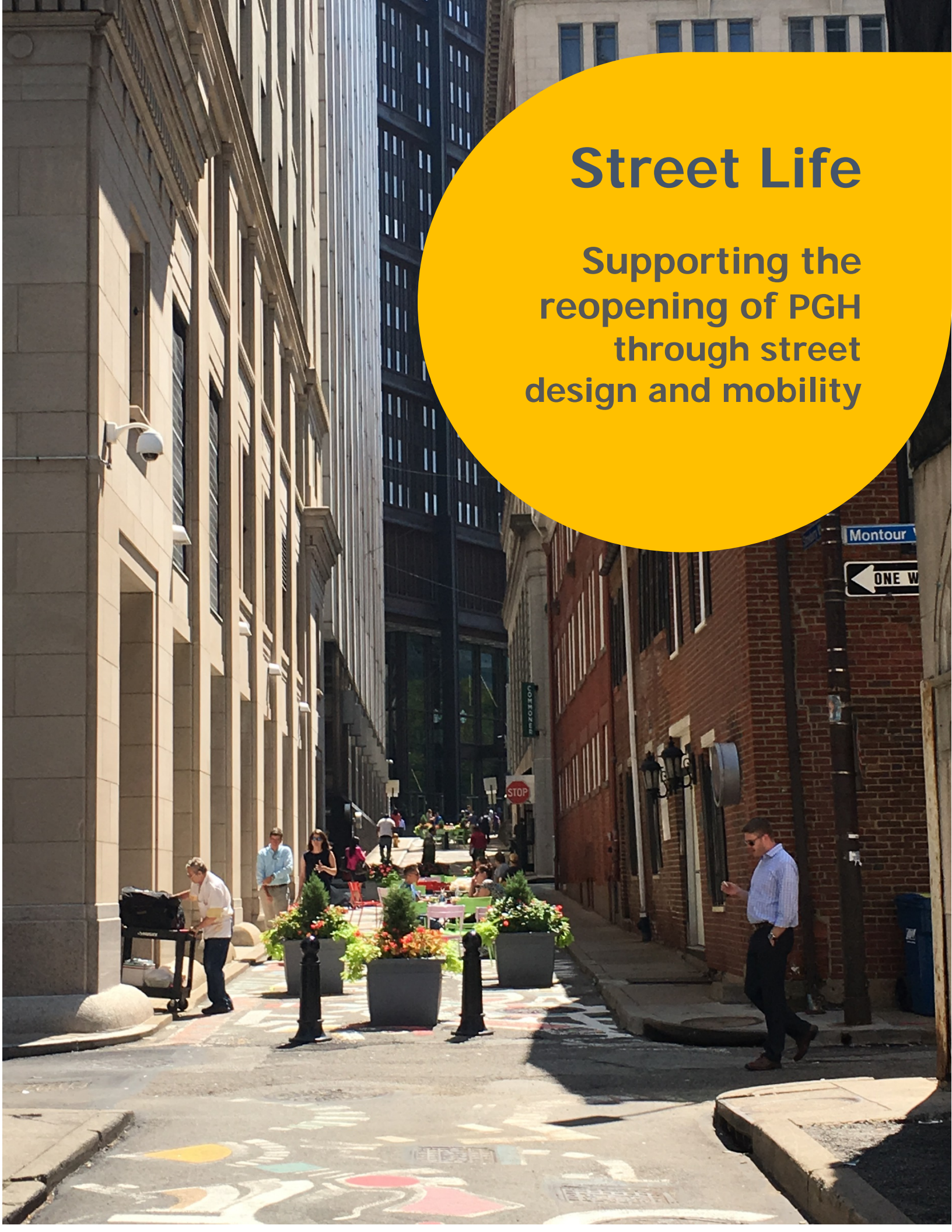


Street Life

Supporting the
reopening of PGH
through street
design and mobility



May 11, 2020

Honorable William Peduto
Mayor of the City of Pittsburgh

Dear Mayor Peduto:

I am pleased to transmit with this letter the summary of findings and recommendations assembled by the Task Force on Streets and Mobility to support the reopening of Pittsburgh during this COVID-19 health crisis.

The Task Force was an extremely rapid effort, first convening on May 1, 2020 and presenting these findings just ten days later.

The Task Force represented a diversity of perspectives and expertise from across several areas of the city. Sub-committees convened to explore certain dimensions of the need at hand brought in still more individuals.

The work of the Task Force is not meant to be all encompassing. It is a rapid response to an urgent need for creative problem-solving. The members of the Task Force firmly assert that this report must only be the beginning of input and strategy development. The response to this crisis will be iterative, but the urgency requires bold intervention now, even without the typical fulsome public consultation, and the readiness to pivot and change course or design equally as quickly.

Concurrently, your department(s) must continue to seek, really hear, and utilize continued input from the diversity of neighborhoods and communities in the city. No one size or one approach will suit all places, contexts and needs.

The Task Force thanks you for allowing us to provide our insights to hopefully aid you and your staff in responding to this unprecedented crisis in a way that supports the vitality of our city, the sustenance of our businesses and the health of our communities. The challenge ahead is great, but we share your confidence that Pittsburgh will weather this as it has other challenges – by working together and supporting one another and the great city we are proud to call home.

Sincerely,

Allen Biehler, Chairman
Streets and Mobility Task Force
for Reopening Pittsburgh

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Overview

Background

On January 5, 2020 the World Health Organization reported a “pneumonia of unknown cause” in Wuhan, China, later identified as a new coronavirus (COVID-19). The first recorded case of the virus in the United States was reported on January 20, 2020. On March 6, Governor Tom Wolf reported Pennsylvania’s first two confirmed cases of COVID-19 in Delaware and Wayne counties. As the number of confirmed cases began to grow, on March 13 Governor Wolf announced the closure of all Pennsylvania schools and park programs. By April 1, Governor Wolf issued a stay-at-home order across the entire state. This resulted in the closure of most businesses, save for those providing health care or food products or services, in addition to a limited number of enumerated essential businesses.

Since the stay-at-home order, Governor Wolf has released the following plan to begin reopening the State on a county-by-county basis:

Red Phase	
Work and Congregate Setting Restrictions	Social Restrictions
<ul style="list-style-type: none"> Life Sustaining Businesses Only Congregate Care and Prison Restrictions in Place Schools (for in-person instruction) and Most Child Care Facilities Closed Reiterate and reinforce safety guidance for businesses, workers, individuals, facilities, update if necessary Monitor public health indicators, adjust orders and restrictions as necessary 	<ul style="list-style-type: none"> Stay-at-Home Orders in Place Large Gatherings Prohibited Restaurants and Bars Limited to Carry-Out and Delivery Only Only Travel for Life-Sustaining Purposes Encouraged
Yellow Phase	
Work and Congregate Setting Restrictions	Social Restrictions
<ul style="list-style-type: none"> Telework Must Continue Where Feasible Businesses with In-Person Operations Must Follow Business and Building Safety Orders Child Care Open with Worker and Building Safety Orders Congregate Care and Prison Restrictions in Place Schools Remain Closed for In-Person Instruction All businesses must follow CDC and DOH guidance for social distancing and cleaning Monitor public health indicators, adjust orders and restrictions as necessary 	<ul style="list-style-type: none"> Stay-at-Home Restrictions Lifted in Favor of Aggressive Mitigation Large Gatherings Prohibited In-Person Retail Allowable, Curbside and Delivery Preferable Indoor Recreation, Health and Wellness Facilities (such as gyms, spas), and all Entertainment (such as casinos, theaters) Remain Closed Restaurants and Bars Limited to Carry-Out and Delivery Only
Green Phase	
Work and Congregate Setting Restrictions	Social Restrictions
<ul style="list-style-type: none"> All Businesses Must Follow CDC and PA Department of Health Guidelines Monitor public health indicators, adjust orders and restrictions as necessary 	<ul style="list-style-type: none"> Aggressive Mitigation Orders Lifted All Individuals Must Follow CDC and PA Department of Health Guidelines

The COVID-19 pandemic has significantly altered life in Pittsburgh, as businesses have shut down and limited services, job and housing stability have become uncertain, and education, worship, and healthcare are operating virtually. During this unprecedented time, cities, including Pittsburgh, are being asked to adapt in ways that will allow life and business to resume with some level of vitality under new and necessary constraints requiring physical distancing, continued telework, and limited gatherings.

The Task Force was formed to explore ways in which we can redesign our city streets and reconceive transportation and mobility in order to best support businesses and residents to stabilize and strengthen the local economy and serve the mental and physical health of our people.

Charge of Task Force

In response to the Covid-19 pandemic, the City of Pittsburgh established the Pittsburgh Strong Streets Task Force. The Task Force was charged with:

- Identifying challenges and opportunities for reopening Pittsburgh's businesses, including:
 - Restaurants, food services, and groceries
 - Consumer goods and retail establishments
 - Commercial and consumer deliveries
 - Residential quality of life
 - Transit, urban mobility and getting around

2. Developing recommendations for actionable templates and strategies, such as:

- A “toolkit” for rapid street redesign
- A process for requesting, permitting and managing redesigns
- Strategies for innovating and enabling new mobility and curbside management
- Strategies that promote equity and inclusion, especially for more vulnerable neighborhoods
- Identifying funding and other assistance to aid in implementation

Meeting Summaries

Meeting 1 - May 1, 2020

The first meeting of the Task Force focused on identifying the challenges businesses, residents, and mobility providers are facing as a result of the health crisis and the opportunities we may have for using our streets or mobility options differently.

The Task Force discussed several sectors of concern including restaurants, grocers and other food service establishments; retail and consumer goods sales; residential quality of life; and mobility services. The committee discussed the challenges each sector faced as a result of the health crisis and the opportunities possible if we think about the use or design of streets differently and alternatives for people to safely and sustainably meet their travel needs.

Meeting 2 - May 4, 2020

The second meeting of the Task Force focused on creating subcommittees and assigning tasks to each subcommittee. It assembled five working groups and discussed the topics for each to explore:

- Mobility Services
- Business Operations and needs
- Regulatory Barriers
- Implementation and program management
- Public Communication and outreach

Meeting 3 - May 6, 2020

Each sub-committee reported on its initial findings at the third meeting of the Task Force. These findings and recommendations are incorporated in this Report. Following each subcommittee presentation, the group identified

areas which needed more research or more detailed recommendations and asked three of the original five sub-committees to reconvene to further flesh out actionable recommendations (Communications, Regulatory Barriers, and Mobility Services). A new sub-committee was created specifically to look into tactical and procedural approaches to street redesigns necessary for business and community support.

Meeting 4 - May 8, 2020

The four sub-committees presented draft recommendations to the Task Force at the fourth meeting and discussed strategies for moving forward toward implementation and subsequent work that would be necessary to continue even after the conclusion of the Task Force. The Task Force agreed that the fifth meeting, scheduled for May 11, would be the last convening of the ad hoc Task Force. Recommendations would be made to city agencies and nonprofit partners on strategies to support businesses, workers and residents.

Challenges and Opportunities

The Task Force identified a number of unique challenges facing different sectors of life or the economy as a result of the COVID-19 pandemic. It also identified a robust set of opportunities to use public rights of way and/or mobility services to ease or address these challenges in order to resume economic life in the city and/or enhance residential quality of life while socially distancing.

Restaurants, food services and grocers

Challenges:

- Only take-out, curbside or delivery permitted in phase yellow
- Queuing on the sidewalk can block sidewalk or queue with other establishments
- Inefficient curbside access in some locations
- Sidewalks next to moving traffic in some locations
- Patrons must queue and wait in rain or inclement weather
- When in-house seating is permitted, capacities will be dramatically reduced within establishments
- Current code requires that seating area be contiguous to business which limits viable locations for exterior seating
- Different areas have uneven or rough sidewalk materials and steep grades which may make them difficult to use for outdoor seating, waiting or dining
- In some commercial areas, street construction work is planned that will affect or constrain the use of outdoor street space to support businesses

Opportunities for Street Redesign or New Mobility

- Repurpose all or part of the parking lane (where it exists) for queuing or dining
- Close the street fully for all or part of the day for more outdoor retailing/dining space
- Allocate and demarcate zones of the sidewalk for some uses
- Increase the quantity and improve the management of curbside space for pick-up
- Ensure the availability of parking for patrons (perhaps off street)
- Promote and enhance low-cost delivery services (bicycle couriers?)
- Enhance use of farmer's markets, street markets, etc.
- Improve non-driving worker access to businesses so they do not need to consume limited parking spaces
- Use alleys or ways for pick up uses (e.g. a garage as a mini-depot for CSA shares or other pre-ordered baskets or local goods)
- Consider the option of using and accommodating food trucks
- Coordinate curbside management (will require the resumption of enforcement)
- Use surface parking lots or vacant lots for deconcentrated space
- Have clear and consistent signage and communications across all businesses and business districts to make it easier for local customers to know how to use the redesigned spaces and find goods and services that are open

Consumer Goods and Retail

Challenges:

- Bricks and mortar stores were already competing with online shopping, now even more desire for online ordering and not all small businesses are set up to accommodate
- Customers fear going inside small storefronts (crowding)
- Gathering is part of the experience of markets and the Strip District. If cannot linger and people-watch, may reduce demand.
- Queues on the sidewalk may conflict with one another if multiple shops on a single block; queues for larger places may intimidate people away from going to smaller places that are adjacent.

Opportunities for Street Redesign or New Mobility

- Outdoor/street retailing
- Marketing/awareness of local establishments
- Easing access to establishments (e.g. via walking, biking, transit, vehicle or other)
- Order-ahead curbside pick-up or "lockers" for consumer goods
- Shared "app" or other platform such as Allegheny Together
- One-way sidewalks may help, but would need to make sure pedestrian crossings are safe and frequent (compliance would probably be really low)

- Street closures may be appropriate in some locations
- Look to support smaller distribution points (bodegas)
- Intuitive and consistent signage
- City guidance on how to queue and the distance to maintain

Residential Quality of Life

Challenges:

- People sheltering at home need to get outdoors for fitness and stress relief (different ages and abilities including children and older adults)
- Parks and trails are becoming overcrowded, especially in nice weather
- It is difficult to maintain social distance on narrow sidewalks.
- Some places do not have sidewalks or large parks nearby
- Lower traffic volumes is leading to more speeding, including on residential streets

Opportunities for Street Redesign or New Mobility

- Increase awareness of shared space on the street
- Advise through vehicles to seek alternate routes
- Close park roads to traffic

Transit and Sustainable Mobility

Challenges:

- Reduced service and reduced capacity on public transit are dissuading some riders and adversely affecting others
- Rider concern about using or boarding shared travel mode(s)
- Not enough convenient parking for bicycles and other modes
- Too few protected bicycle facilities where less confident riders may feel comfortable
- Bikes and pedestrians travel at different speeds but need to share the same space
- Crowding/gathering at bus stops
- New auto purchases may be a heavy recurring cost when incomes are precarious
- Providing sufficient space to socially distance on transit when people start to return to work
- Employee availability to drive/maintain transit vehicles
- No clear guidance for new mobility modes (where to use)

Opportunities for Street Redesign or New Mobility

- Expand bike share and/or enable availability of other shared micromobility
- Increase access to/assistance for bicycle purchases
- “Fare integration” between shared modes of all kinds (transit+)
- Provide in-street parking and stations for shared or personal bikes(+)
- Quick-build bike(+) facilities
- Limit maximum speed to 20 (MPH) where there are shared users
- Extend curbs for bus loading; expand bus stop spaces
- Provide options for alternate modes that can accommodate the needs of caregiver travelers (electric-assist cargo bikes?)
- Free or reduced cost shared micromobility services
- Explore services AV testers can provide

Recommendations

The Task Force submits for consideration by the City and relevant partners the following set of recommendations for further action.

Communications and Engagement

People feel anxious and fearful. There is a lot of information circulating but people aren't sure what is true, and what guidance to follow, which information is based on real science and data and which isn't. Guidance is met with skepticism. Business owners feel isolated; they are not sure when or how to reopen, or if they will be able to make it work if they do. Potential consumers are confused and left wondering what precautions businesses are taking such that they would want to patronize a business. Residents are hesitant to utilize public streets concerned about how crowded a sidewalk may be. Policy changes are being made rapidly and seemingly on the fly and stakeholders are unclear how decisions are made and therefore skeptical of why they were made. Information distribution is uneven and individuals are left to search out information on their own.

The City must provide clear communication and transparency with regard to the recommendations of the Task Force and continuing programmatic development and implementation of street and mobility redesign. Public trust, broad awareness, and engagement is necessary to successfully transform streets and mobility in support of reopening businesses, restoring economic activity, and increasing the health and wellness of city residents.

Recommendations

The communications and engagement sub-committee offers the following recommendations, organized around three primary themes:

In terms of development of a strategy(ies)

1. **Broaden the process.** This Task Force effort was, out of necessity, a very rapid process with very limited participants in order to even formulate a basic framework for further thought. It was a beginning – a very first draft – but by no means an ending or a finished process. The recommendations included here should be distributed broadly for more input and insight. Circulate to Councilmembers, Registered Community Organizations (RCOs) and Community-Based Organizations (CBOs) to revise and contribute more. Consider using a simple Google form or similar to collect feedback in a way that can be both meaningful and manageable.
2. **Seek more front-line input.** The Task Force was a very small group that was by no means adequately representative of the diversity of businesses, communities or experiences in our city. There is much more the City needs to hear and learn about the needs and ideas our various neighborhood commercial streets and residential districts. The subcommittee recommends a broad-based survey be issued to gain still more insights on what our businesses need most in terms of street changes or mobility options. *A draft s survey is included as an appendix to this report.*
3. **Slow down and wait up (when necessary).** While businesses need immediate support and residents need open space for physical distancing, the design and implementation process for street changes should not be rolled out so quickly that it overlooks our underrepresented residents. Be clear that this is a program-in-progress and there will be many changes as issues are inevitably discovered that were overlooked or exacerbated by the initial quick implementation.

In terms of communication and outreach

4. **3C's – Clear, Concise and Consistent.** If community groups, elected officials, business owners are all saying the same thing and sharing the same visuals and messages it will build understanding and confidence in the community. Keep messages simple, but complete. Do not over promise.
5. **Be positive.** The last several weeks have been a barrage of messages of fear, uncertainty and harm. To begin to stand the city back up – both economically and spiritually – there need to be messages of positivity and hope. We can find ways to stay healthy and thrive again, provided we make certain adaptations and all follow the necessary rules and norms.
6. **Be honest.** The City should manage expectations and be transparent about its authority and capacity to enact change in the public streets or transportation services. Many of the regulatory barriers identified by the Task Force can only be resolved at the State level. If the City does not have the authority to remove a barrier, or is unwilling to waive a City ordinance, the City should make that clear to the public and explain the reason the barrier cannot be removed.
7. **Find the trusted messenger.** In uncertain times, people turn to those they know – people from within the community who share their common experiences and know their underlying concerns. The City must reach out to those leaders within our neighborhood and make sure they are clear on the

approaches, strategies and purposes. Communities that are most often left behind – lower income areas and communities of color – often distrust the government and are disillusioned that government will offer any help to them. Trusted messengers are vital to ensuring neighborhoods are able to tap into the strategies and know that they can be adapted to their own needs.

In terms of implementing a process

8. **Designate one point of contact.** Changes to the street require the input and approval of not just the Department of Mobility and Infrastructure, but of many departments and authorities across the city, and potentially county and state authorities as well. If stakeholders are left to approach any one of a constellation of agency partners, the likelihood of them receiving different information depending upon who they contacted is high and this will lead to further confusion, higher levels of distrust, and ultimately slower and more inconsistent action. The City must determine a single point of contact who will be the liaison to all the other agencies having a role in approving street or service changes in order to resolve confusion, create consistency, and streamline the implementation process.
9. **Tailor as needed.** Everyone's experience is different right now. The grocery store has different concerns than the pharmacy than that of the small coffee shop. Individuals relying on public transportation will have different needs and concerns than those travelling by vehicle. Retail businesses have different concerns than hospitality businesses. Any strategies to change the street environment or transportation services will impact these groups in different ways. The process must adapt as necessary to different groups, neighborhoods and contexts.
10. **Update often.** Adapting streets in response to the COVID-19 crisis will be an iterative process. Be clear with stakeholders that – for now – everything is temporary and trail. We need to test what works and change quickly when it doesn't. This will require frequent, consistent and transparent communication so people do not feel even more uncertain with a changing street environment.

Supporting Business Operations

“Curb is King” was the finding of the business operations sub-committee. Most districts cannot rely on walk-up demand to sustain local businesses so delivery and attracting people from outside neighborhood is vital to their survival. Online ordering, pickup or delivery, and/or curbside services are the only things keeping many businesses afloat. Making curbside pick-up, delivery and vehicle queuing vitally important for restaurants and retailers in the near term.

Many restaurants and other food service establishments rely on table service, and associated alcohol sales, to cover costs. Restaurants and bars remain closed in Phase Yellow. Even once permitted to resume operations (in the Green Phase) social distancing requirements will slashing interior seating capacity. Expanded outdoor seating, at scale, will be necessary to make up the difference. Unfortunately, converting curbside parking to seating is unlikely to make a material difference for most establishments – yielding perhaps just two tables per parking space. Expansion of outdoor dining will only work in places where significant addition of tables is available such as via full street closure (evening hours or on an adjacent side street), conversion of surface parking lots (increasing pressure on any remaining parking spaces), or utilization of local parklets, plazas or vacant parcels.

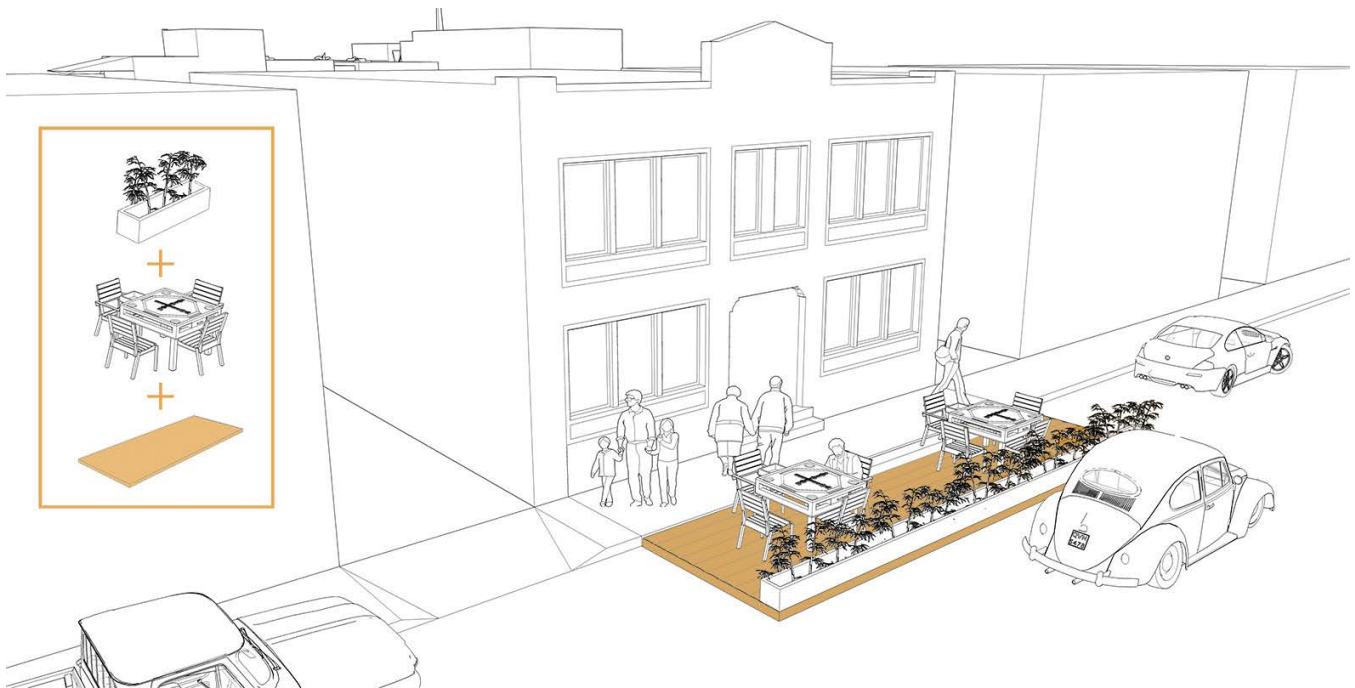


Figure 1: Curbside Dining (SOURCE: PlusUrbia Design)

Recommendations

The business operations subcommittee made a number of recommendations to support small businesses in the aftermath of the COVID-19 crisis:

1. **Look for clusters.** The restrictions needed to mitigate the spread of COVID-19 have affected different business types in different ways. Some commercial streets may have few, if any, businesses currently open and operating; others may have a handful to several. Look for clusters where several of the same type of business are clustered, or where several businesses have reopened. Try to design a street environment best suited to that cluster of business type(s).
2. **Take a district approach.** Streets are complex ecosystems. Conversions of the street – whether strictly on the sidewalk, in the curb lane, or in the fundamental operations of the street itself – will have an effect on all businesses and establishments on the street. A positive conversion of the street that will create a comfortable and efficiently operating environment that will bring customers back will only happen if the block (or several blocks) operates as a whole. Getting this right will require trial and error, and it will likely also require negotiation and compromise among different businesses on a block. Each business cannot operate the space in front of their storefront independently from the others. Parking, queuing space, seating and street and sidewalk mobility are a shared resource and must be allocated accordingly.
3. **Look for space beyond the curb.** Most commercial streets will need to remain at least partially open to allow for pickups and deliveries. Many have transit service on them that must continue to be accommodated. This limits the amount of convertible space in the street itself,

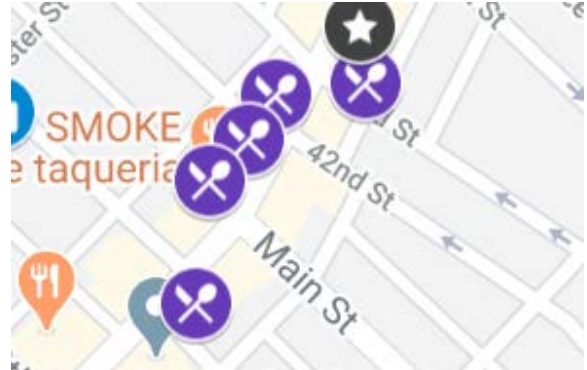


Figure 2: Cluster of open establishments
(SOURCE: Allegheny Together)



Figure 3: District Approach + Off-street Uses
Curbside parking converted to limited seating in front of businesses; bank drive thru converted to efficient curbside pick-up lanes with kiosk outposts from adjacent restaurants; parking lot used for workers; bus stop moved to where wider sidewalks with less competition for space are available. Taken together this keeps sidewalks generally uncongested allowing social distancing; vehicle flow is efficient and easily legible to drivers; transit patrons experience less crowding. (SOURCE: Evolve EA)

however there is a surprising amount of off-street space that could be converted through collaborations with private property owners. Grocery store parking lots, bank drive thrus, or office building surface parking areas can become organized space for curbside pick-up, marketplaces for outdoor retail kiosks, staging areas for delivery services, or expanded waiting areas for busy transit stops.

4. **Relieve liability concerns.** One major barrier to gaining permission to use either on-street or off-street space is liability. Typically individual establishments applying to use the public space must supply liability insurance in order to use the space. In street conversions where the converted space will be shared, it is unclear who would carry that insurance. Similarly, private property owners would be loath to be vulnerable to claims of liability if they made their parcels available for use by the larger district. The liability issue must be addressed in order to make these resources a viable option for converted use.
5. **Make it easy.** Streamline rules and regulations so businesses can appropriately conform and changes can be made rapidly and reliably. Look for ways to provide guidance and technical assistance to smaller businesses districts or establishments that may not have organized associations or other institutional support.
6. **Speak the same language.** For people to return to business districts to shop, dine or work while COVID-19 remains a real threat, business districts will need to make them feel safe and secure. This means making it logical and intuitive where they should walk, ride or drive and how and where to queue up, park or go for curbside pick-up to minimize contact and conflict. It means reminding everyone of social distancing norms and how to keep them. This can best be done by developing and distributing common citywide messaging, signage, markings, and other guiding features used across business and residential districts throughout the city. Doing so can help avoid clumps of people waiting heavily trafficked sidewalks or vehicles jockeying for a handful of convenient spaces and in turn make everyone feel (and be!) more safe and secure.
7. **Use the same apps (technology platforms).** Easy to access, seamless operations and predictability is going to be key to bringing people back to businesses in a time of social distancing. People want to be able to get what they need as quickly and easily as possible with the least amount of unnecessary exposure. Technology and mobile applications can be great tools to help optimize space and time for users. Smart phone applications that allow users to schedule time at a curbside pick-up zone mean more reliability for the patrons and more customers for businesses. Customers will have the easiest time if all establishments are using a common application to allow patrons to know if they are open or not, pre-order ahead of time, or reserve space at the most convenient space at the curb. These applications can also generate data that will help business districts understand customers better and manage the street space to meet their needs.

Mobility services

The mobility services sub-committee examined a number of different strategies and services that would facilitate getting patrons and workers to critical destinations safely and securely. They analyzed the pros and cons of each and the best practices currently emerging from across the country.

Mobility “Reduce, Reuse, Recycle”

In order to move swiftly in response to current needs, but also sustainably in order to place the city on the best possible long-term footing, the sub-committee gravitated around the notion of “reducing, reusing, and recycling” existing mobility demands and opportunities. It asked the questions

- In order to keep people safe, deconcentrate people in transit, and maximize overall efficiency; how do we reduce the trips people are taking? How might we help people to combine trips and consolidate deliveries?
- How can we reuse our street space for safer, efficient travel with fewer conflicts and lower stress overall?
- How can we recycle modes and services we already have in the city, leveraging, building upon and expanding what we know already works?

The driving goal for this sub-committee was to:

Make PGH the safest city in the U.S. while allowing businesses to thrive.

Safety in this broad context is not just safe from contracting the virus, but safe in every aspect of mobility.

The sub-committee, and overall Task Force, was fervent that, although transit has experienced a dramatic drop in ridership as a result of the changes necessary to mitigate the spread of the COVID-19 virus, transit **MUST** remain strong and healthy and be adequately supported so that it can resume full operations when the city and country resume normal life once again as well.

Overall, the mobility sub-committee saw this time of crisis also as a moment of opportunity. It has been an unintentional demonstration of traffic reductions, shared streets and human mobility. It has demonstrated that

we should not have an objective to just get back to where we once were in terms of sustainable mobility, but we can and should exceed it.

Potential Mobility Strategies and Interventions

There are a number of strategies that could benefit different commercial and residential districts. In each case, the right strategy depends on the problem(s) that need to be addressed.

Many strategies are temporary or experimental in nature. In these instances, existing signs and markings would need to be considered and appropriately addressed. These changes to the street operating environment would ideally be documented and shared with stakeholders, such as autonomous vehicle testers who have coded existing street features and operations into their systems.

	When Applicable?	Pros	Cons
Reduce number of parking spots/ expand sidewalk	When there are a low number/no needs for pick up/drop off services on the block	Ped mobility enhanced	Compromised business space for deliveries / dining
	When there are crowded bus stops or other concentrations of people	Facilitates social distancing	May reduce parking for employees/ customers
	In a mid-block location, where there may be less readily available curbspace	Prioritizes people over cars	Would need protections, similar to what is required for wheelchair access
	Very site specific.	Enhance business operations	
	Neighborhoods may be treated differently from downtown.	Active component out in street	
Reduce number of parking spots/ managed loading zone	In locations where a street is closed in a way that impacts the delivery pick-up operations of businesses on the street	Reduce number of parking spots/ managed loading zone	In locations where a street is closed in a way that impacts the delivery pick-up operations of businesses on the street

	When Applicable?	Pros	Cons
Improve parking management	No limitations	use technology/apps to manage the curb	Wide implementation needed in targeted areas (just can't be one spot)
Free parking grace period (30 min) – on-street	Low ped activity nearby	Supports restaurant and some retail	Encourages more vehicle trips; more traffic; increased CO2 emissions
	No available off-street parking nearby	Could support customer pick-ups	
Free parking grace period (30 min) – off-street		Preferred to on-street as it maintains access to sidewalk	To the extent more cars are crossing sidewalks, a negative
		Could support customer pick-ups	Encourages more vehicle trips; more traffic; increased CO2 emissions
Expand bike(+) services/usage		Consistent with Move412	
	Micromobility resources should be provided on a city-wide level	Use of Healthy Ride e-bikes (with funding) would be supportive of this process (50 - 100 bikes hopefully coming this year)	What process are in place to keep these "shared mobility" options clean for nervous customers?
	Expansion of stations for docked micromobility should occur in high-activity areas, including closed streets or slow streets	Give people a chance to test routes while traffic volumes are low	
		Relatively low cost alternative	E-scooters need to be approved for right-of-way use at the state level beyond just a pilot.
		Relatively short timeframe (2-3 months)	
		Very beneficial if employer programs support	

	When Applicable?	Pros	Cons
Close street (movable barrier) -Eliminate on-street parking	<p>Narrow sidewalks or street do not allow for simple sidewalk extensions</p> <p>High levels of ped activity</p> <p>Nearby parking to allow continued access</p> <p>No transit or the ability to easily shift transit to a parallel street</p> <p>Ability for emergency service access can be retained</p>	<p>Provides space for people, commerce, walking and biking</p> <p>Very positive for pedestrian environment</p> <p>Enable businesses to safely expand outside shopping and dining</p>	<p>Needs to be communicated very clearly</p> <p>Can be problematic for transit</p> <p>ADA accessibility retention may be difficult</p> <p>Not easily allowable on state roads</p> <p>May need an extension of premises</p>
Shared slow street	<p>Residential streets with high pedestrian and bicycle activity</p> <p>Near parks, connecting to closed streets, or in residential areas approved for bike+ interventions such as neighborways</p>	<p>Provides space for people (walking and biking) to exercise/commute while socially distanced; safer for everyone (including drivers); would likely encourage more bikes</p>	<p>Enforcement/equipment required</p> <p>May be unsuccessful without broad support from residents and community</p>
Repurpose/manage alleys (e.g. markets)	<p>Adjacent to businesses that would like to expand outdoor seating but are unable to close the main street</p>	<p>Could be an alternative for businesses on streets that cannot be fully closed.</p>	<p>May impact business operations (loading, refuse); need to make sure there is visibility when entering/exiting alleys (Safety)</p>
Signage indicating wayfinding	<p>Any signage that consistently directs the ped/customer experience would be beneficial</p>		<p>Need to also think about those who are vision and/or hearing impaired</p>

	When Applicable?	Pros	Cons
Signage/decals indicating where to stand or queue	<p>Closed commercial streets.</p> <p>Any street with businesses that have take-out experiencing queueing.</p>	Consistent look and feel will help with acceptance and adherence	Is it possible to come up with a consistent approach across streets?
Signage indicating what is open	<p>Closed commercial streets.</p> <p>For any (or all) participating business</p>		
Signage for closest pick up space	<p>For businesses on closed commercial streets.</p> <p>For any business with designated pick-up zones</p>		
Robot delivery services	For businesses/ commercial districts with a high amount of short-range deliveries that are interested in participating to supplement their delivery operations	Speeds up a likely future trend	<p>Makes pedestrians compete for space</p> <p>Only a solution for deliveries to within a mile of restaurants</p> <p>Some amount of ramp-up time (at least one month); ADA compliance</p>
Bicycle courier / deliveries		Easier for businesses on closed streets to make deliveries	<p>Would likely need to provide an incentive for this</p> <p>Unclear if there is a bike courier organization in Pittsburgh</p>

	When Applicable?	Pros	Cons
Food trucks / goods trucks	Could be invited to participate in closed commercial streets	could provide more options for restaurants with limited seating capacity	Need to consider impacts on other modes Will require case by case review
Fast tracking micromobility hubs, Move412	Adjacent to closed commercial streets or slow streets	Much of the background policy work has already been performed. If implemented before moving to yellow/green phases, it could allow people to test out these new modes during periods of low traffic.	Need safe spaces for micromobility (where do they belong?) Public education campaign and signage likely needed. Perhaps pair with "slow streets" solution above. E-scooters need to be approved for right-of-way use at the state level beyond just a pilot. An agreement with Duquesne Light should be approved to allow for easily installed charging stations for electric micromobility
Adding more/revising bus stops	At high-usage transit stops. In employment centers or commercial streets. Where nearby areas exist that could provide more space for bus riders (moving stop)	Balances the loads at stops to alleviate social distancing concerns. Very low cost and very immediate solution. Skip stop options for CBD routes would be simple to employ.	There are too many stops as it is. Could add to accessibility concerns if stops don't meet ADA requirements. Education for riders.
Shift staggering	No limitations--used at the discretion of the employers Would be supported if Port Authority extends peak hour	Can be implemented very quickly	Could extend the rush hour on transit and may not be achievable with existing transit resources (buses and hours of service)

	When Applicable?	Pros	Cons
	service to the shoulders.		
Pavement markings for heavy bus routes	Preferable when there are multiple lanes of travel	Relatively low cost improvement	Needs to be coordinated with AV testing
Encourage employees to try out new multi-modal trips	No limitations--used at the discretion of the employers	<p>Can be done by businesses</p> <p>Decreases parking demand issues</p> <p>May help to ease concerns over taking transit, biking, ride sharing, etc.</p> <p>Can help people break the SOV habit</p>	Inconsistent approaches?
Apps to allow people to reserve a spot or at least see real time transit vehicle loads	Encourage the use of the Transit app or Port Authority's website	<p>Provides more certainty to be able to get on a bus and get a seat</p> <p>Transit app already displays number of people on a bus in real time.</p> <p>Could easily factor in "social distanced" load considerations.</p>	<p>Is this feasible/desirable with existing technology?</p> <p>How would this be enforced?</p>
Pricing strategies to encourage multi-modal trips		<p>Could bundle trips to encourage mode share</p> <p>Free/reduced bike share, transit, etc.</p>	<p>Need to determine how revenue would be shared</p> <p>Load limitations on transit might conflict with favorable pricing</p>
Fast Tracking bus lanes such as Oakland BRT Project		<p>Passenger limits on buses could significantly contribute to more people driving.</p>	<p>Lots of moving parts - complicated.</p> <p>Without curb work changes, adding bike</p>

When Applicable?	Pros	Cons
	<p>Speeding up service will help to provide more frequency.</p> <p>General public engagement/property owner awareness is complete.</p> <p>We already have the money to do it from CMAQ - could see if SPC or PAAC could front load those funds to be made available now.</p>	<p>infrastructure at a later point could be complex</p> <p>Not short term.</p>
<p>Park and Bike along 3 rivers to encourage people to bike into core (Southside, Northside, CBD, Strip)</p>	<p>Institutions/agencies could donate unused space for this purpose along the river trails.</p> <p>In essence "free" if we can identify locations and partnerships.</p> <p>Seasonally a great time for people to want to try biking into the core.</p> <p>Promotes health.</p>	<p>Increased bike traffic along trails *could* present concerns, though unlikely. Signage along trails to maintain distance and communicate passing others would help.</p> <p>Would require resources in way of a campaign to make community aware of options and parking capacities.</p> <p>Some immediate infrastructure improvements may be needed at pinch/safety points to expand reach (ie beyond Hazelwood on the Mon River, etc.).</p> <p>Doesn't help neighborhoods - more of a commuter-based solution.</p>
<p>Remove cars from a central 'core' of Downtown</p>	<p>Would significantly speed up transit and allow for it to continue to serve more people.</p>	<p>Very complicated and politically dangerous.</p> <p>Parking garage revenue in core would be a concern.</p> <p>Pedestrians could be concentrated getting into</p>

When Applicable?	Pros	Cons
	Would allow for easy and safe bicycle and pedestrian access.	<p>the 'core', so could lead to more problems than it alleviates.</p> <p>Downtown residential population would be disproportionately affected.</p>

Street Adaptation Toolkit

The Task Force recognized that most business districts would not have the technical capacity to know what street alterations might be an advantage to them and what considerations they needed to keep in mind in contemplating changes to the street. Most businesses and commercial areas would need to make changes that were very low cost, given the current economic constraints most businesses are facing.

With this in mind, the Task Force appointed a sub-committee to provide guidance and resources on potential street redesigns.

Guiding Principles

The sub-committee recommends the following as overall guiding principles when considering any street redesign:

- Don't increase crash risk for the sake of decreasing infection risk.
- Pursue temporary installations and change as needed.
- Use existing or low cost materials that are readily available.
- Make sure users/travelers understand what to expect and what is expected of them.
- Consistency is best.
- Design for the unique goal of the street (e.g. exercise, general mobility, business support, etc.)
- Accept that street redesign will be an iterative and organic process.
- A Zone/District approach is best
- Using common resources (the street) should serve common interests (the community).
- Work within existing processes/regulation to the extent possible.

Easy, Moderate, and Difficult Modifications

Some street modifications will be much easier to accomplish than others. For example, full street closures on less busy local streets are easier to implement than partial street closures on any street. The following factors will help guide communities to finding the easiest, safest, and quickest opportunities for street transformations:

Which streets are harder or easier to fully CLOSE?

- Streets with modest traffic volumes are **EASIER** to close.
- Streets that have parallel or convenient alternate routes nearby are **EASIER** to close.
- Streets where loading and deliveries be done from a side street or in early morning or late night hours are **EASIER** to close during daytime hours.
- Streets with transit are **HARDER** to close.
- Streets with more than two travel lanes are **HARDER** to close.
- State routes are very **HARD** to close.

Leaving the street open to vehicular traffic while closing a portion of the street to use for pedestrian or commercial use is generally more difficult as it requires more safety precautions and protections. Some factors make conversion of curb space for pedestrian use harder or easier.

- Slowing vehicle traffic down to 20 MPH or less makes it **EASIER** to close only a portion of the street.
- Providing hard barriers and/or raised curbs to deflect vehicles makes it **EASIER** to close a portion of the street.
- Reducing traffic volumes makes it **EASIER** to close a portion of the street.
- Successfully repurposing curbside lanes for loading will be **HARDER** without parking enforcement to encourage turnover and proper use.
- Closing a portion of a state route street will be **HARDER** given required permissions.

Factors Influencing Design

The types of design modifications that are acceptable and appropriate on a street depend on a number of different characteristics of the street. These include:

- General needs (business/residents/commuting)
- Physical conditions (available width (sidewalk, current lane configuration, available parking, etc.)
- Duration of installation (if only used on certain days/times of week)
- Volume
- Speeds
- Transit routes, stops, and vehicle types
- Connectivity (deliveries, business functions, waste management)



Figure 4 Speed is one of the most consequential considerations in safe redesign (SOURCE: FHWA)

Design Components

The “kit of parts” that residential or commercial districts may consider using in a street modification may include the following:

1. Sidewalk or street space for business (retail or food service)
2. Curbside zone for delivery or pick-up
3. Additional or enhanced space for pedestrian movement
4. Bicycle+ space for travel (e.g. bike lanes)
5. Bike(+) parking or mobility hubs at destinations
6. New, relocated and/or extended bus/transit stops
7. New or reconfigured parking spaces
8. Open space or recreational space
9. Street or signal operations changes (e.g. setting pedestrian signals to automatic recall, changes to speed limit, changes to lane designations)

Design Interventions and Materials

“Tactical Urbanism” is a term used to use low cost materials to make quick changes in the street environment. This may be done to introduce new street features such as bike lanes; change street behavior such as to block or calm traffic; or to provide new street amenities such as seating.

A good and ready resource is the “Tactical Urbanist’s Guide to Materials and Design” which can be accessed or downloaded for free at <http://tacticalurbanismguide.com/>



Using these types of tactics and materials, many different approaches to street redesign can be achieved. Below are just a few examples:

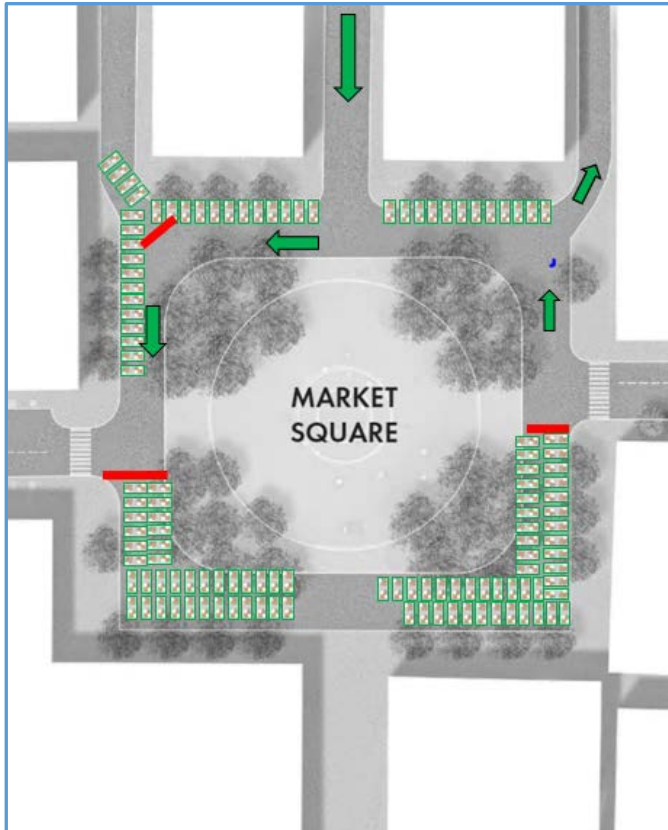


Figure 5 Potential adaptation of Market Square

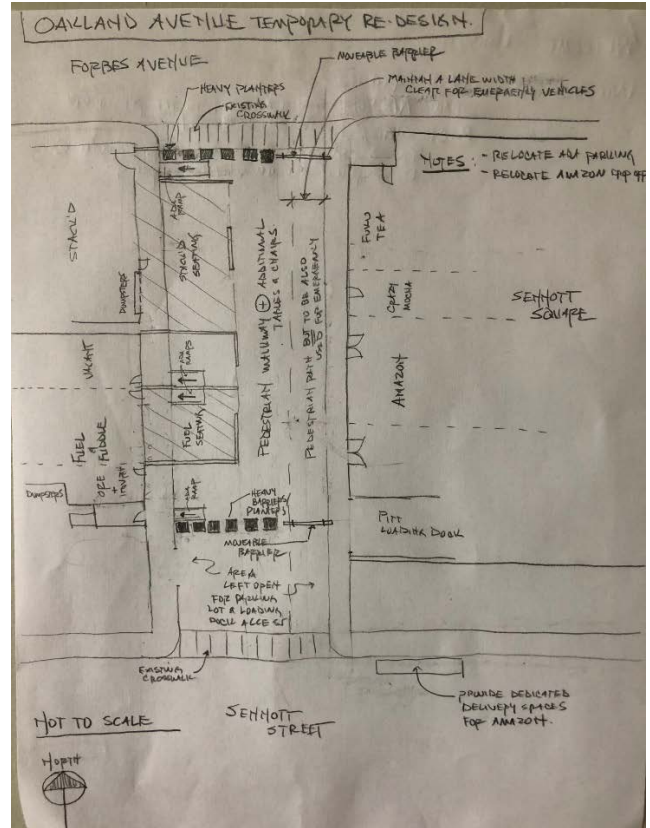


Figure 6 Initial concept for Oakland Avenue Temporary Redesign



Figure 7 Illustrative redesign of Butler Street using temporary construction zone techniques

Regulatory Guidance or Flexibility

In some instances, existing regulations may constrain business district or neighborhood ability to reconfigure streets or provide mobility options or services in response to the unique circumstances needed to mitigate the spread of the COVID-19 virus. The regulatory sub-committee inventoried a number of regulations that need to be considered and may need to be modified to facilitate the use of street space to aid in business operations and economic recovery.

Overall Guidance

The sub-committee provided some general overall guidance with regard to seeking regulatory flexibility or finding work arounds to enable action.

1. **Ensure changes are time-limited.** If waivers are sought, be clear that any regulatory flexibility sunsets at the end of the health emergency
2. **Do not pursue cart blanche relaxation.** Suss out where it is truly necessary and appropriate to have more flexibility.
3. **Work within existing regulations whenever possible.** Some processes already provide allowance for temporary changes or installations. Work within those temporary allowances before seeking to change overall regulatory processes. For example, regulatory changes to speed limits have a well-established process, but one that does not lend itself to temporary changes. However, advisory speed limits, such as those posted in construction zones, are permitted under current structures.
4. **Work with others.** Some regulations are mandated at the state level and it is unlikely that Pittsburgh alone would be granted a waiver. However the challenges faced in this city are common to many other communities large and small across the Commonwealth. Organizing multiple municipalities and jurisdictions to demonstrate the collective need is a more likely path to being granted the temporary flexibility needed.
5. **Deal with liability.** Liability responsibilities need to be clearly understood and resolved. Given that street transformations are done to benefit many diverse stakeholders and the safety and well-being of the city as a whole, the city may need to accept liability under its emergency declaration powers.

Specific regulatory requirements or barriers follow.

Federal Regulations

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Compliance with ADA Requirements	US Dept of Justice	Americans with Disabilities Act of 1990 (42 U.S.C. §12101); 28 CFR Part 35	<p>ADA requirements apply to permanent or "Temporary Facilities" in the ROW.</p> <p>Any new, temporary street design must comply with ADA requirements.</p> <p>The alteration of multiple elements or spaces within a facility shall not decrease or have the effect of decreasing the accessibility of a facility or an accessible connection to an adjacent building or site below the requirements for new construction in effect at the time of the alteration.</p> <p>Any potential removal of accessible street parking would also have to be replaced in kind.</p>

State

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Relaxation of PLCB requirements *(See also "City Public Consumption Ordinance")	Pennsylvania Liquor Control Board (PLCB) Pennsylvania General Assembly	40 Pa. Code § 7.21 et seq	40 Pa. Code § 7.21 only allows an extension of premises for "the abutting and adjacent sidewalk or the immediate, abutting, adjacent and contiguous vacant land." Additionally, § 7.22 requires the applicant to post, for a period of at least 30 days beginning with the day the application is filed with the Board, in a conspicuous place on the outside of the licensed premises, a notice of application. <i>The Task Force recommends Pittsburgh work with other cities in the Commonwealth to seek amendment or temporary suspension of these PLCB requirements in order to provide greater flexibility in street design.</i>
Full or Partial Closure of State-owned Road NOTE: this does not include the elimination of parking lane on a State-owned road. The City has full authority to eliminate a parking lane and use that space for pedestrian paths (see "Parking Lane Removal and Repurposing")	PennDOT	N/A	A traffic study analyzing the impact of diverting traffic to adjacent streets would be required to be performed and submitted to PennDOT District 11-0 for review and approval. <i>The Task Force recommends avoiding street designs that would require a full closure of a State-owned road, as the process for conducting a traffic study would be costly and time consuming.</i>
Lowering Speed Limits	PennDOT	67 Pa. Code § 212.405	Lowering regulatory speed limits below 25 MPH requires an engineering and traffic study and PennDOT approval.

	Regulatory Agency	Legal Authority or Guidance	Recommendation
			<i>The Task Force recommends posting Advisory Speed Limit signs, which can be done within the existing regulatory framework.</i>
PA Health Requirements for COVID-19	PA Dept of Health	Building Safety Measures Worker Safety Order	These rules have implications in tight districts where employee or customer activity will spill out into the street, including queuing, security required to monitor entrance activity, and cleaning protocols for frequently touched areas

County

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Health Permits	Allegheny County Health Department	Food Safety Rules & Regulations	<p>The Rules & Regs do not appear to have any additional requirements from the Health Dept if a restaurant begins operating a sidewalk cafe or extends its premises.</p> <p><i>The Task Force recommends that a business that expands its service area outdoors contact the County Health Department to ensure compliance with the Food Safety Rules and Regulations.</i></p>

City

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Full Closure of City-owned Streets	DOMI	City Ordinance § 441.01 et seq.; § 503.01 et seq.	The Task Force recommends that the City temporarily suspend City Code and permit application and approval requirements for full street closures and instead create guidelines for a simple, expedited process for temporary street closures.
Parking Lane Removal and Repurposing	DOMI/Parking Authority	City Ordinance § 541.09	The Task Force recommends that the PPA, with approval from the City, remove on-street parking without fee where doing so would allow more room for business activity or recreation.

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Sidewalk Cafe Permit	DOMI	City Ordinance § 416.18 et seq.	The Task Force recommends the City temporarily suspend City Code and permit approval requirements for sidewalk cafes and create guidelines, similar to those of Tampa , creating a simple, expedited process for outdoor dining.
Insurance Requirements	DOMI Law Department	City Ordinance § 416.20 416.27	Certain City Ordinance provisions require users of the ROW to obtain insurance, naming the City as additional insured, in order to operate a sidewalk cafe or extend premises for food services. The Task Force recommends that the City assume general liability for the temporary redesign of a partial or full street closure.
Advertising in ROW	DOMI Law Department	City Ordinance § 503.05	The Task Force recommends that the City temporarily suspend City Code to allow for advertising in the ROW where the street has been temporarily redesigned or closed to vehicular traffic. This will allow businesses to provide materials for barriers or street markings in exchange for temporary advertising space.
City Public Consumption Ordinance	Public Safety	City Ordinance § 601.08	The Task Force recommends that the City temporarily suspend City Code to allow for consumption of alcohol on streets that have been fully closed to vehicular traffic and where any restaurant on that street has a license to sell and serve alcohol

	Regulatory Agency	Legal Authority or Guidance	Recommendation
Extension of Premises Permit	DOMI	City Ordinance § 416.01	This subcommittee recommends that the City temporarily suspend City Code and permit application and approval requirements and instead create guidelines, similar to those of Tampa creating a simple, expedited process for temporary extension of premises.
Transit Stop Removal or Relocation	DOMI/PAAC	Guidelines for the Temporary Relocation or Removal of Bus Stops for Construction Activities	The Task Force recommends that street designs that require the temporary relocation or closure of a bus stop be avoided; however, if DOMI finds that the design benefits outweigh the consequences of a temporary bus relocation or removal, the Task Force recommends that the guidelines DOMI already has in place.

Implementation

Announcement and Roll Out

For the recommendations of this Task Force effort that the City chooses to pursue to have significant effect, it is necessary that there be broad awareness of tools and strategies to adapt streets and mobility to support commerce and communities. When a plan or program is developed, the Task Force recommends:

1. There be a broad call to action by way of a press event or similar format to help disseminate information widely and raise awareness of the tools and strategies.
2. An inter-governmental working group be established to ensure common cause in facilitating and aiding in implementing the adopted recommendations.
3. There be a clear point of contact or “face” associated with the effort so people know who to contact and where to go for information and assistance in pursuing the adopted recommendations.
4. Identify and engage community ambassadors to help communicate the strategies and opportunities to local business and residential districts.
5. Distribute the “toolkit” or “playbook” electronically to all CBO’s/ RCO’s/ Mainstreet Managers to share with grassroots organizations and small business community. Produce simple one-pagers that can be printed and shared with businesses without tech capacity as necessary.
6. Schedule webinar trainings to walk through the playbook and discuss potential interventions and strategies that can be pursued.
7. Seek “champions” and demonstration blocks. The types of street transformations and modifications possible and necessary may not have been done before. Some business districts may need to see these modifications “in action” before knowing whether or not something similar is appropriate for

their district. The City should implement a handful of “early adopter” transformations as examples and models to others to iterate on for their own areas.

8. Proactively reach out – especially to areas that are often left behind. Ask City Councilmembers to each identify 1-2 corridors in their district and facilitate introductions to leaders and influencers in those blocks. Work with the Urban Redevelopment Authority Business District Managers to identify potential clusters and corridors that would benefit from these strategies and opportunities.

Implementation/Actualization Process

There must be a simple and straightforward process for individuals, business districts, and/or other stakeholders to pursue the adopted recommendations to enable street and mobility changes. The following process is proposed for consideration, however the final process will need to be developed by the approving agency(ies):

1. Application is made from a community-based organization or one applicant on behalf of a group of businesses (if more than one business is currently operating either side of the street on the subject block). The City must determine if a single business can apply or only clusters of businesses. Alternatively, city staff may bring a proposal for a street change to currently operating businesses on the affected block.
2. Application will be for a specific concept or a general need/objective that city staff will assist the applicant in fleshing out.
3. Applications for street modifications should be for logical street segments. Typically this will mean a whole block from intersection to intersection, but smaller logical segments are possible.
4. Minimize or eliminate the need for petitions from all properties on the block. Street changes are needed quickly and they will be temporary and flexible – able to change as needed. The important thing is to begin.
5. Find ways to support communities or clusters of businesses that have less organizational capacity or technological know-how to ensure they also can participate and benefit. Identify organizations or entities that can provide pro-bono assistance in their application process. Encourage communities that have organizational infrastructure (e.g. Pittsburgh Downtown Partnership, Oakland Business Improvement District, Lawrenceville United) to guide and mentor others with less capacity.
6. Be creative with both materials and funding. Given the current state of business and municipal finances, design interventions will need to be very low cost. Identify capital and resources that can be leveraged toward implementation.
7. Provide templates, tool kits, and easy “how to” guides so that clusters of businesses can easily pick up, replicate or modify pre-fabricated design options and move quickly.

ADDENDUMS

Supplemental Survey to Street Level Businesses

Survey goals:

- Collect data from businesses to inform plans and solutions,
- To identify contacts to become partners in implementation, and to serve as matchmaker for business owners with community groups/bike ped groups to work towards implementation.
- Survey can also be used as a tool for business district managers or cluster coordinator in figuring out needs of district.

Survey timeline: Release Monday 5/11/20 and collected by 5/15/20.

Opening of survey:

Provide an explanation as to the purpose of the survey (e.g. *The City of Pittsburgh's Department of Mobility and Infrastructure is exploring strategies that can be deployed to utilize streets and curbs to better support businesses and to enhance the)*

Note that responses will be used only to assess city-wide business needs and are not specific requests.

Note that responses will be kept anonymous and information will be compiled for use in aggregate form.

Survey distribution and outreach plan:

Distribute survey via:

- Mainstreet/ Business District Managers (URA)
- RCO's and CBO's to distribute to businesses
- Neighborhood Allies
- Pittsburgh Community Reinvestment Group (PCRG)
- Bridgeway Capital
- Bike/Ped advocacy organizations
- Office of Nighttime Economy
- Office of Neighborhood Empowerment (Heny Horn-Pyatt)
- Finance Department (list of 50,000 businesses in the City)

Survey Questionnaire

1. What is the principle type of business are you responding for?
 - a. Fast casual dine in or carry out food service
 - b. Full service restaurant (e.g. dine in food service)

- c. Non-perishable retail consumer goods sales
 - d. Perishable (e.g. grocery) consumer goods sales
 - e. Wholesale or commercial goods or products sales
 - f. Personal services (e.g. hair salons, fitness studios, etc.)
 - g. Professional services (e.g. real estate offices, law offices, etc.)
 - h. Other (please specify) _____
2. How many employees do you have?
- a. <5
 - b. <10
 - c. <20
 - d. 20-35
 - e. 35-50
 - f. 50-100
 - g. 100-150
 - h. 150
3. Are you currently able to operate or conduct any level of business? Yes/no
- a. If yes: What adaptations, if any, have you had to make to your normal business practices (text box for narrative response)
 - b. If yes: Please estimate the percent of business you have been able to maintain over the past month?
 - i. <25%
 - ii. 25% - 50%
 - iii. 50% - 75%
 - iv. 75% - 100%
 - v. 100% - e.g. more than typical sales/commerce
 - c. If no: Which phase of Reopen PA will you be able to operate in?
 - i. Can operate now (red phase), but it is not economically feasible/useful to do so
 - ii. Will reopen in Yellow Phase
 - iii. Can operate in Yellow Phase, but unsure if it will be economically feasible to open then
 - iv. Will reopen in Green Phase
 - v. May reopen in Green Phase, but unsure if it will be economically feasible to open then
 - vi. I don't know
4. Do you own or rent your building?
- a. Own
 - b. Rent
5. How do you currently (e.g. over the past month) use or depend on the street space in the vicinity of your establishment? (check all that apply)

- a. I do not (establishment is currently closed)
 - b. Customer and worker access (e.g. rely on being able to drive, ride, or walk on the corridor in front of establishment)
 - c. Customer parking
 - d. Employee parking
 - e. Customer or worker transit stop
 - f. Customer curbside pick up or loading
 - g. Delivery loading
 - h. Outdoor seating, retailing or queuing
 - i. Other (please specify): _____
6. Which use of the street space would be MOST VALUABLE in supporting the economic viability of your establishment, once you are permitted to reopen (please rank order only those of value to you)
 - a. Customer and worker access (e.g. driving, riding, or walking on the corridor in front of establishment)
 - b. Customer parking
 - c. Employee parking
 - d. Customer or worker transit stop
 - e. Customer curbside pick-up or loading
 - f. Delivery loading
 - g. Outdoor seating, retailing or queuing
 - h. Other (please specify): _____
7. Do you have, or once you are permitted to open do you anticipate having, customers queuing outside your establishment? (yes/no)
 - a. If yes, approximately how many people typically queue up? ____
 - b. If yes, are there other queues for other establishments nearby? Yes/No
8. Do you use, or anticipate using, curbside pick up? (yes/no)
 - a. If yes:
 - i. What is the typical number of customer vehicles you have or anticipate during your busier periods (vehicles per hour)?
 - ii. How many vehicles do you have waiting at the same time (e.g. in a vehicle queue)?
 - iii. What is typically the maximum number of people you have queued up waiting in your establishment and/or on the sidewalk?
 - iv. Do you use an app or text to communicate with those picking up? (yes/no)
 1. If yes, which one(s) _____
9. If a large space, appropriate to maintain social distancing, were available nearby (e.g. within one block), other than for use as parking, how else might this space be useful to your business:
 - a. Customer order pick up (curbside delivery)

- b. Outdoor seating
 - c. Outdoor retailing or sales
 - d. Other: Please explain : _____
10. Do you currently utilize a web application (app) for online ordering or sales? Yes/no
- a. If yes: Which one?
 - b. If no: why not?
 - i. Don't know how
 - ii. Too expensive
 - iii. Not useful to the business
 - iv. Other: _____
11. Do you currently use a local delivery service such as GrubHub, UberEats, InstaCart, etc.? (Yes/No)
- a. If yes: which one?
 - b. If no: Why not?
 - i. Don't know how
 - ii. Too expensive
 - iii. Not useful to the business
 - iv. Other: _____
12. What portion of your customer base (prior to COVID-19) do you estimate came from (in percentage?):
- a. Less than 1 mile away _____
 - b. 1 to 5 miles away _____
 - c. 5 to 15 miles away _____
 - d. Farther than 15 miles away _____
13. Typically (pre-COVID), what are your busiest periods (please select the top 4)
- a. Weekday mornings (6am to 10am)
 - b. Weekday mid-day (10am to 2pm)
 - c. Weekday afternoons (2pm to 8pm)
 - d. Weekday evenings (8pm to 2am)
 - e. Weekend mornings (6am to 2pm)
 - f. Weekend afternoons (2pm to 8pm)
 - g. Weekend evenings (8pm to 2am)
14. If doing delivery, what are your busiest periods (Select top 4)
- a. Weekday mornings (6am to 10am)
 - b. Weekday mid-day (10am to 2pm)
 - c. Weekday afternoons (2pm to 8pm)
 - d. Weekday evenings (8pm to 2am)
 - e. Weekend mornings (6am to 2pm)

- f. Weekend afternoons (2pm to 8pm)
 - g. Weekend evenings (8pm to 2am)
 - h. I do not do delivery
- 15. If you are planning to open in the yellow phase, what do you anticipate your busiest hours to be (please select the top 4)
 - a. Weekday mornings (6am to 10am)
 - b. Weekday mid-day (10am to 2pm)
 - c. Weekday afternoons (2pm to 8pm)
 - d. Weekday evenings (8pm to 2am)
 - e. Weekend mornings (6am to 2pm)
 - f. Weekend afternoons (2pm to 8pm)
 - g. Weekend evenings (8pm to 2am)
 - h. I will not open in the yellow phase.
- 16. Do you have necessary supplies and materials to operate safely (gloves, masks, cleaning materials). (yes/no)
- 17. What neighborhood are you in? _____
- 18. Are you a member of a business association or community organization? yes/no
 - a. If yes, what is the name of the organization?
- 19. Information
 - a. Business Name
 - b. Business Address
 - c. Contact Name
 - d. Best contact
 - i. Text # _____
 - ii. Phone# _____
 - iii. Email _____
 - iv. Social media _____
- 20. Is there anything else that you would like to share:(text box)
- 21. May we contact you for further information? Yes/no