

# Transportation

## VISIONTEAMS

*Imagining Allegheny County's Tomorrow*

*Clifford B.  
Levine,  
Chair*

## *A Dedication*

DEDICATED TO MARK SCHNEIDER

(December 22, 1956 – July 29, 2012)

As the Transportation Vision Team was finalizing this report, one of our members, Mark Schneider, died in a tragic bicycle accident. Mark was a true visionary, who earned a national reputation as a developer of sustainable communities, such as Summerset at Frick Park and Washington's Landing. Mark was instrumental in the construction of PNC Park, Heinz Field and the Convention Center, all built during his tenure as Chair of the Stadium & Exposition Authority. Mark led our regional transit and land use discussions in the spirit in which he always approached challenging projects. He believed that significant positive change was possible, that the struggle was noble and even fun, and that creative and dynamic plans that placed a premium on community would make our region exceptional. Mark was a close friend to many of us and an inspiration to our entire committee. He will be sorely missed. This report is dedicated to Mark.

Clifford B. Levine

# Executive Summary

The Transportation Vision Team formulated the following set of recommendations to address the broad scope and breadth of transportation within the context of Regional Issues, Land Use Planning, Transit, and Airport. The Transit and Airport Committees were further divided into recommendations for their respective subcommittees to address (1) Fiscal Status; (2) Systems Improvement; and (3) Marketing and Outreach:

- **Encourage Transit Planning and Regional Coordination**
  - Create a position to be a strong transportation advocate who can push policy objectives and advocate for smart growth enhancing both land use development and transit usage.
  - Pursue Bus Rapid Transit (BRT) that connects existing economic hubs. The stations for BRT should be tied to current and market-based future development and employment opportunities in places where economic activity is already strong.
  - Conduct a comprehensive and strategic evaluation of the current regional transit situation.
  - Work with the Port Authority to improve the transit options to and from the airport and the downtown Pittsburgh and Oakland corridor.
  - Pursue smart transportation initiatives and the funding that is available to support them. Priority should be given to projects that encourage development and multi-model transit opportunities.
  - Establish a local investment fund to undertake mixed-use, smaller scale projects along transit lines and bus corridors within one-half of a mile or so of transit stops, in order to encourage further economic activity around pre-existing hubs.
  - Create a new, county-level program, called the “Allegheny County Community Transportation Program,” from existing resources to leverage planning and construction opportunities, development oriented towards transit, bike and pedestrian improvements and commercial corridor reinvestment.
  - Explore the creation of an infrastructure bank or trust fund with financial support from local governments, corporations, and foundations in southwestern Pennsylvania.
  - Work with its surrounding counties to create a regional transit authority.
- **Implement Land Development Protocols Associated with the Airport**
  - Together with the Airport Authority, adopt development principles for the airport area that emphasize aviation-related and aviation-dependent uses, develop according to a master plan, not ad hoc, develop a multi-jurisdictional strategy, concentrate development, encourage mixed-use development, encourage infill development, preserve natural areas, develop sustainably, provide connectivity within the airport environs, and improve connectivity to downtown Pittsburgh and Oakland.
  - Determine whether a Phase II Aerotropolis Plan should be pursued which would include a detailed market study, an urban design master plan, and a governance plan.
  - Energize Tri-County Airport Partnership (TCAP) by signing a Memorandum of Understanding (MOU). Encourage local municipalities to get involved in, support, and benefit from aviation-related and aviation-dependent development by signing the MOU.

- Consider establishing tri-state development collaboration between Pennsylvania, Ohio and West Virginia.
  - Address and improve transportation with roads, public transportation and trails to and from the airport.
  - Focus Allegheny County TIF requests to link transportation investment with aviation-related and aviation-dependent land use.
  - **Strategically Use Ports and Passenger Rail**
    - Remain strong advocates for continued and increased Federal funding for our region's lock and dams.
    - Strategically plan for using our navigable waterways to take full advantage of the economic opportunities provided by the Liquid Natural Gas (LNG) Industry and should serve as an advocate for companies wishing to create new LNG facilities along our rivers.
    - Be a leader in pairing our region's leadership in river transportation with our region's leadership in technology.
    - Explore smart growth and Transit Oriented Development (TOD) funding options that could be used to restore a passenger rail line to the Allegheny River Valley.
    - Plan on the integration of BRT routes with commuter rail options.
  - **Address Transit Fiscal Status**
    - Focus on developing a dedicated source of transit funding that reduces Port Authority's reliance on the State.
    - Advocate for state sources to provide a portion of the dedicated funding required for transit needs.
    - Address Labor contract issues and legacy costs.
    - Reassess the infrastructure associated with the Port Authority, and remove such facilities (primarily bridges) from the Port Authority's responsibility if such facilities are no longer associated with Port Authority use.
  - **Implement Transit System Improvements**
    - Take full advantage of smart card technology.
    - Develop new fare structures that can increase the convenience of public transit and overcome existing barriers that deter potential riders.
    - Make County transit more bike-friendly.
    - Incorporate available technology to allow riders to better access information quickly.
    - Improve system integration by focusing on connections at transit stops and nodes.
    - Initiate more special events planning and implementation services.
    - Support movement to an off-board fare collection system, which will speed the boarding process.
    - Further study the possibility of implementing signal prioritization in bus bottleneck areas to further increase speed of service.
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- Integrate Alternate Transportation Systems into the public transit system to allow users to move seamlessly from one to the other, and support programs that attempt to fill gaps in the overall transit system.
- Explore sponsorships in remote or “extended” areas to encourage increased ridership.
- Explore the cost effectiveness and feasibility of converting buses and other Port Authority of Allegheny County (PAAC) vehicles converting to Natural Gas fuel.
- Consider contracting with inter-city carriers such as Mega Bus or Bolt to use bus ways to reduce travel time, particularly during rush hour.
- **Enhance Transit Marketing and Outreach**
  - Tackle both traditional marketing and operational marketing to increase effectiveness.
  - Undertake an aggressive advertising campaign based on the behavioral economics with outcomes of increasing use of public transit.
  - Increase the visibility of fixed guide ways (bus way and T) through signage and regional promotional and produce more user- and reader-friendly marketing materials.
  - Collaborate with local business communities to demonstrate the available amenities of stations.
  - Improve the overall image of transit by improving the cleanliness and comfort of transit vehicles and stops, cleaner and brighter BRT stops. Public art and murals can be encouraged.
- **Re-conceive Airport Business Strategies**
  - Work to capture air cargo opportunities through incentives for cargo forwarders, making available subordinated debt to build speculative buildings, marketing of the Foreign Trade Zone, and revisiting/considering implementation of the 2009 Webber Air Cargo Inc. cargo study recommendations.
  - Expand non-airline revenue; consider creating a position for the specific purpose of increasing flights, attracting more regional and international airlines, aggressively pursuing cargo operations, and working with the airport’s CEO to establish key venture partnerships.
  - Create a Business Development Committee or Task Force reporting to the board and County Executive to assist in generating new ideas and solutions, as well as, executing a marketing and implementation strategy.
  - Develop a cargo city which is an area near a runway to cluster cargo buildings, logistics companies, free trade zone areas, and a host of other infrastructure to grow the industry.
  - Remain vigilant in preparing for opportunities to take advantage of airline industry growth.
  - When the airline industry restructures, use proceeds from Marcellus Shale development on County property to further reduce airport costs and prepare Pittsburgh International Airport (PIT) to compete regionally, nationally and internationally.
  - Continue to grow its regional passengers by promoting its relatively cheaper flights compared to Cleveland and other airports.
  - Increase flexibility with stopping at security areas and expanded use of second security zone.

- Advocate at the federal level for maintaining the local Air Force Reserve and Air National Guard military bases.
- Support passage of Senate Bill 1552, which would exempt fixed-wing aircraft and aircraft repair parts and installation from state sales tax.
- Aggressively pursue travelers within the region in a radius of 150 miles; promote the use of current airline services, such as direct flights and low-cost air carriers.
- Continue improving its signage program and its customer service program.
- Make public transit facilities, including the 28X stop, more visible.
- Expand efforts to showcase the region.

## *Vision Team Charge*

The Transportation Vision Team is charged with reviewing, evaluating and making recommendations as to how transportation service delivery can be improved in Allegheny County and how best these efforts can be coordinated and improved county-wide.

Each vision team, within its charge and conversation, is expected to address sustainability, intergovernmental relations (recognizing existing relationships and identifying potential new ones) and diversity/inclusion. Each of these items should be folded into the recommendations and report made by the team. Additionally, for each recommendation that is made, the scope must be within one of three fields for which the county has a role: the county performs, or should perform, an administrative function related to the recommendation; the recommendation pertains to a financial interest or financial support of the county; and, the recommendation lends itself to advocacy by the county. Those recommendations that do not fit within one of those three fields should not be a focus of the vision team.

# Scope of Work/Summary of Methodology

## Summary of Methodology

The Transportation Vision Team first met on March 15, 2012 and continued meeting both as a whole team, as well as in appointed committees, through August 9, 2012. Following the first meeting, the Chairperson, Clifford Levine, with support from the members, divided the team into three committees: Regional Issues and Land Use Planning, Transit and Airport. The Transit and Airport Committees were further divided into subcommittees. Each committee had an appointed facilitator and research assistant.

The Transit subcommittees were: (1) Fiscal Status; (2) Systems Improvement; and (3) Marketing and Outreach. The Airport subcommittees were: (1) Land Development; (2) Operations; and (3) Marketing. Membership for each committee was determined by previous professional experience and personal interest, with each of the three committees having approximately ten members each and a selected facilitator. Mark Schneider served as the Facilitator of the Regional Issues and Land Use Planning Committee, Ellen Mazo served as the Facilitator of the Transit Committee and Mulugatta Birru served as Facilitator of the Airport Committee. To accomplish its objective, the Transportation Vision Team worked to identify and interview key officials of Allegheny County, the Port Authority and the Airport Authority, as well as important stakeholders in the region. The Team, either as a whole or by committee, met on a bi-monthly basis.

On July 13, 2012, the full Transportation Vision Team met and developed recommendations based on the various interviews and research undertaken by the committees. Each committee met and reported their findings and recommendations to the whole team. Each committee continued to refine and develop recommendations. The entire Transportation Vision Team adopted finalized recommendations on August 9, 2012, and submitted the report to the office of County Executive Richard Fitzgerald on the same date.

The Transportation Vision Team received research assistance from three Carnegie Mellon University Heinz College graduate students, Whitney Hinds Coble, Anna Carbino, and Emily Blakemore. These students served as research assistants to each committee. Ms. Hinds-Coble served as a sponsored "Change Agent" through SponsorChange.org and worked with Chelle Buffone, Community Relations Director for SponsorChange, to coordinate the responsibilities among the graduate student assistants. Ken Zapinski, Senior Vice President (Energy and Infrastructure) for the Allegheny Conference on Community Development, served as a resource. Together, the research team worked with Mr. Levine to draft the final report, which the full Vision Team adopted on August 9, 2012.

## External Resources

The Regional Issue and Land Use Planning Committee conducted a number of meetings, with Lynn Heckman, the assistant director of Transportation Initiatives for Allegheny County, Kay Pierce of Allegheny Places and Maurice Strul of the Allegheny Economic Development. Members of that committee met with Stave Bland, the Executive Director of the Port Authority.

Individual Transit Committee members had several conversations with Port Authority CEO Steve Bland, as well as with the Authority's outside labor attorney, Mike Palombo. Individual Committee members also met with various stakeholders and system users for input.

The Airport Committee met with several airport officials who handle land development, operations, and marketing, including Brad Penrod, the Airport Authority's CEO, Randy Forister, the Airport Authority's Director of Development, and Jim Gill, the Airport Authority's COO.

The entire Vision Team met with Messrs. Bland, Penrod, Forister and Gill, as well as Ken Zapinski.

In addition to conducting meetings with relevant stakeholders the graduate research students conducted relevant research often looking at similar projects in comparable counties and cities. The various research reports along with the meetings formed the basis for each committee's recommendations.

## Committee on Regional Issues and Land Use Planning

### Findings Related to Transit Planning and Regional Coordination

1. Transit Oriented Development (TOD) involves the coordination of designated transit matters with future economic development plans. Coordination of these elements would expand transit use and accelerate development in areas suitable for growth. The county can enhance its transit operations and encourage economic development by focusing on TOD.
2. With the abolishment of the County Planning Department, issues related to transit, outside of the operational consideration of the Port Authority or Airport Authority, have often been ignored or addressed on an ad hoc basis.
3. There are many programs to help with transit and transportation funding, but Allegheny County has not fully pursued these opportunities, largely because there is not a county official dedicated to this task.
4. There are federal and statewide programs aimed specifically at funding TOD and “Smart Transportation”. The Pennsylvania Community Transportation Initiative (PCTI) defines “Smart Transportation” as “partnering to build great communities for future generations of Pennsylvania by linking transportation investments and land use planning and decision making.” Though currently underfunded, PCTI has recently awarded \$24.7 million to fund 41 community-led planning and construction projects. Some examples of the projects funded thus far in Allegheny County include:
  - Oakland Transportation Management Association and Carnegie Mellon University received \$150,000 to study methods for improving walkability, safety and multi-modal access along the Forbes Avenue and Fifth Avenue corridors.
  - Allegheny County Public Works Department received \$500,000 to develop a safe network of trails for pedestrians and bicyclists in Allegheny County’s North Park.
  - Point Park University received \$3,950,000 to install corridor upgrades and enhancements to Wood Street corridor and the intersections of Boulevard of the Allies and Third Avenue.
  - All Allegheny County Economic Development received \$300,000 to study ways to ensure that walking and biking can become an integral part of getting around Allegheny County.
  - Airport Corridor Transportation Association received \$700,000 to reduce congestion and provide better transit, pedestrian, and bicycle access near the Robinson and North Fayette Township commercial area.
  - City of Pittsburgh received \$280,000 to develop a multi-modal traffic simulation and land-use model for the city’s Strip District.
  - Richland Township received \$1,300,000 to improve pedestrian access and traffic flow by constructing sidewalks, a median, and creating left turn lanes near the intersection of Route 8 and Ewalt Road.

5. Bus Rapid Transit (BRT) is an affordable and flexible way to expand and enhance public transportation throughout Allegheny County. BRT provides fast, frequent transit service along major corridors using special buses to provide a smooth, comfortable travel experience.
6. Port Authority of Allegheny County is currently conducting a study for a proposed Bus Rapid Transit project between Downtown, Oakland, and the East End. CMU and Sustainable Pittsburgh's "Get There PGH" coalition have been advocates of BRT. BRT provides fast, reliable, understandable, frequent transit service along major corridors using special buses to provide a smooth, comfortable travel experience and could be an affordable and flexible way to expand and enhance public transportation throughout Allegheny County.
7. There is currently no direct, rapid transit option between the airport and downtown, or between the airport and Oakland. Port Authority's 28X travels between these points, but with stops in Robinson Town Center, which adds to the travel time. Additionally, it utilizes I-376 for much of its trip and is hence susceptible to traffic backups-particularly between Robinson Town Center and the West Busway ramps at Carnegie.
8. The Port Authority of Allegheny County is currently serving a large number of residents in surrounding counties who use their services provided by the Port Authority through the Park and Ride program. These outside residents comprise a significant number of Port Authority riders, making the Port Authority the largest carrier of non-Allegheny County transit riders in the six-county MSA.
9. Allegheny County has far more transit service and ridership than all the surrounding counties, comprising over 90 percent total regional transit ridership. Regional leadership in the outlying counties do not necessarily see the need to expand their transit service. Commuter service provided by outlying counties to and from Allegheny County were designed to complement and not compete with services provided by PAAC. There is a significant demand in Westmoreland County for expanded commuter service. The level of transit service in outlying counties is a function of both demand for service and available federal, state and local funding. Currently, funds are not available to significantly expand services within outlying counties and to and from Allegheny County.
10. Port Authority operates at a much higher cost per hour of transit service than any other regional carrier. This is due to higher union labor costs and its obligation to maintain capital intensive transit facilities, such as light rail and busways.
11. The existing legacy debt of the Port Authority and higher labor costs are an impediment to a regional transit system, because counties with smaller transit agencies are averse to linking their financial status with that of Port Authority.
12. Port Authority's reverse commute market is very small, largely focused on the city of Pittsburgh and very few other areas. The result is a large portion of the system with buses and trains full only half of the time
13. The park and ride model presents operational challenges due to empty buses in non-peak directions. If Park and Ride options are to expand or continue, there must be a consideration as to how empty buses after peak runs can be utilized or, otherwise, such costs will have to be considered as part of the pricing.
14. Regional transit between Allegheny, Beaver, Washington, and Westmoreland counties can be improved. Focusing on TOD in suburban counties offers long-term benefits to developing a viable regional transit system.

## Recommendations for Transit Planning and Regional Coordination

1. The County should create a position for and appoint a strong transportation advocate who can push policy objectives and advocate for smart growth enhancing both land use development and transit usage. The individual should have regional planning background, and be able to serve as a liaison between the Airport Authority, Port Authority, the southwestern Pennsylvania counties, Southwestern Pennsylvania Commission (SPC), and others involved in regional development.
2. Pursue BRT that connects existing economic hubs. The stations for BRT should be tied to current and market-based future development and employment opportunities be in places where economic activity is already strong. **Additionally, any BRT undertaken must be of the highest quality possible, mimic rail transit as much as possible, and be integrated into the fabric of the existing communities it serves.**
  - Focus first on creating BRT between Downtown, Oakland and East Liberty.
  - Focus also on creating a north-south BRT axis, running from East Liberty to Squirrel Hill to Greenfield to Hazelwood to Southside Works.
  - Encourage a BRT line to the Airport.
  - Encourage a BRT line to the Mon Valley.
  - Integrate the BRT system with other modes of transportation to make the overall transportation system better and safer.
  - Improve transit connections at stops and nodes
  - Incorporate TOD in planning and development efforts
  - Consider exiting TOD studies from PCRG, Move PGH, and Connect 09
3. Conduct a comprehensive and strategic evaluation of the current regional transit situation. The evaluation should allow the county to measure and evaluate progress in each major area and assess necessary adjustments accordingly.
4. The County should work with the Port Authority to improve the transit options to and from the airport. Access to downtown Pittsburgh and Oakland are particularly critical, but circulation to existing and potential development in the airport area should also be included in transit considerations. There is a need for express service to the airport, using a BRT station. Access to development around the airport, such as Robinson Town Center, requires workforce transit service, which could be coordinated with the Airport BRT.
5. Allegheny County should actively pursue smart transportation initiatives and the funding that is available to support them. The County should give priority to projects that encourage development and multi-modal transit opportunities. These resources have included the TIGER and sustainable Communities partnership grants at the Federal level, and the Pennsylvania Community Transportation Initiative (PCTI) at PennDOT at the State level. The County must engage regionally at the SPC to advocate for regional programs for worthy County projects to leverage in applying for state and federal grants. The County should give priority to projects that are in core, established communities, including existing population and job centers; re-use brownfield or abandoned sites; use existing infrastructure; encourage re-development and multi-use development around transit opportunities' maintain and repair existing infrastructure.

6. In addition to pursuing funding already available, the region should establish a local investment fund to undertake mixed-use, smaller scale projects along transit lines and bus corridors within one-half of a mile or so of transit stops, in order to encourage further economic activity around pre-existing hubs. This investment fund would be used to provide local match money for state and federal smart growth projects.
7. Allegheny County should create a new, county-level program, called the “Allegheny County Community Transportation Program,” from existing resources. In addition, it should actively pursue funding through the newly established SPC smart growth program. Projects would leverage planning and construction opportunities, development oriented towards transit, bike and pedestrian improvements and commercial corridor reinvestment. Establishing an Allegheny County Community Transportation program, using existing resources and PennDOT’s PCTI model, and help serve as a catalyst for economic development, community reinvestment and attract regional, state and federal resources. This has already been done in other counties around Pennsylvania. Lancaster County, for example, has just released its first round of its smart community transportation funding to four communities, investing \$1.7 million county-wide. The Delaware Valley Regional Planning Commission in Southeastern Pennsylvania invests nearly \$5 million annually in Community Development Block Grant eligible communities.
8. The County should explore the creation of an infrastructure bank or trust fund with financial support from local governments, corporations, and foundations in southwestern Pennsylvania. One option would be for the existing Strategic Investment Fund, created for the purpose of providing short-term subordinated debt and controlled by the Allegheny Conference and the Development Fund of Allegheny County, to be supplemented with additional funds that would support transit and airport related development.
9. Allegheny County should work with its surrounding counties to create a regional transit authority. The disparity in operational and legacy costs has been an impediment to date. However, by focusing on areas of common interest, and allowing operation functions to remain at the county level, a regional authority would be a valuable resource in developing positive outcomes for many regional needs that have been under-served. The Regional Authority initially would assume a more limited role in planning, preparing grant applications and serving in a capital construction role until the Port Authority’s legacy costs can be addressed. The County should consider an earlier study conducted by SPC and Port Authority, entitled the 2020 Regional Transit Vision in developing this idea.
  - A regional planning, finance and construction entity that works toward regional transit will allow the county to think regionally on how to finance and develop an operational plan for counties to work together and build and construct key components and necessary integrations to begin the process for a regional transit approach.

#### **Findings Related to Regional Development Associated with the Airport**

1. Allegheny County owns 8,800 acres of land in Moon and Findlay Townships, of which 2,000 acres are within the secure perimeter of the airport. Approximately 3,800 acres of vacant land are available for future aviation-related and aviation-dependent economic development. Additionally, thousands of acres of vacant land are adjacent to the County-owned land controlled by a handful of private owners, including sites in Beaver and Washington Counties as well as in Allegheny County.
2. The Airport Authority released The Pittsburgh International Airport Development Master Plan (PIA Development Master Plan) in July 2011. This plan focused on the 3,800 developable acres of County-owned land. Recommendations included a World Trade Center certification, a foreign-trade zone, and

new development west of the landside terminal that would allow companies to import goods from outside the U.S. for assembly and resale internationally. Concept plans were also developed for other sections of County-owned land.

3. In September 2011 the County published, but did not release, The Pittsburgh International Airport Development Vision Plan (Aerotropolis) that included an international benchmarking and conceptual development program in parallel with an urban design study of development principles and models for both County and privately owned vacant land in the three counties. The Plan stated that development in the airport region should be connected to the four major R's of transportation: runways, roads, rails and rivers. The three county environs of the Pittsburgh International Airport thus have potential to benefit in concentrated and planned airport area growth by establish plans to develop vacant land and access to the four modes of transportation.
4. The proposed cracker plant in Beaver County that will process Marcellus Shale gas, and other potential Marcellus shale related facilities, can lead to new manufacturing and research jobs in the airport environs, especially related to gas by-products such as lightweight plastic parts that will be air-cargo dependent.
5. The Tri-county Airport Partnership (TCAP) is a coalition of leaders from Allegheny, Beaver, and Washington counties, along with the airport authority, whose goal is to work collectively to advance transportation, industrial opportunities, and economic development around the airport. TCAP has provided a good start to regional cooperation on airport matters that affect the three participating counties—successes include getting an Interstate designation for what is now I-376 and significant development around the airport for business properties—but they are not actively meeting as of August 2012.
6. There is currently no airport regional collaboration that includes local townships within the three counties surrounding the airport. Their participation in land development is important due to the fact that local municipalities control land use permits, real estate taxes, and zoning. Approximately 85% of real estate taxes that can be diverted to Tax-Increment Financing (TIF) arrangements are controlled at the local level. This funding is critical in the development of infrastructure for real estate development.
7. Many of the areas attractive for aviation-related and aviation-dependent development are lacking sewer, water, and road infrastructure, and funding is difficult to attain.
8. There are connectivity problems associated with all modes of transportation from population and workforce centers to the airport.

### **Recommendations for Land Development Associated with the Airport**

1. Allegheny County and the Airport Authority should adopt the following development principles for the airport area:
  - Emphasize aviation-related and aviation-dependent uses
  - Develop according to a master plan, not ad hoc
  - Develop a multi-jurisdictional strategy
  - Concentrate development
  - Encourage mixed-use development
  - Encourage infill development

- Preserve natural areas
  - Develop sustainably
  - Provide connectivity within the airport environs
  - Improve connectivity to downtown Pittsburgh and Oakland
2. Allegheny County should be involved in determining whether a Phase II Aerotropolis Plan should be pursued. That study would include a detailed market study, an urban design master plan, and a governance plan.
    - Complete implementation may not be something the airport authority feels is within their scope, and thus the concepts should be considered in terms of economic development both at the county and regional level.
    - Development of the County-owned property at the Airport should be focused on expanding air traffic, and not simply a suburban office park. The County can support development of office park facilities outside the immediate airport property, but, in doing so, should seek businesses new to the region, and not encourage the relocation of businesses from other regional sites.
    - Use Airport/County development resources to support and capitalize on the emerging natural gas industry.
  3. Energize TCAP by signing a Memorandum of Understanding (MOU). Encourage local municipalities to get involved in, support, and benefit from aviation-related and aviation-dependent development by signing the MOU.
  4. Consider establishing a tri-state development collaboration between Pennsylvania, Ohio and West Virginia.
  5. Transportation with roads, public transportation and trails to and from the airport should be addressed and improved. Access to downtown Pittsburgh and Oakland is critical. Also, access to nearby and potential development areas around the airport should be improved to facilitate industrial and manufacturing development.
  6. Focus Allegheny County TIF requests to link transportation investment with aviation-related and aviation-dependent land use, and would further encourage the development of regional Smart Transportation investment funding, such as through the PCTI program.

### **Findings Relating to Ports and Passenger Rail**

1. Allegheny County's navigable waterways provide a cost-efficient and dependable means of industrial transportation. The navigable waterways system in western Pennsylvania (the Port of Pittsburgh) supports 200,000 jobs and contributes to local economic activity.
2. In addition to the direct impact upon our regional transportation system and economy, our navigable waterways also affect our collective regional water supply, sewage treatment, recreational opportunities, and other matters affecting our region's sustainability.
3. Intergovernmental coordination is very important for ports and rails. Responsibility for maintaining stable pools of water for river transportation through a system of locks and dams is the responsibility of the federal government, specifically the Army Corps of Engineers. Consequently, the federal government's actions have a large impact on the ports and transit of our region.

4. The commitment of the federal government to provide adequate funding for maintaining or replacing existing locks and dams has decreased. In addition, there is considerable regional competition for the limited funds available for lock and dams improvement. As a result, the condition of our region's locks and dams continue to deteriorate, as well documented in the media.
5. The mission of the Port of Pittsburgh Commission is to promote the commercial use and development of the inland water-intermodal transportation system. It is the center of regional efforts to enhance the economic benefits of our navigable waterways.
6. As our Liquid Natural Gas (LNG) industry expands, it can be expected that more of these businesses will want to take advantage of the economic opportunities presented by the industry. Allegheny County was a leader in securing the Shell cracker plant now being planned for Beaver County. Allegheny County can serve these potential businesses by serving as an advocate with respect to environmental permitting, identification of potential site locations, and promotion of existing facilities along our river banks.
7. It is critical that Allegheny County remain a strong advocate for continued and increased federal funding for our region's locks and dams.
8. Allegheny County and western Pennsylvania is rapidly becoming a Marcellus Shale and Liquefied Natural Gas center. There may be numerous opportunities to use river transportation for the shipment of liquefied natural gas, its derivatives, and the by-products of production. Allegheny County should serve as an advocate for expanded use of our rivers for transporting such items.
9. The Port of Pittsburgh and Carnegie-Mellon University have developed a Wireless Waterways program that brings state-of-the art Broadband Wireless Waterways Network Infrastructure to our region's three navigable waterways, which should be operational by the end of 2012. The Broadband Network has the potential to provide short-term and long-term benefits and efficiencies to local and regional governmental bodies with responsibilities for bridges, public safety, air quality, water quality, and sewage outflows.
10. The failure of any component of our navigable waterways infrastructure could have serious consequences on our region's water supply. More than 80% of Allegheny County's drinking water is taken from our navigable rivers. Though not a specific transportation issue, Allegheny County is uniquely positioned to ensure that governments that could be impacted by a lock and dam failure have coordinated contingency plans in place.
11. A public transportation option, such as rail, could help alleviate current congestion levels on highways in the Allegheny River Valley.
12. There has been considerable study of revitalizing a rail line from downtown Pittsburgh to Arnold through the Allegheny River Valley. With the increased development of the Strip District, Lawrenceville, and Oakmont, there could be opportunities for TOD through rail in these areas.

#### **Recommendations Relating to Port and Passenger Rail**

1. It is critical that Allegheny County and this region remain strong advocates for continued and increased Federal funding for our region's lock and dams.
2. Allegheny County should strategically plan for using our navigable waterways to take full advantage of the economic opportunities provided by the Liquid Natural Gas (LNG) Industry and should serve as an advocate for companies wishing to create new LNG facilities along our rivers.

3. Allegheny County should be a leader in pairing our region's leadership in river transportation with our region's leadership in technology. Specifically, Allegheny County encourage governments in our region to plan for a more efficient operational system of our lock and dam infrastructure.
4. Explore smart growth and TOD funding options that could be used to restore a passenger rail line to the Allegheny River Valley.
5. Plan on the integration of BRT routes with commuter rail options.

### Findings Related to Transit Fiscal Status

1. The Port Authority of Allegheny County relies on state funding to a greater degree than many comparable cities. This source of funding can be erratic and is out of the control of the local authorities making transit decisions. Recent declines in state funding amounts have contributed to the current funding crisis.
2. Cities comparable to Pittsburgh have used local options to support state funding for their transit systems. For example:
  - **Philadelphia:** The Southeastern Pennsylvania Transportation Authority (SEPTA) is a State Authority (like Port Authority) created to serve 5 counties in Southeastern Pennsylvania (Philadelphia, Bucks, Chester, Delaware, and Montgomery). State funding is the dominant source, but each county also contributes a local share.
  - **San Francisco:** The region has multiple transit operators with a variety of jurisdictional bases. San Francisco Muni is the urban transit operator for the City of San Francisco, and is a City Department (it operates buses, cable cars, etc.). However, it also is responsible for transportation planning, parking and overall streets management; allowing the City to better integrate transit into overall transportation policy
  - **Atlanta, Dallas, Denver, Salt Lake City:** These are cities/regions that have (by referendum) created regional transit systems covering multiple jurisdictions with multimodal service, and dedicated local funding sources (generally sales tax). In some cases (i.e.: Atlanta) the authority is formed based on county participation in the broader region (Fulton and DeKalb Counties); in some (like Dallas) participation is at the municipal level.
3. Legacy costs involving retiree medical insurance and pensions are at the root of the financial stress of Port Authority. In 2003 these expenses accounted for six percent of the Port Authority's budget, whereas they now account for 22% of the overall budget. Without local and state adjustments in funding, it could result in either the bankruptcy of the Port Authority, or service reduced to unsustainable levels.
4. The Port Authority continues to be responsible for maintaining 88 bridges in the region, of which only 11 continue to have exclusive Port Authority functions (e.g., trolley line may have been removed years ago). Maintenance responsibility places an undue and unfair stress on the Port Authority.
5. A demise in public transit would have very negative impacts on the region's businesses and lifestyles. Service cuts would be costly in terms of road congestion, higher parking costs, and additional travel time. A recent study by PCRG concluded that a 35 percent cut in transit would cost Allegheny County taxpayers, drivers and riders, combined, over \$325 million

## Recommendations for Transit Fiscal Status

1. Focus on developing a dedicated source of transit funding that reduces Port Authority's reliance on the state.
  - Port Authority could invite leaders from cities with successful local funding sources to Pittsburgh to discuss their success.
2. Advocate for state sources to provide a portion of the dedicated funding required for transit needs.
  - In 2010, the legislature adopted Act 44 which appropriately included revenue for mass transit needs. That funding scheme was impacted when the federal DOT rejected the application proposing the use of toll funds for various transportation projects across the state, including transit. Under federal law, toll funds collected on interstates can only be used for maintenance of the roadway being tolled.
  - The County should continue to work with the Legislature, Governor and Federal government to pursue creative funding options, recognizing the inter-connected relationship of highways and public transit.
3. Labor contract issues and legacy costs must be addressed.
  - Even with enactment of Governor Corbett's Transportation Funding Advisory Commission (TFAC) recommendations, the increase in funding allocated to Port Authority will not be enough to offset legacy costs. These costs must be contained. While progress has been made in previous labor negotiations regarding new employees, and those employees with up to 10 years of service in the area of retiree medical costs, much remains to be done, particularly with the largest group of employees, those with 10 to 25 years of service. Such discussions must be part of a comprehensive resolution involving the State, County and Port Authority and its union.
4. Reassess the infrastructure associated with the Port Authority, and remove such facilities (primarily bridges) from the Port Authority's responsibility if such facilities are no longer associated with Port Authority use.

## Findings Related to Transit System Improvements

1. Smartcard technology has been shown to improve efficiency and the rider experience in other transit systems.
2. The Port Authority of Allegheny County is in the process of implementing its smart card technology called the ConnectCard. The ConnectCard will be implemented throughout 2012 with the idea of eventually eliminating both annual and monthly bus passes.
3. Currently there is no fare mechanism for short-term visitors to Pittsburgh. A short-term pass could encourage these visitors to use public transportation.
4. Many cities have successfully introduced creative fare structures, such as flat fares during peak hours and day or youth passes, which increase the convenience and simplicity of using transit.
  - In Portland the Tri-Met transit system created a new Day Pass with unlimited rides for bus and MAX (light rail), established a "Flat Fare" of \$2.50 for one-way travel (Revenue gain: \$6 million),

and modified their transfer policy to limit single fare tickets to one-way travel (Revenue gain from elimination of round-tripping \$3 million)

5. Many transit stops lack full information on routes and stops necessary for riders to plan effectively. Such information currently available online is often difficult to find and view.
6. Efforts to integrate bikes into transit have been successful to date, but there are still areas where this can be improved.
7. As bicycle use has expanded, safety issues involving vehicular traffic have occurred. As use of trails has expanded, there is an increased need to ensure safety for pedestrian and users.
8. The idea of system integration supports the notion that functions of transit should work together in a way that is user friendly and encourages repeated use. Improving the current system integration would improve system usability and encourage extended use of transit.
9. On and off-boarding accounts for a large portion of the time to complete a transit route. Speeding these processes can increase overall speed of service.
10. There are a number of alternative transportation services that operate within the county— such as Heritage Health’s WorkLink, RideACTA, ACCESS, and other client based transportation systems— that currently have little coordination with Port Authority transit, but are services that many of its customers rely upon.
11. During some special events, such as St Patrick’s Day, buses are overcrowded and can result in delays. Additional service during such special events would alleviate this problem.
12. Charlotte, NC adopted a new hybrid bus fleet called the Sprinter Service, which uses hybrid buses and increased ridership on certain routes by 12%. The growing natural gas industry in the region could make using natural gas on transit more feasible in the future.
13. Inter-city bus transit is expanding with MegaBus and Bolt. Such bus service is delayed during rush hour traffic.
14. The North Shore Connector stops offer service free to the public, with the costs being subsidized by Alco Parking, the Stadium Authority, Rivers Casino and Pittsburgh Steelers. This creative way of financing encourages usage and benefits the sponsor.

### **Recommendations for Transit System Improvements**

1. Take full advantage of smart card technology
  - This card should be a multi-transit system fare card, which can be used for as many modes of transportation as possible to improve integration of the entire transportation system. This includes coordinating with transit authorities other than Port Authority to make the card usable throughout the region.
  - When new transportation initiatives are introduced, such as the proposed bike-sharing program, integrate usability with ConnectCard.

2. Develop new fare structures that can increase the convenience of public transit and, thereby, ridership, such as:
  - Day or weekend passes for visitors to Pittsburgh
  - Flat fares
  - Changes to the transfer policy
3. Keep the new transit user in mind. Improvements to the transit system must address barriers to using the system that currently deter potential riders.
  - Such barriers include lack of signage and information along transit routes, difficult-to-find information online, speed of service, convenience of stops, and pleasantness of vehicles, stops, and operators.
  - Make ConnectCard kiosks available at all fixed guideway stations as well as major on-street transit stops, such as Negley and Centre Avenues in Shadyside and the airport
  - Improve transit's visibility at the airport
  - In an effort to maximize efficiency, improve the rider experience and save the end user time when utilizing transit, the current system must be modernized and simplified through real-time information, off-board fare collection on fixed guideways, and changing on-board fare collection to be the same procedure regardless of the direction of travel or the time of day.
4. Make Allegheny County transit more bike-friendly
  - Allocate and develop safe biking routes, which can be published on the County web site. The County should plan safe, connected routes for bicycle use.
  - Create secure, sheltered bike parking at major transit nodes
  - Consider future development of safe bikeways along BRT routes and the potential redesign of existing bus routes if safe barriers can be established or lanes expanded.
5. Incorporate available technology to allow riders to better access information quickly
  - Develop the ability to broadcast real-time arrival information
  - Integrate smart phone and social media
6. Improve system integration by focusing on connections at transit stops and nodes
  - a. Make intermodal centers, such as the Wood Street T station and the downtown Greyhound bus terminal, more robust and user-friendly by encouraging the development of stores and restaurants in the centers, creating comfortable waiting areas, and allowing for easy transfer between the different modes of transportation.
  - b. Improve signage and information both on transit and at stops, such as information on where express buses stop, wayfinding to major transit stops such as the busway, clear and easy-to-read maps, etc.

- c. Improve connections to other transit services such as ACCESS, shuttles, and circulators, as well as to other modes of transportation like Zipcar and bike-sharing.
  - d. Consider adoption of the “Complete Streets” policy.
7. Initiate more special events services
    - Proactively plan, schedule and advertise service for special events.
    - Use social media or other technology to advertise real time availability of additional service to potential riders
    - Provide additional Port Authority police for these events and potentially staff buses and rail cars with police in areas that generate public safety issues during events
    - Pursue sponsorship ideas with event organizers
  8. Support movement to an off-board fare collection system, which will speed the boarding process.
    - This can be integrated with a proof of payment system which will allow users to enter and exit transit vehicles from all entrances and speed the process further
  9. Further study the possibility of implementing signal prioritization in bus bottleneck areas to further increase speed of service.
  10. Integrate Alternate Transportation Systems (Heritage WorkLink, RideACTA, ACCESS, and other client based transportation systems) into the public transit system to allow users to move seamlessly from one to the other, and support programs that attempt to fill gaps in the overall transit system
    - Reference the SPC Human Service Coordinated Transportation Plan for information on gaps and existing projects in the region
    - Consider the possibility of a centralized trip booking system for ACCESS that would give riders the opportunity to call one number. The booking system should also be available online.
  11. Explore sponsorships in remote or “extended” areas (as was done in the North Shore) to encourage increased ridership.
  12. Explore the cost effectiveness and feasibility of converting buses and other PAAC vehicles converting to Natural Gas fuel.
  13. Consider contracting with inter-city carriers such as MegaBus or Bolt to use busways to reduce travel time, particularly during rush hour.

#### **Findings Related to Transit Marketing and Outreach**

1. There are two important elements of transit marketing:
  - Traditional marketing, which includes increasing the visibility and public awareness of services through advertising campaigns

- Operational marketing, which includes driver interactions with passengers, speed of service, cleanliness, accessibility, ease of use through promoting new technologies, visible signage, and accessible maps.
2. The Port Authority of Allegheny County does not appear to have a visible marketing campaign that communicates a positive message about using public transportation.
  3. Even using the fixed guideways, a casual or new user (or even a regular user who rarely leaves his/her end of the city) cannot figure out how to get, for example, from Negley Station to South Hills Village. No system-sized map of the busways and T exist, much like a DC Metro or New York subway map, to show this at stations or online
  4. The alphanumeric labeling of buses on the East and West Busways is also confusing to the casual or new user. Treating these more like rail lines (Instead of P1, P2, and P3 for example we have Purple Line Downtown, Purple Line Oakland, and Purple Line Short) would improve understanding of the busways.
  5. Many people have negative associations of using the bus and do not consider it a natural or default transportation option.
  6. Behavioral economics has found a successful marketing effect in using peer pressure and appealing to people's desire for social approval. Marketing for the Port Authority can be enhanced with behavior approaches. One study found that the wording of placards asking hotel guests to reuse towels had a dramatic impact of reuse rates. The placard reading, "Join your fellow guests" and noted that 75% of guests reused towels resulted in 25% more towel reuse compared to a placard that says, "Help save the environment."
  7. Some tactics that have proved helpful in other marketing campaigns include focusing on economics rather than environmentalism or sustainability, and integrating users' personal experiences.
  8. Many residents choose not to take transit because they do not know how to navigate the system, and this information is not easily available at fixed guideway stations and on-street routes.
  9. Several medium-sized cities, like Cleveland and Portland, have had significant campaigns that worked toward "improving the experience."
  10. Drivers are the face of public transit to riders, and thus have the ability to shape the public's perception of the system.
  11. Port Authority's system is largely hidden to the public – again particularly the busways and T. Unlike other cities, no highly visible signage exists to direct people to stations. For example, a Parkway West traveler has no idea that a major transit station exists in Carnegie and doesn't know how to get to it.
  12. There is also little information in literature promoting the region about our transit system. Many visitors to the region do not have a car and this is an added travel expense. Facilitating non-car movement by visitors pays dividends on many levels

### **Recommendations for Transit Marketing and Outreach**

1. Effective marketing needs to tackle both traditional marketing and operational marketing
2. An aggressive advertising campaign based on the behavioral economics should be undertaken.

3. Conduct an advertising campaign in which people see their neighbors, peers, co-workers taking public transit, in order to influence them to also ride/use public transit.
  - This idea was effective in St. Louis In the mid-2000s, the Metrobus and Metrolink transit system was in danger of being severely cut because of budget shortages and limited revenues. They made transit relevant to everyone of all demographics. The campaign slogan was: "Some of us ride it. All of us need it."
4. Find a way to increase the visibility of fixed guideway (busway and T) through signage and regional promotional. This will both serve as marketing for people who walk on the street – or driving from outer areas - but currently do not take transit, and improve the ease of use of the system.
5. Produce more user- and reader-friendly marketing materials— creation of a full fixed guideway system map, simplification of the East and West Busways to Purple and Blue Lines (leave suburban express nomenclature the same), and perhaps the 28X the Brown line -, easier ticket/ pass purchase methods and more locations.
6. Work with local business communities to demonstrate the available amenities at each station – shops, restaurants, hotels, etc.
7. Improve the cleanliness and comfort of transit vehicles and stops.
8. Clean and brighter BRT stops, including those along busways. Public art and murals can be encouraged.
9. Implement the recommendations of this report’s Recommendations for Transit System Improvements section, as these also address the marketability of the system.

## The Airport Committee

### Findings Related to Airport Operations

1. Increased cargo imports and exports into Pittsburgh International Airport (PIT) are feasible:
  - Air cargo will likely triple globally in the next 20 years
  - Exports from Pennsylvania recently increased by 18%, despite the poor economy
  - The busiest 5 airports handle 40% of cargo, and have higher taxiing times. PIT taxiing time is on average 5 minutes lower
  - The Airport Authority has pursued a strategy to attract cargo transportation. An expansion of this effort would lead to more air cargo business being captured by PIT.
2. In 2009, Webber Air Cargo, Inc. prepared a comprehensive study of cargo operations and opportunities for the Airport Authority.
3. Other airports have been successful at increasing air cargo. St. Louis Airport, for example, attracted China Air to fly air cargo. For return flights, Missouri earmarked tax credits for exporting agricultural products and meat products to China. The development of expanded cargo volume in mid-sized communities would require some tax incentives at the outset, until there is sufficient return cargo to support two way operations.

4. Several major U.S. companies that rely on air cargo, such as FedEx Ground and UPS, are continuing to expand. These companies will seek new regional hubs to handle their growth.
5. PIT has several advantages it could leverage to attract cargo business:
  - Excess airport capacity reduces wait times and delays for landing aircraft. Combined with the fact that Pittsburgh is within easy driving distance of the New York City and Washington, DC markets, flying cargo into PIT can actually be faster than using backed-up northeast corridor airports.
  - There is no curfew for getting cargo in and out of PIT.
  - Cargo trials at PIT have already proved to be successful, such as American Eagle's trial of flying cargo into PIT then shipping to nearby markets by truck.
  - There are several other companies in the Pittsburgh area which import and export goods, which could use air cargo for higher end items, Westinghouse, pharmaceutical companies, medical equipment manufacturers, and high tech companies.
6. Several disadvantages would have to be addressed for using PIT for cargo:
  - There is less return cargo to fly out of PIT than there would be out of New York or Washington, D.C.
  - Fewer flights in and out of PIT mean that missing a cargo plane results in a longer waiting time until the next flight.
  - The cargo business operates based on tradition and long-standing relationships, making breaking into the industry or changing habits difficult.
7. Because of the significant reduction in flights from PIT, because it no longer serves as a hub airport, PIT is a relatively expensive airport to operate. Of the large airports, only three are more expensive than PIT. The landing and operating costs are at about \$12.50, whereas Charlotte is \$2.09, O'Hare \$7.57 and Philly at \$8.60. However, the Philly airport could have significantly higher landing fees if it pursues its proposed 8.4 billion capital program. When the debt for the new airport is fully paid off in 2018, the cost will come down to a \$6.00 to \$8.00 range, which is a significant reduction. Increasing flights is the major avenue to lower operating costs of airlines.
8. When the airport debt is fully retired, the landing cost will be reduced significantly, and the lower landing cost can be attractive for some low-cost airlines like Spirit to select PIT instead of a rural airport like Latrobe.
9. PIT is operating only at 15% capacity, and it has three parallel runways that are unique and efficient. Such capacity gives the airport a tremendous comparative operational advantage over congested airports in the East and at O'Hare, and in several regional airports.
10. The Airport Authority has undertaken basic studies of business that use cargo, but an expanded effort, with officials tasked, would be appropriate given the potential upside to the region.
11. The security areas are often congested, often at unpredictable times.

## Recommendations for Airport Operations

1. The Airport and the County should work to capture air cargo opportunities:
  - Create incentives for cargo forwarders to use PIT, such as reduced rental for cargo space, incentives for job creation directly related to air cargo, and financial incentives if forwarders want to build space capacity.
  - Subordinated debt must be available to build speculative buildings. The region has proven that capacities that are created are effectively used. Funding through the County, the State, and the Allegheny Conference affiliate (SIF) should be used for such purposes.
  - Market the Foreign Trade Zone - this designation is available through RIDC, but not very well used. This designation can attract semi-finished products to be finished locally by avoiding the payment of certain import duties and local taxes.
  - The County should revisit the 2009 cargo study prepared by Webber Air Cargo, Inc., and examine how to implement or follow-up with the recommendations.

These incentives could be from the State as well as from local governments and business groups. A state wide incentive can help all Pennsylvania airports, but PIT will be the major beneficiary as it has landing capacity as well as huge landmass for aviation-driven economic development

2. Although the Airport Authority has begun laudable efforts to expand non-airline\_ revenue, the Airport Authority could expand this role. The Authority should consider creating a position for the specific purpose of increasing flights, attracting more regional and international airlines, aggressively pursuing cargo operations, and working with the airport's CEO to establish key venture partnerships. The individual assigned to this role should have a logistics or marketing background. This position should work closely with the Redevelopment Authority of Allegheny County.
3. Create a Business Development Committee or Task Force reporting to the board and County Executive to assist in generating new ideas and solutions, as well as executing a marketing and implementation strategy. Members should be identified from the business community, logistics sector, educational and medical centers that use airports both for passenger and cargo.
4. As part of a long-term strategy, the County should seek to develop a cargo city – an area near a runway to cluster cargo buildings, logistics companies, free trade zone areas, and a host of other infrastructure to grow the industry.
5. The airline industry is exhibiting growth, despite the industry's current unpredictable restructuring, and growing airlines will soon seek regional new hubs. PIT should be vigilant at all times in preparing itself for such opportunities.
6. When the airline industry restructures, the County/PIT can use proceeds from Marcellus Shale development on County property to further reduce airport costs and prepare PIT to compete regionally, nationally and internationally. In the short term, PIT should be vigilant in promoting the airport to all airlines, including little-known international airlines. PIT should grow efficient flights that connect regional passengers with hub airports for final destinations.
7. PIT must continue to grow its regional passengers by promoting its relatively cheaper flights compared to Cleveland and other airports.

8. Increase flexibility with stopping at security areas and expanded use of second security zone.

### **Findings Related to Aviation Advocacy**

1. The Air Force Reserve and Air National Guard military bases provide a significant amount of economic activity for the airport region.
2. The current Pennsylvania tax on fixed-wing aircraft and aircraft repair parts and installation encourages the business or aircraft sales and repairs to move out of Pennsylvania to other states where these are exempt from tax. This also results in Pennsylvania losing many graduates of the state's aviation maintenance and operations training centers, including the Pittsburgh Institute of Aeronautics. Pennsylvania Senate bill 1552 would remove this tax, making the aircraft industry more competitive in the state.

### **Recommendations for Aviation Advocacy**

1. Advocate for maintaining the local Air Force Reserve and Air National Guard military bases.
2. Support passage of Senate Bill 1552, which would exempt fixed-wing aircraft and aircraft repair parts and installation from state sales tax.

### **Findings Relating to Airport Marketing and Outreach**

1. As it has transitioned from a hub to an airport offering primarily direct flights, the reduced costs of flights has attracted flyers from beyond Western Pennsylvania.
2. PIT has an established and successful marketing campaign to take advantage of its pricing advantage. One measure of the success and reach of the campaign is the fact that each year there are one million travelers from the Cleveland area who choose to fly out of PIT rather than the Cleveland airport.
3. The availability of direct flights out of PIT is vital to the attractiveness of Pittsburgh for national and international companies. Maintaining these flights is therefore tied to the economic development of the region.
4. Currently, only about 20% of travelers to Europe and the West Coast use the direct flights offered by PIT airlines. Airlines will reduce the number of direct flights available if enough people do not use them.
  - The main reasons travelers choose indirect flights is lower fares and the ability to accrue frequent flier miles on their preferred airline.
  - In the face of higher fares, people will not choose direct flights without some other benefit for doing so.
5. Road Signage and directions to the airport need to be more clear and readable. For example, there are no signs directing motorists to the airport at the I-376 entrance in Oakland, and at the airport the stop for the Port Authority bus to Pittsburgh is not obvious
6. With the new trail connection to the Airport, the Airport will serve as a starting and ending point for the Great Allegheny Passage Trail for riders coming from out of town.

7. Airport presents an opportunity to present to world travelers that Pittsburgh is not only a sports town but a cultural, arts and business hub. Currently the city's promotion in the airport is limited.
  - The airside core, with its figures of George Washington and Franco Harris, could be expanded to showcase the region. The current exhibit is funded by the Heinz History Center under an agreement with the Airport Authority.

### **Recommendations for Airport Marketing and Outreach**

1. PIT should continue to aggressively pursue travelers within the region in a radius of 150 miles.
2. Marketing initiatives should be continued and expanded to focus on latent demand currently using other modes of transportation or alternatives to travel (MegaBus, driving, video-conferences, etc).
3. Marketing should go beyond advertising and public relations to consider the customer experience and how to improve the ease, efficiency and enjoyment of the experience of using PIT, not limited to but including systems design, customer interfacing and signage.
  - Included should be increasing the number and geographic radius of way finding signs directing potential travelers to PIT.
  - The Airport should continue improving its signage program and its customer service program.
4. The Airport should make public transit facilities, including the 28X stop, more visible.
5. Promote the use of current airline services, such as direct flights and low-cost air carriers
  - Increased use of direct flights will ensure that direct flights remain at PIT and are available for those who need them. Using low-cost carriers keeps cost per passenger low and ensures that these low-cost options remain at PIT.
  - The Airport Authority's Fly Pittsburgh Pledge aims to accomplish this, but it is the belief of the Vision Team that the Pledge will only slightly raise awareness, and will not overcome significant price disparity.
    - i. There should be an increased effort to create tangible benefits to using direct flights and/or low-cost carriers, such as by instituting some kind of loyalty program that rewards travelers when they choose select flights.
    - ii. Alternatively, the focus of the pledge should be on prominent businesses and/ or the Chamber of Commerce, who already have the strongest interest in keeping direct flights available.
6. The Airport Authority should expand its efforts to showcase the region. The number of historic figures in the airside core could be increased.
  - Potential figures could include:
    - i. Andrew Carnegie
    - ii. Rachel Carson
    - iii. Roberto Clemente
    - iv. Annie Dillard
    - v. Howard Heinz
    - vi. Gene Kelly
    - vii. Mario Lemieux

- viii. Andrew Mellon
- ix. Judith Resnick
- x. Arnold Palmer
- xi. Fred Rogers
- xii. Jonas Salk
- xiii. Thomas Starzl
- xiv. Andy Warhol
- xv. August Wilson

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