay property
- Retirement community/PSU partnership
- Housing for recently retired to include a place for social gathering
- Momentum on trail & sidewalk construction & maintenance
- Fairly well define industrial parks as well as North Commercial District
- Varies business in downtown fill vacant space
- Some sort of short-term housing/support for homeless
- Develop dickey Clay area
- Downtown
- Max PSU community impact
- Housing
- Downtown development economic development
- A Large Multi-Use event facility
- Downtown – renovation in unused areas
- Dickey clay property & land east and south of city limits
- *Attract retirees*
- *Clean up city*
- *Social/cultural recreational opportunities*
- *Improve housing*
- *Retirement community/PSU partnership*
- *Revitalize W. 4th St.*
- *Everywhere if we want it*

What would you change? (25)

- Clean up the area Southeast of 4th & Broadway
- Better info out to the public
- See the Fiscal Value in restoring Pitt's historic buildings instead of paying to move to demolish them & reduce our community's character
- Keep Walmart from opening any more stores. Allow local people open local business
- Get industry instead of places to eat
- Clean up rundown neighborhoods
- Fewer restaurants
- More commercial shopping
- Add larger companies
- Transportation around town
- Clean up neighborhoods
- Grow our tax base and lower property taxes
- Getting more stores. Not just Walmart
- Lower taxes to stimulate development
- Cleanup/remodel existing bldgs. Downtown w/tax breaks
- Gated communities for aging in place pocket neighborhoods
- Beautify the entrances into town
- Larger employers
- Fewer restaurants
- Better ball fields

- Better cheaper rent housing for family
- Roadways – slow to get across town
- Recruit variety of new businesses – not just restaurants
- Downtown parking from angle to an other option
- Make economic development & entrepreneurship more “Top of Mind” – let people know grants & funding opportunities so they can feel encouraged & supported when considering investing
- Talk to the children – not just adults
- Enforce housing codes
- Require landlords to provide garbage service
- Aesthetics – ugly old/unused buildings, houses, trashed yards, etc.
- Schools/churches etc. as leaders of culture change
- *Add many locations of community gardens by inc. homeowners*
- *Need much more & affordable daycares/preschools*
- *Clean up Vile’s body shop that’s burned out*
- *City manager*
- *Taxes*
- *Add landlord licensing to improve rentals*
- *Support ALL city business’ equally. (Not just chamber members)*
- *We need a rental registry.*
- *What they said!! (“We need a rental registry”)*
- *More reasonable quality childcare*
- *Also create programs to encourage/enable homeownership*

Group Prioritization

Group 1

- 1) Development/Redevelopment
 - Dickey Clay
 - Infill housing all across town
- 2) Infrastructure and Environment
 - We need to reclaim Dickey Clay Area & make it environmentally safe
 - Junkyard across from Meadow Lake-unsafe & an eyesore
 - Stormwater Management
- 3) Transportation
 - Train blocking 7th + 10th
- 4) Housing
 - Many worn out housing areas
 - Infill as much as possible
- 5) Commercial/Business/Employment
 - Limited skilled labor
- 6) Parks/Open Space
 - Continue to improve connectivity of trails and parks.
 - Well-lit/Safety

Group 2

- 1) Development/Redevelopment
 - Tax Base

- Senior or Retirement Housing!
- 2) Infrastructure and Environment
 - Old Storm Water Infrastructure
 - Strong Odor from Water Treatment plant
 - As we grow should our utility facilities grow?
 - Development of an environmental specific plan
 - Recycling, water, contaminates
- 3) Transportation
 - Sidewalks not well maintained & multiple gaps in the network.
- 4) Housing
 - Updating
 - Painting Exteriors
 - Some houses need to be demo/removed
 - Need mid-range housing \$150k - \$300k
- 5) Commercial/Business/Employment
 - Natural Resources & Available Build Space (Water rail)
 - Lack of jobs for higher skilled labor/professionals
- 6) Parks/Open Space
 - Well lighted and safe areas to encourage walking, jobbing, biking
 - Green Space/Parks are great but by taking space that could be utilized by tax paying business, we're losing revenues that could pay better & new parks.

Group 3

- 1) Development/Redevelopment
 - Apartments – Downtown/Broadway
 - Dickey Clay/Mid City area
- 2) Infrastructure and Environment
 - Mining History
 - Water treatment plan for growth
- 3) Transportation
 - More sidewalks on Broadway beyond downtown
 - Getting bikes from PSU to Downtown on a nice bike Path
- 4) Housing
 - Clean, decent homes from \$75k - \$120k (Growing young professionals & up & coming families)
 - Housing restoration in Historic Pitt
- 5) Commercial/Business/Employment
 - City's economic development funds
 - Taxes
- 6) Parks/Open Space
 - Centralized Open Park, Water Park, Sand volleyball, Soccer, Concert Area, Updated Baseball/Softball
 - Being able to maintain what we have plus any new additions

Group 4

- 1) Development/Redevelopment
 - Childcare pre-k (Summer/school year)

- Economic Development Incentives? (not sure?)
- 2) Infrastructure and Environment
 - More recycling options areas
 - Aging water lines
 - Aging electrical system
- 3) Transportation
 - Free King & ATH
 - 69 Bypass becomes a street – bypass moves west
- 4) Housing
 - Half of houses over 50 yrs old
 - Maintenance of rental housing
 - Need housing options in the \$175-\$250 range
- 5) Commercial/Business/Employment
 - Expansion of Free King & Atkinson to access industry
 - Pitt State
- 6) Parks/Open Space
 - Better maintenance of what we have
 - Sidewalks & Bike Path

Day 2

Concept Sketches

What are the barriers to growth?

- Why all the emphasis on 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 Pitts are not 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!

On the map (Neighborhoods from Neighborhood map)

- Housing improvements – trails/sidewalks (North Broadway)
- Most sidewalks in city need help being maintained so they can be used
 - Good place for a trail (pointing toward hospital property)

Future Land Use Map

North

- 1 – Additional trails/sidewalks – 1 response
- 2 – Specific neighborhoods...revitalized – 5 responses
- 3 – redevelopment/infill? – 1 response
- 5- Community underserved by parks? – 1 response

East

- 1 – Additional trails/sidewalks – 4 responses
- 2 – Specific neighborhoods...revitalized – 10 responses
- 5 - Community underserved by parks? – 2 response
- 3 – redevelopment/infill? – 1 response

West

- 2 – Specific neighborhoods...revitalized – 3 responses
- 3 – redevelopment/infill? – 4 response
- 1 – Additional trails/sidewalks – 2 responses
- 5- Community underserved by parks? – 3 responses
- 6 – Where should Development be? – 2 responses

South

- 2 – Specific neighborhoods...revitalized – 2 response
- 8 – Where should addtl industry/business park be located? – 1 response
- 5- Community underserved by parks? – 1 response

Day 3

No written comments