

**Gambling and Pittsburgh's North Side:
A Baseline Study of Neighborhoods Surrounding the Majestic Star**

by

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This research project seeks to lay the groundwork for future studies on the interaction of the Majestic Star Casino and the Pittsburgh communities. The introduction of gambling into a society has long been seen as the gateway for the introduction of other social evils and the degradation of the community; however, some recent evidence suggests that communities and casinos can cohabitate for the mutual benefit of all parties involved. Considering the animosity between these strongly held opinions, this project was predicated on the concept of journalistic objectivity – attempting to neutrally collect and catalogue a body of evidence for the future use of researchers on either side of the debate.

Beyond the need for universality, to form conclusions which claim to know the exact effect of an un-built casino on Pittsburgh's neighborhoods would be a contrived effort at best and academic heresy at worst; thus, the focus of this project is to gather data on the physical condition, community life and general health of the neighborhoods surrounding the proposed site – before casino construction is completed.

The physical condition of the neighborhoods has been documented by the creation of a thorough photographic catalogue of Allegheny West and Lower Manchester – the two neighborhoods which most directly adjoin the casino site. The catalogue gives a street-level view of the community from a pedestrian's prospective. The roughly 4,000 photos collected for

this thesis will give future researchers tangible evidence of the current condition of the housing stock, street layout, and residential conditions present in the neighborhoods.

Supplementing this catalogue are digitally recorded interviews with neighborhood leaders, government officials, and experts. These interviews not only elaborate on the current state of the neighborhoods, but also detail the interviewee's thoughts on the coming casino and what potential effect it may have on Pittsburgh.

These two catalogues are enhanced by a neighborhood statistical analysis, essential background information on the casino selection process, and a brief overview of the Majestic Star's construction plans. The entirety of this thesis is dedicated to helping future researchers better understand one of the most controversial issues of our time: gambling.

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PREFACE

First and foremost, I would like to thank God. Completing an endeavor of this size and difficulty has reaffirmed not only my faith in the Almighty, but my conviction that He's looking out for all of us.

My family has also been an invaluable part of this project and my life. The encouragement of my parents, David & Sandra, has led me to believe that nothing is impossible. Their influence as educators can be seen throughout the entirety of this thesis. Furthermore, my brother Joshua has always been my most passionate advocate, greatest critic, and truest friend.

Moe Coleman, my thesis adviser, has truly been the catalyst for this work. Without him, this thesis would still be an interesting idea written on a post-it note. Throughout the entire process, Moe has been a mentor whose guidance has meant even more on a personal level than it has on an academic one. His integrity, thoughtfulness, and dedication are all principles by which we should strive to live. Moe is the consummate example of a public servant, and a man I am honored to call a friend.

The remainder of the thesis defense committee was Dr. Raymond Jones, Dr. Carolyn Carson and Kerry O'Donnell. Ray's wisdom, Carolyn's honesty, and Kerry's insight were all essential to the overall success of this work.

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I am also tremendously indebted to John O'Donnell, Katie Sheatzley and Carrie Lewis for their timely input, revisions, and continual encouragement.

Lastly, I would like to thank you, the reader. Knowing that this thesis would one day be useful to your efforts has vastly motivated my own.

- Gabriel Henschel

1.0 INTRODUCTION

This thesis seeks to enhance the reader's understanding of the events and actions which have lead to the emergence of casino gambling in the City of Pittsburgh, and to provide future researchers and concerned citizens with a wealth of information about the neighborhoods which surround the Majestic Star casino site. This introduction serves as a road map of sorts to guide the reader through the thesis by explaining each section of the text and what that section seeks to accomplish.

Initially, the thesis seeks to establish a baseline of reader understanding by first introducing the legislation and governing bodies which regulate gaming in Pennsylvania, and then by providing a brief history of the decision making process which resulted in the selection of Don Barden's Majestic Star Casino as the winning proposal.

From that point, the focus shifts to the neighborhoods of Allegheny West and Manchester. Located on the lower portion of Pittsburgh's North Shore, these neighborhoods are the closest to the Majestic Star site – and thus the most likely to feel any positive or negative effects from the casino's arrival. Each neighborhood is briefly introduced and then evaluated using Pittsburgh's Census 2000 data to create a statistical analysis which aims to compare these communities with Pittsburgh, Allegheny County, and Pennsylvania as a whole, thus giving the reader a sense of where the neighborhoods currently stand both economically and demographically.

Having developed an informational background using both the casino selection process and the neighborhoods of the North Shore, the thesis shifts its focus upon the Majestic Star and how the current construction plans to transform a surface parking lot into a multi-million dollar gaming venue. The location's benefits are discussed, and the construction plans are evaluated to give the reader a glimpse of the changes coming to the North Shore; furthermore, it attempts to explain how these changes will affect regional amenities like Riverfront Park and the Ohio River.

With both the casino and the neighborhoods thoroughly established in the reader's mind, the Photographic Catalogue is introduced. As the crux of the study, the Photographic Catalogue was designed to give future researchers the concrete visual evidence necessary for neighborhood comparisons and housing stock evaluations, among other historical research. The methodology and equipment used to collect the photographs are discussed in detail, while the photographs themselves are included in the Allegheny West and Manchester appendices respectively.

The corollary to the Photographic Catalogue is the Interview Catalogue which includes interviews with influential members of local government, regional businesses, non-profit organizations and gaming experts. The goal of this Catalogue was to assemble the current opinions of leading Pittsburgh authorities on the Majestic Star Casino – before the casino ever served a single patron. These interviews, along with the methodology used to arrange and record them, are included in their raw, virtually unedited form for the benefit of future researchers and concerned citizens.

Finally, the thesis concludes with the author's hopes for the future use of this data, and his recognition that the Majestic Star, for better or for worse, is now a part of life in Pittsburgh.

1.1 CASINO GAMING IN PENNSYLVANIA

1.1.1 Pennsylvania Race Horse Development and Gaming Act

Passed in 2004, the Pennsylvania Race Horse Development and Gaming Act is the pivotal piece of legislation which governs all legal slots gambling within the Commonwealth. Originally billed as an aid to the Pennsylvania horse racing industry, the Act also contains provisions which allow for the construction of stand alone gaming facilities which are neither attached to nor associated with a particular horseracing track.

The opening lines of the statute set the tone for the legislation which follows:

“The primary objective of this part to which all other objectives and purposes are secondary is to protect the public through the regulation and policing of all activities involving gaming and practices that continue to be unlawful.”¹

Beyond the keystone principle of defending the public interest, the statute names a number of secondary objectives as well. They generally fall into four categories: the support of Pennsylvania Horseracing, the intended fiscal benefits of casino revenues for taxpayers, the expected positive influence of gaming on Pennsylvania’s tourism economy and the need to quash both corruption and the perception of corruption within the industry.¹

¹ Pennsylvania. Pennsylvania Gaming Control Board. Title 4: Amusements. Page 4. 19 Mar. 2008 <http://www.pgcb.state.pa.us/files/legislation/House_Bill_2330_-_July_5_2004.pdf>.

1.1.1.1 Types and Distribution of Gaming Facilities in Pennsylvania

The Pennsylvania Race Horse Development and Gaming Act allows for the construction of three distinct types of slots facilities: Category 1, Category 2, and Category 3 venues. Designed as an additional tool which would allow for greater control over the distribution of the casinos statewide, each category carries a unique set of rules and regulations which control everything from license eligibility to physical casino placement.

Category 1 facilities are casino licensees operating in conjunction with a state-registered horse racetrack. As a prerequisite to application, the potential licensee must operate a racetrack where horse racing has been conducted for either two years prior to application or who shall be conducting a prescribed number of races within two years of the issue of a slots casino license. Furthermore, the facilities must conduct no less than 100 days of horseracing per year after the issuance of the license or risk having their slots license suspended.²

This category of facility includes half of the current slots licenses allowed for by Pennsylvania law, representing seven of fourteen slots licenses in the state. Beyond the horse racing stipulations, the facilities are also prohibited by legislation from existing within 20 miles of each other, to prevent undue competition between the licensees.²

Five other slots licenses are dedicated to Category 2 facilities, or so called ‘Stand Alone Slots Casinos.’ This class of license represents all gaming facilities not associated with a state horse racetrack. Generally conforming to the traditional notions of casino gambling, the slots license allocated to Pittsburgh is of this class.

² Pennsylvania. Pennsylvania Gaming Control Board. Title 4: Amusements. Page 33. 19 Mar. 2008 <http://www.pgcb.state.pa.us/files/legislation/House_Bill_2330_-_July_5_2004.pdf>.

Like the Category 1 facilities, Category 2 licensees are also bound to a strict set of regulations regarding application and physical placement. Potential applicants are only eligible to apply if neither they nor their subsidiaries or parent companies are eligible to apply for a Category 1 license; furthermore, the casino must be located either within in a city of the first class, a city of the second class or a revenue-enhanced/tourism-enhanced location.³

The Race Horse Development and Gaming Act specifically delineates three of the five Category 2 licenses for Philadelphia and Pittsburgh. Two are required to be built within a city of the first class (a class which only refers to the City of Philadelphia under current PA statute), and one more facility is designated as the Pittsburgh slots license. Designed to ensure that casino facilities would exist within the state's two largest venues, this provision is partially responsible for the heated competition which surrounded the application process for these three particular licenses.

The final two licenses are considered to be Category 3, or resort-class license. These licenses are limited only to those who are not eligible for either Category 1 or 2 licensure.³ Much like a Category 1 license, these applicants must have also run a successful business – in this case, a resort hotel. Required to have no fewer than 275 rooms and “substantial year-round recreational guest amenities,”³ the facility must also be fifteen linear miles from the nearest city which contains a licensed facility.

In total, the Pennsylvania Horse Race Development and Gaming Act currently allows for fourteen slots licenses to be issued. Seven of them are delineated as Category 1 racetrack licenses, five of them are Category 2 stand-alone licenses, and two are Category 3 resort licenses.

³ Pennsylvania. Pennsylvania Gaming Control Board. Title 4: Amusements. Pages 34 & 35. 19 Mar. 2008 <http://www.pgcb.state.pa.us/files/legislation/House_Bill_2330_-_July_5_2004.pdf>.

Of them, Pittsburgh and Philadelphia are the only two cities guaranteed licenses by the current statute. At the time of this publication, there were seven gaming facilities in daily operation: Mohegan Sun, Philadelphia Park, Harrah's Chester Downs, Presque Isle, The Meadows, Mount Airy, and Penn National.

1.1.2 Pennsylvania Gaming Control Board (PGCB)

Governed by the Pennsylvania Race Horse Development and Gaming Act, Casino gaming in the state is regulated by the Pennsylvania Gaming Control Board. The Board, created in 2004, is composed of six commissioners and a chairman who acts as presiding officer. Originally appointed to the Board as a member in 2004, former Philadelphia Court of Common Pleas Judge Mary DiGiacomo Colins was appointed to the chairmanship by Governor Edward Rendell in 2007. Currently serving with her as commissioners are Raymond S. Angeli, Jeffrey W. Coy, James B. Ginty, Kenneth T. McCabe, Sanford Rivers, and Gary A. Sojka. The board also includes three *Ex-Officio* members from other areas of Pennsylvania government. State Treasurer Robin Wiessmann, Secretary of Revenue Thomas W. Wolf, and Secretary of Agriculture Dennis Wolff currently hold these positions.⁴

⁴ Pennsylvania Gaming Control Board. State of Pennsylvania. 19 Mar. 2008 <<http://www.pgcb.state.pa.us/>>.

1.2 CASINO GAMING IN PITTSBURGH

As noted in [Section 1.1.1.1](#), the Pennsylvania Race Horse Development and Gaming Act specifically provides for the City of Pittsburgh to host one of the state's five Category 2 Gaming Facilities. During the selection process, three major bids were considered for control of the Pittsburgh Slots License: one from Forest City Enterprises, one from Isle of Capri, and one from Majestic Star Casino LLC. After a series of public battles and committee hearings, the latter proposal was eventually selected as the license recipient. It should be noted that each of the proposals brought a unique set of benefits, designs, and community programs to the table, which are described in the coming sections.

1.2.1 Isle of Capri

Isle of Capri Casinos is a chain of casinos and related holdings which first began operations in Mississippi in 1992. Beyond their bid to create a casino in Pittsburgh's Hill District, they operate gaming facilities in the United Kingdom, the Bahamas, and six US states.⁵

The Isle of Capri's neighborhood plan focused upon assisting with development in Pittsburgh's Hill District. A historic and predominantly African-American neighborhood, the Hill District demanded to be an integral part of the casino development process in their community. This insistence stems not only from an intense sense of neighborhood involvement, but also from their memories of the 1960's Civic Arena development project. Although the

⁵ "Company Profile." [Isle of Capri Casinos](http://www.islecorp.com/about-profile.aspx). 9 Feb. 2008 <<http://www.islecorp.com/about-profile.aspx>>.

opinions of the Arena are varied, many residents blame that project for the social destruction of Wiley Avenue and the Lower Hill. Quoted by the Pittsburgh Tribune-Review, State Representative and neighborhood resident Jake Wheatley said "For many Hill District residents, the Mellon Arena has been the symbol of the beginning of the end of our community and communal process." He went on to equate the Arena with the Confederate Flag, "...because it symbolizes destruction and hate."⁶ These factors have acted as powerful motivating tools, allowing Hill District residents to be some of the most vocal members of the decision making process.

Even considering this history, the Isle of Capri enjoyed support among a number of Hill District residents, including Councilwoman Tonya Payne who represents the area. Widely considered to be the "front-runner", the Isle of Capri's economic proposal for Pittsburgh's Hill District also included an offer to integrate a new hockey arena into their development plans. If they won the Category 2 license, the Isle of Capri promised to pay for \$290 million dollars toward the construction of a new arena. That issue caused a chain reaction which forced other competitors to also propose assistance for the construction of a new arena in Pittsburgh.

1.2.1.1 The Arena Question

One unique aspect of the Pittsburgh Slots License is its connection to the construction of a new arena for the Pittsburgh Penguins, an NHL hockey team that has called the city home since 1967. While the slots licensing process was in full swing, the Penguins were in the midst of a contract dispute with the City of Pittsburgh, threatening to leave unless the city and state provided for a new arena to replace the aging Mellon Civic Arena.

⁶ Zito, Salena. "Hill District Divided by Legacy of Mellon Arena." Pittsburgh Tribune Review 20 Feb. 2007. 19 Mar. 2008 <http://www.pittsburghlive.com/x/pittsburghtrib/sports/penguins/s_493962.html>.

Although seemingly unrelated, slots licensing and NHL Hockey became irrevocably entwined when the Isle of Capri proposed to fund the construction of a new arena as part of their proposal to win the Pittsburgh's Category 2 license. Their offer to provide \$290 million dollars for the creation of a new hockey arena upped the stakes for their competitors and forced both Forest City Enterprises and the Majestic Star LLC to incorporate an arena funding plan into their gaming proposal.

Both companies eventually signed on to Pennsylvania Governor Edward Rendell's "Plan B" proposal which asked the winner of the Pittsburgh slots license to voluntarily contribute \$7.5 million dollars per year toward the arena. This money would be used in conjunction with money raised by selling the naming rights to the arena and by yearly payments from the Penguins, to pay off a state bond which would be initially floated to cover the cost of arena construction.

1.2.2 Forest City Enterprises

Put forward as a joint development between Forest City Enterprises and Harrah's Entertainment Inc, the plans for a Station Square based casino focused upon creating an urban mixed-use community in conjunction with the casino development. At the time of their proposal, these two firms were already the joint owners of Station Square itself, having acquired the venue from the Pittsburgh History & Landmarks Foundation twelve years before. Their plan focused on transforming Station Square into a, "...bustling new urban mixed-use residential and entertainment community. This will include ground-floor retail, sidewalk dining and cafe eateries, a 400,000-square-foot, \$512 million Harrah's Station Square Casino with 3,000 slots, an

additional 200 rooms at the Sheraton Station Square Hotel and 1,250 residential condominium units.”⁷

Their community development and philanthropic efforts focused upon two proposals: creating an endowment for the Pittsburgh History and Landmarks Foundation and founding a community development foundation to assist in neighborhood improvement. The endowment was specifically targeted at the Foundation’s efforts to, “revitalize inner city neighborhoods.” Franco Harris, the iconic Pittsburgh Steelers running back and Forest City development partner, was designated to be the president of the community development foundation. Scheduled to receive over one million dollars a year in funding (contingent upon a casino license), the foundation was designed to not only help the community at large, but to spend at least half their funds, “...in neighborhoods with a 60 percent or higher minority population.”⁵

1.2.3 Majestic Star

Don Barden’s Majestic Star Casino is the North Shore casino proposal which eventually won Pittsburgh’s Category 2 slots license. The physical structure and area plan were designed by the Pittsburgh based architectural firm Strata, LLC. It is discussed extensively in [Section 3](#).

⁷ "Forest City Enterprises & Harrah's Entertainment Inc. Unveil Plans for Harrah's Station Square Casino." Forest City Enterprises. 9 Feb. 2008 <<http://ir.forestcity.net/phoenix.zhtml?c=88464&p=IROL-NRText&t=Regular&id=807149>>.



Figure 1: Majestic Star (Artist Conception)⁸

1.2.4 The Casino Selection Process

On Wednesday, December 20th, 2006, the Pennsylvania Gaming Control Board decided to award the Pittsburgh Category 2 license to Don Barden and the Majestic Star. It was a decision met with surprise in some crowds, many of which expected the Penguins-endorsed Isle of Capri to win. County Executive Dan Onorato told the Pittsburgh Tribune-Review that he believed the PGCB's decision, "appeared to be the result of an open and fair process."⁹ The gaming board's decision also appeared to be an economically prosperous one for Pittsburgh and Pennsylvania.

Financial projections had placed the Majestic Star's earning potential above both the Forest City/Harrah's and Isle of Capri proposals. The Pittsburgh branch of the Majestic Star line is slated to have at least 5,000 slot machines, a number which (at the time of selection) rivaled the total number of slots in Mr. Barden's other casino's combined.

⁸ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.

⁹ Conte, Andrew, and Jeremy Boren. "And the Winner is ... Majestic Star." *Pittsburgh Tribune Review* 21 Dec. 2006. 9 Feb. 2008. <http://www.pittsburghlive.com/x/pittsburghtrib/news/specialreports/gambling/s_485047.html>.

Both Forest City and Harrah's would eventually file appeals with the State Supreme Court, accusing the PGCB of overlooking financial losses within Majestic Star LLC. However, Mr. Barden was found to have substantial collateral with which to construct the casino, and had already obtained a letter of credit from the New York investment firm Jefferies & Co.¹⁰ Thus, the court subsequently dismissed the lawsuits.

¹⁰ Bumstead, Brad, Andrew Conte, and Richard B. Reilly. "Casino Hopefuls Were All Financial Risks, Documents Show." Pittsburgh Tribune Review 28 Oct. 2007. <http://www.pittsburghlive.com/x/pittsburghtrib/search/s_535004.html>.

2.0 NEIGHBORHOODS

The City of Pittsburgh has ninety official neighborhoods, with names ranging from Allegheny West to Windgap. The reason for the City's smorgasbord of communities is widely debated. While some believe Pittsburgh's topography lead to a natural dissection of the city into tiny social districts, others blame Pittsburgh's long and storied history of immigration.

The truth is that both of these reasons, and numerous other ones, have contributed to the rich history of neighborhood diversity in the City of Pittsburgh. That diversity is one of the city's greatest assets and one of its greatest challenges. Two neighborhoods can be right next to one another geographically and yet exist in completely different worlds. Every community has its own set of assets and ordeals, making no two neighborhoods in Pittsburgh exactly alike. Case in point: Allegheny West and Manchester. These are two neighborhoods connected by both geography and shared streets. Yet if a person had never seen the boundary lines on a map before, they still might be able to deduce where one neighborhood ended and another began. It is a situation common in Pittsburgh because the boundaries are rarely arbitrary squiggles drawn on a map. Often the line between two neighborhoods is a railroad trestle, a mountain, or a mighty river. Yet these physical characteristics are not the only ones which separate neighborhoods. Social status, class structure, neighborhood condition, demography, and a myriad of other factors change from community to community. It is a simple fact to remember, and an essential one to never forget. These neighborhoods, though different, must face one

common reality – neither of them lay more than a third of a mile from the Majestic Star construction site.

2.1 ALLEGHENY WEST

Allegheny West is one of Pittsburgh’s many historic districts. Located on the North Shore above the Allegheny River, the neighborhood is filled with architectural treasures and historic structures.



Figure 2: Allegheny West

The neighborhood was originally laid out in 1788 as farm land for the City of Allegheny. Within seventy years, Allegheny West had become a residential district as the population of the Allegheny City soared and new space was needed for housing construction. “By 1872, Allegheny West had become an exclusive residential district, with large houses lining Brighton Road and Ridge Avenue, and much of the section south of Western Avenue built up. Construction continued rapidly through the 1870s, with Beech Avenue being largely developed

by 1884.”¹¹ The neighborhood would eventually become the home of millionaire mansions, aided by amenities like West Park and its proximity to the shore line.

Starting in the 1930’s and continuing through the 1970’s, the neighborhood saw a series of economic declines which were caused by factors which ranged from pollution to the advent of the automobile. These declines saw matching regression in the maintenance of the housing stock, and many of the residences fell from their former glory. However, when a number of residences were destroyed to make way for main campus of the Community College of Allegheny County, a movement began to preserve or restore the structures to their former glory. Today, a summer’s walk down Ridge Avenue proves that the push for preservation was largely successful. The neighborhood is thriving once again, anchored by a new wave of young professionals and families. Yet the citizens of Allegheny West are still attempting to strike a balance in, “the struggle between progress and preservation,”¹² just as they have for generations.

On a political and geographical note, the neighborhood is represented by City Councilwoman Tonya Payne, of Council District 6. It is bordered by the neighborhoods of Allegheny Center, Central North Side, North Shore, Chateau, and Manchester. It rests only one quarter of a mile from the construction site of the Majestic Star.

2.1.1 Statistical Analysis of Allegheny West¹²

Allegheny West is inhabited by a middle aged population, with 54.9% of the population aged between 25 and 54 years old. In comparison, the City of Pittsburgh is only slightly younger,

¹¹ "Welcome to Allegheny West." Historic Allegheny West. Allegheny West Civic Council. 19 Mar. 2008 <<http://www.alleghenywest.info/about.html>>.

¹² 2000 City of Pittsburgh Neighborhood Census Report. City of Pittsburgh. Pittsburgh: Department of City Planning, 2000. 5 Aug. 2007 <http://www.city.pittsburgh.pa.us/cp/assets/census/2000_census_pgh_jan06.pdf>.

with 51.2% ranging from 20 to 54 years old. Of the 508 residents of Allegheny West during the 2000 Census, 75.8% of them were white and 20.7% identified themselves as African American. This is relatively cohesive with the City as a whole, whose population averages 67.6% and 27.1% white and African American persons, respectively.

Although the population distributions of both the age and race in Allegheny West are relatively similar with those in the City of Pittsburgh, the household data is vastly different. The first major difference lies in the types of residents living in the neighborhood. The City of Pittsburgh residents live in Family households 51.6% of the time, while Allegheny West residents are half as likely to live in a Family household (26.3%). Housing units in Allegheny West are also half as likely to house persons under the age of 18 (Allegheny West: 11.4%; Pittsburgh: 24.8%) or persons over the age of 65 (Allegheny West: 13.6; Pittsburgh 28.2%). The incidence rate of female headed households also drops significantly between Pittsburgh as a whole (16.5%) and Allegheny West (5.8%). Finally, housing in Allegheny West has nearly twice the vacancy rate (21.0%) of Pittsburgh (12.0%).

Many of these inconsistencies in the data have some link to the housing tenure of both Allegheny West and Pittsburgh. This term 'Housing Tenure' refers to the percentage of people who own their own homes versus those who rent their residence from another person. The City has a nearly even split of owners and renters at 52.1% and 47.9% respectively. Allegheny West's rate of renter-occupied units vastly outpaces their rate of owner-occupied ones, 70.9% to 29.5%. It is interesting to note that neither Allegheny West nor Pittsburgh's housing tenure figures are consistent with the Allegheny County or State of Pennsylvania figures, both of which are predominated by owner-occupied units.

The percentages of people living in owner-occupied households whose size ranges from 1 to 7 persons are extremely consistent between Pittsburgh and Allegheny West. No significant statistical difference can be drawn from the figures. The renter-occupied households in Allegheny West show a significant trend toward single person residences than the Pittsburgh statistics. A full 70.5 percent of all renter-occupied residences in Allegheny West have a single occupant, as opposed to Pittsburgh where only 45.1% do. Both Pittsburgh & Allegheny West have the exact same percentage of 2-person renter-occupied units at 24.4%. Considering these figures, it can also be concluded and shown that Allegheny West in comparison to Pittsburgh lacks any real presence of the higher-occupancy, for-rent dwellings which compose a fifth of Pittsburgh's total rental market. In Pittsburgh, 22.5% of the for-rent dwellings are occupied by three or more persons. In Allegheny West, that percentage drops to only 4.1%.

The age of occupants in both renter and owner occupied dwellings shows only minor variations between Pittsburgh and Allegheny West in all categories, except one. The percentage of occupants over the age of 65 in owner-occupied dwellings was significantly lower in Allegheny West – 15% lower. One possible explanation is Allegheny West's more recent surge in popularity among young professionals and families.

On the topic of employment, there are 15.4% more men than women of working age living in Allegheny West, whereas in Pittsburgh, that percentage is 17% – in favor of the women. Of those people of working age in Allegheny West, 72.3% of them are currently in the labor force – a number up 13.8% from Pittsburgh on the whole. Overall, unemployment in Allegheny West is only half of the City of Pittsburgh's rate (2.7% to 5.9%). It should be noted that the unemployment rate is not necessarily linked to the percentage of the population physically able to participate in the labor force. According to an economic definition of unemployment, those

persons who choose to not actively look for work, students, retirees, and the institutionalized are classified as ‘not in the labor force;’ thus, they are not included in the unemployment rate calculations (and not represented in this category).

The types of businesses the residents are employed in are separated by the Census Bureau into 6 main categories: Management/Professional, Service, Sales & Office, Farm/Fishing/Forestry, Construction/Extraction, and Production/Transportation. Much like the City itself, most of Allegheny West’s residents are employed in either the Management/Professional or Sales & Office categories, but in slightly higher proportions than the city at large. This is reflected in the 7.2% reduction in Allegheny West residents engaged in the Sales industry compared to the overall Pittsburgh data.

In terms of household income, Allegheny West residents tend to have more higher-income and fewer middle-income households than their Pittsburgh counterparts. The four initial income brackets of Less Than \$10,000, \$10,000-\$14,999, \$15,000-\$24,999, and \$25,000-\$35,000 show little variance between the Allegheny West and Pittsburgh data sets. The \$35,000-\$49,999 income bracket is noteworthy because it is here that the City and neighborhood data diverge. In the City as a whole, this income bracket holds the third largest number and percentage of households (21441 households, 14.9%); yet in Allegheny West, it holds the third smallest (8 households, 2.8%). The percentage missing in this income bracket for Allegheny West is found in three of the highest income brackets: \$75,000-\$99,999; \$100,000-\$149,999; \$150,000-\$199,999. Greater percentages of Allegheny West’s households occupy these categories than their Pittsburgh counterparts. The \$75,000-\$99,999 bracket shows Allegheny West with an additional four percent (5.8% vs. 9.7%), \$100,000-\$149,999 with an additional ten

percent (4.1% vs. 14.2%), and \$150,000-\$199,999 with an additional one percent (1.3% vs. 2.4%).

This significant increase in household income may be due to a number of factors; however, one of the stark differences between citizens of Allegheny West and Pittsburgh on the whole is educational attainment – a factor known to dramatically increase personal income. The proportion of people with at least a high-school diploma is relatively equal between Pittsburgh and Allegheny West at 81.3% and 88.8% respectively; however, the percentages of individuals who attain a bachelor’s degree or better is astounding. 26.2% of people living in the City of Pittsburgh over the age of 25 have a bachelor’s degree or better. 55.3% of Allegheny West residents, or twice the average of Pittsburgh’s residents, hold a bachelor’s or better (37% of those residents actually hold a graduate or professional degree). This major difference likely holds the key to the demonstrated difference in household income between Allegheny West residents and City residents.

2.1.1.1 A Note on Census Data

A few key notes must also be made about this statistical analysis. First and foremost, the data used in both the Allegheny West and Manchester statistical analysis come from the Census 2000 data produced by the Pittsburgh Department of City Planning. Any references to it should be cited as such. Although this data is eight years old at the time of this report, it remains the most extensive and recent report of demographic data in the City of Pittsburgh; however, the age of the data still produces consequences to consider. Much can happen over a period of eight years. Families can come or go, housing stock can change, and variations in the inflation rate can produce effects on the amount of income earned (and the value of that income). The importance of this time gap cannot be ignored.

Yet, it is equally important to acknowledge the fact that census data often shows trends that exist within cities and neighborhoods. Baring the occurrence of a major catastrophe like as Hurricane Katrina, many of the trends shown by the data will often manifest themselves across decades of census data sets. Comparing this information with the 2010 Census Data would give the future researcher a much more precise picture of the current composition of the neighborhoods.

2.2 MANCHESTER

Located just north of the Allegheny River, Manchester is a Pittsburgh community which has roots that stretch back to the Revolutionary War.



Figure 3: Manchester

Designated as compensation land for Colonial soldiers, the residents quickly capitalized on their prime riverfront location and began to grow. Historically, “Manchester became a borough in

1843, and in 1867 it merged with the city of Allegheny. In 1908, Allegheny was annexed to the city of Pittsburgh.”¹³

Although the neighborhood enjoyed initial prosperity, the industrial nature of the three rivers region during the early 20th century took its toll on Manchester – as it did every city neighborhood. Many residents left the community to avoid the smoke and manufacturing debris that came from riverfront plants. Subsequently, a number of the houses fell into disrepair and were eventually torn down. This unfortunate decline continued until the community and city banded together to stop the deterioration of the buildings and the neighborhood. “In the 1970s, the Pittsburgh History and Landmarks Foundation (PHLF), the Manchester Citizens Corporation, the Urban Redevelopment Authority, and private developers formed a partnership that was successful in renovating many Manchester houses.”¹⁴ This partnership is widely credited with Manchester’s success as a National Historic District.

Like Allegheny West, Manchester is also a Pittsburgh Historic District; however, it should be noted that the designation is limited to many of the original structures and, “...does not include the sections of the neighborhood with new housing, later commercial buildings, or stretches of vacant land.”¹⁵ As noted by the North Side Leadership Conference, “One of the city's oldest National Registered Historic Districts, this diverse residential neighborhood boasts fine examples of Gothic Revival, Queen Anne, Italianate, and Romanesque Revival architecture.”¹⁵

¹³ "Manchester." City of Pittsburgh. Department of City Planning. 19 Mar. 2008 <<http://www.city.pittsburgh.pa.us/wt/html/manchester.html>>.

¹⁴ "Manchester." City of Pittsburgh. Department of City Planning. 19 Mar. 2008 <<http://www.city.pittsburgh.pa.us/wt/html/manchester.html>>.

¹⁵ "Manchester." North Side Leadership Conference. 19 Mar. 2008 <http://www.pittsburghnorthside.com/8_neighborhoods/manchester.php>.

The neighborhood is also the home of the Manchester Craftsmen’s Guild, a nationally recognized and awarded organization dedicated to helping urban youth and community. They describe their operation as,” a multi-discipline, minority directed, center for arts and learning that employs the visual and performing arts to foster a sense of accomplishment and hope in the urban community.”¹⁶ It and other such organizations are part of a community effort to provide positive outlets for the inspiration and time of the citizens who call Manchester home. It is an endeavor in which they have found wide success.

2.2.1 Statistical Analysis of Manchester¹⁷

Using the 2000 Pittsburgh Census Data from the Department of City Planning, an analysis of Manchester shows that although it shares similarities with the bordering neighborhood of Allegheny West, it is indeed a separate and unique community in and of itself.

First and foremost, Manchester is a relatively young neighborhood. Thirty percent of its residents are under the age of 20, while in the city only 24.6% of the population is. This fact is more starkly contrasted in comparison with Allegheny West, where less than 16% of the population is under 20. Continuing up the age brackets, the next major age segment of Manchester’s population lies between 25 and 54, a bracket which constitutes 41.5% of the population. It is a statistic relatively consistent with both Allegheny County (42.6%) and Pittsburgh (40.9%). Lastly, 23.8% of Manchester’s population is over the age of 55, a number which is just under the totals for the city as a whole (24.4%).

¹⁶ "About MCG." Manchester Craftsmen's Guild. 19 Mar. 2008 <http://www.manchesterguild.org/About_mcg.htm>.

¹⁷ 2000 City of Pittsburgh Neighborhood Census Report. City of Pittsburgh. Pittsburgh: Department of City Planning, 2000. 5 Aug. 2007 <http://www.city.pittsburgh.pa.us/cp/assets/census/2000_census_pgh_jan06.pdf>.

Although Manchester is generally conforms to the City of Pittsburgh when it comes to population age distribution, the neighborhood is a completely different story in terms of racial and ethnic distribution. Manchester is over 85% African-American, an extremely dense concentration when one considers that only 27.1% of the City's residents are African-American. Of the remaining segments of Manchester's population, 12.1% identify themselves as White, and no other racial group constitutes a full percentage point of the population.

Manchester had 1084 households at the time of the 2000 census. Of those households, 598 were classified as family households and 486 were non-family households. The difference between the two classifications is slightly technical and worth including here.

“A family includes a householder and one or more people living in the same household who are related to the householder by birth, marriage, or adoption. All people in a household who are related to the householder are regarded as members of his or her family. A family household may contain people not related to the householder, but those people are not included as part of the householder's family in census tabulations. Thus, the number of family households is equal to the number of families, but family households may include more members than do families. A household can contain only one family for purposes of census tabulations. Not all households contain families since a household may comprise a group of unrelated people or one person living alone.”

The household data also reveals a few other interesting characteristics about the Manchester neighborhood. Only twenty percent of family households are married couples, a number which is down ten percentage points from the city-wide average and less than half the state-wide percentage for that same statistic. Also, the incidence rate of female headed family households with no husband present is nearly twice the rate for the city at large (30.3% vs.

16.5%) and nearly three times the rate for the state of Pennsylvania (11.6%). Finally, the number of householders who are alone is 39.1%, which is nearly identical to the Pittsburgh average of 39.4%.

Houses in Manchester are more likely to be renter-occupied than owner-occupied, a trend which defies city, county, and state norms for housing. While 71.3% of householders own their residence in the state, 67% in Allegheny County, and 52.1% in Pittsburgh, only 43.5% of residents own their own home in Manchester as of the 2000 Census. The number of people per household in Manchester is fairly consistent with the numbers for the entire city. One notices slight decreases in the number of two person households for Manchester as compared to Pittsburgh, with a slight increasing preference toward units which house 6 or more people for both renter and owner occupied households. The only category with a large difference was the 4-person renter-occupied household group, which in Manchester was nearly twice the percentage size of its Pittsburgh counterpart.

The age of householders in Manchester also by and large holds with the Pittsburgh trends, with a few derivations which are essential to note. For owner-occupied units, the first major shift is in the number of 45-54 year olds who own their own home. In Manchester, the percentage is 29.2, a full eight points higher than Pittsburgh as a whole. This trend is counterbalanced in the 75-84 year old category where only 7.6% of Manchester's residents lie. In Pittsburgh, that percentage is over twice as large at 18%. This could be due to the fact that the percentage of homeowners over the age of 65 in Manchester is significantly less than the number in Pittsburgh (25.8% and 35% respectively).

For renter-occupied units, the first age bracket has a significant impact upon the rest of the data. In Manchester, only 4.9% of the residents who are between 15 and 24 years of age rent

their home. This is less than one third of the city-wide statistic for the same age bracket. This discrepancy trickles down the data set with increased percentages of renter-occupied housing units in Manchester for the 35-44, 45-54, 55-64, and 65-74 age brackets as compared to the city's statistics in the same brackets. Also, unlike the incongruity between Manchester and the city in the 65+ age bracket of owner-occupied units, the 65+ renter-occupied category is only half a percentage point different between the city (18%) and the neighborhood (18.5%).

Employment data is often used as a weather gauge for the health of a community. In Manchester, the results are mixed. Certain areas find the neighborhood closely paralleling the City's statistical data while other categories show sharp declines in both participation and income for Manchester residents. These indicators paint a mixed picture of the neighborhood, the dynamics which will be truly intriguing to examine upon the release of the 2010 Pittsburgh census.

Of Manchester's working age population of 1882 persons, 53.9% of them are in the labor force (1015). This participation rate is 4.6 percentage points lower than Pittsburgh, 7.2 points behind Allegheny County, and 8 points behind the state as a whole. When this percentage is described in terms of male and female workforce participation, the contrast between the neighborhood and the city becomes even starker. Only 21.7% of Manchester's working age males are in the labor force, whereas 29.5% of Pittsburgh's males are. The discrepancy increases for the female population where Pittsburgh's participation rate is 22.2 percentage points higher than Manchester's (54.5% to 32.3% respectively). Even with these factors considered, the unemployment rate in Manchester of 6.3% is only 0.4 points higher than the Pittsburgh average of 5.9%. The reason for this likely lies in the definition of 'In the labor force' used by the census. This issue is discussed in greater detail during the statistical analysis of Allegheny West.

Professionally Manchester residents, like their city-wide counterparts, are concentrated in three key areas: Management/Professional, Service, and Sales & Office. The latter category, Sales & Office, represents the majority of Manchester's workforce with 32.2% of the residents classifying themselves here. This lead is slim however, as Management/Professional workers make up 31.0% of Manchester's residents. (It should be noted that the Management/Professional category is however lagging behind Pittsburgh by 5.9 percentage points.) The final one of the major categories, Service constitutes 23.9% of the Manchester workforce. Construction/Extraction and Production/Transportation round out the top five occupational categories in Manchester.

Income in Manchester rarely exceeds \$50,000 per household. Less than 17% of the households top that mark, and of those that do, only 6% earn more than \$75,000. In Pittsburgh that number is closer to thirteen percent (12.9), and in Allegheny County that number approaches twenty percent (19.6). Of the households which earn less than \$50,000 per year, 375 earn between \$25,000 and \$49,999 (32% of the total number of households). This leaves the bottom 51.3% of households to earn less than \$25,000 per year, with nearly twenty percent of the total population earning less than \$10,000 per year (19.3%).

The Manchester's lack of representation in the upper echelons of income could be directly related to its lack of representation in the upper levels of education. While over one-quarter of Pittsburgh residents have a bachelor's degree or better (26.2%), only 18.5% of Manchester residents do. They do have comparable levels of secondary education, with exactly 80% of the community's residents holding a high-school diploma or better (Pittsburgh registers an 81.3% in the same category). Although education is not a definitive indicator of the economic incongruity, one can certainly theorize that it is a factor on payday.

3.0 THE MAJESTIC STAR

The Majestic Star line of casinos is owned by Detroit businessman Don Barden. His proposal to the Pennsylvania Gaming Control Board involved constructing a casino on Pittsburgh's north shore, in close proximity to other attractions like the Carnegie Science Center, PNC Park, and Heinz Field. As elaborated in [Section 1.2.4](#), Mr. Barden's proposal was declared victorious on December 20th, 2006 over the competing plans submitted by Forest City/Harrah's and the Isle of Capri. Nearly a year later to the day, ground was broken for the Majestic Star facility on December 11th, 2007. Construction remains ongoing at the time of this publication and completion of the facility is slated for April of 2009.

3.1 MAJESTIC STAR PHYSICAL LOCATION

According to the publication Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh by the City of Pittsburgh's Department of City Planning, "The [Majestic Star] site is bounded by Reedsdale Street on the north, the Ohio River on the south, North Shore Drive on the east, and Lighthill Street on the west."¹⁸

¹⁸ "Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh." City of Pittsburgh: Department of City Planning – Strategic Planning Division. 25 April 2006. http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf

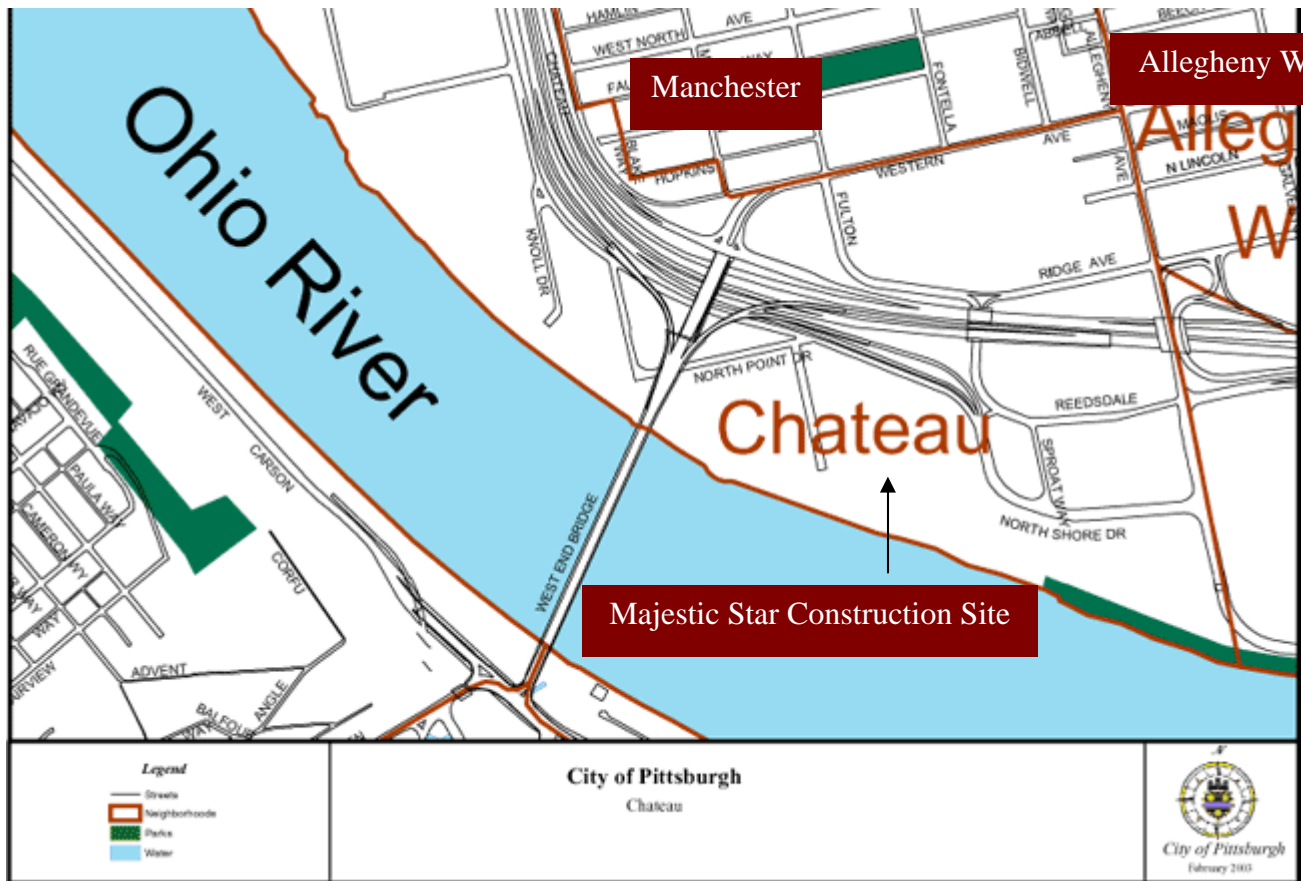


Figure 4: Location of the Majestic Star Construction Site¹⁹

This figure shows the proximity of the construction site to the neighborhoods of Manchester and Allegheny West, both of which were studied and photographed for this project. Beyond the potential for neighborhood impact, the physical location also has a number of interesting implications for both the Majestic Star and the Pittsburgh skyline.

The Ohio River, which has been an asset to the region since well before the City’s founding, is now primed to serve as an asset to the Majestic Star as well. Guests of the facility

¹⁹ “Chateau Map.” City of Pittsburgh: Department of City Planning. February 2003. <http://www.city.pittsburgh.pa.us/cp/maps/chateau.html>

will be treated to excellent views of the downtown skyline, the point, and Mount Washington – all right outside their windows; furthermore, the riverfront property provides the potential for boat docking directly outside the Majestic Star. One can easily envision craft from the Gateway Clipper Fleet dropping off passengers to the Casino in the very same manner in which they ferry fans to Steelers or Pirates games. Such a dock could also be expanded to allow private craft to dock and enjoy the Majestic Star’s restaurants and other amenities. These and other exciting design features are all possible due to the riverfront location of the Majestic Star.



Figure 5: Majestic Star (Artist's Conception with Gateway Clipper)²⁰

²⁰ Majestic Star Development Team. (2006). *Majestic Star Development Plan 12.2006*. Pittsburgh: City of Pittsburgh: Department of City Planning.

Yet the riverfront location has also caused its share of headaches for Mr. Barden and the architects of the Majestic Star. Initial plans were challenged by the Carnegie Science Center because of the casino's potential effect on vehicular access to the Science Center facility. More recently, the Majestic Star parking garage has caused a number of public hearings and construction setbacks as well.

The Pittsburgh Riverlife Taskforce filed an appeal to the state Supreme Court on February 12th, 2008 to halt the construction of the parking garage structure which is to accompany the building of the main Majestic Star facility.²¹ This was after the Majestic Star had already agreed to install decorative screening around the garage facility and to change the color of the structure from concrete gray to tan. These challenges continue to delay the erection of the garage structure, while construction of the main facility continues on.

Parking and transportation have also been key issues of concern for both the City and the Majestic Star from the very beginning of the development process. The Mayor's Gaming Task Force, created by Mayor Luke Ravenstahl to help facilitate the construction of Pittsburgh's casino, has a sub-committee specifically designed to deal with these issues. "The Transportation Sub-Committee was set up to handle all matters relating to transportation, parking, pedestrian travel, access, safety, and mobility issues related to the proposed gaming facility."²² In conjunction with the Mayor's office, the Department of City Planning has also solicited transportation studies from the Majestic Star, addressed concerns raised by the Carnegie Science Center, and hired Wilbur Smith Associates (WSA) on April 13th, 2007, "...to provide

²¹ Boren, Jeremy. "Riverlife sues to halt garage at casino." Pittsburgh Tribune Review. 13 February 2008. http://www.pittsburghlive.com/x/pittsburghtrib/search/s_552110.html

²² Kaikai, Sidney B. "Majestic Star Casino Revisited Transportation and Parking Assessment Study Review." Page 1. 29 May 2007.

transportation consultant-review services to the Department of City Planning with respect to the Transportation and Parking Assessment study prepared by IBI Group.”²³

A traffic impact study review, conducted under the auspices of the Department of City Planning, dissected the regional roadway networks likely to service customers going to and coming from the Majestic Star. Specifically, the study used the concept Level of Service (LOS) to determine the efficiency of individual intersections. “Level of Service for signalized intersections is defined in terms of control delay, which is a measure of driver discomfort, frustration, fuel consumption, and lost travel time. ...Intersection levels of service (LOS) were determined [for this study] through implementation of the methodology presented in the 2000 edition of the *Highway Capacity Manual*, published by the Transportation Research Board.”²⁴

From these guidelines they determined what Level of Service each intersection was capable of providing, and integrated that information with the number of car trips that a casino of the Majestic Star was likely to generate on normal business days. The following table was produced to show estimated trip generation for the Majestic Star in Pittsburgh, “...based on patronage data from existing gaming facilities, including the Majestic Star Casino and Trump Casino in Indiana.”²⁵ (These estimates are at Majestic Star’s upgraded level of 5,000 slot machines, which will not be achieved until at least six months after opening day according to operator estimates).

²³ Kaikai, Sidney B. “Majestic Star Casino Revisited Transportation and Parking Assessment Study Review.” Page 2. 29 May 2007.

²⁴ Kaikai, Sidney B. “Majestic Star Casino Revisited Transportation and Parking Assessment Study Review.” Page 4, 15. 29 May 2007.

²⁵ Kaikai, Sidney B. “Majestic Star Casino Revisited Transportation and Parking Assessment Study Review.” Page 4. 29 May 2007.

Table 1: Trip Generation for a 5,000 Slot Machine Casino (Highest Hourly Volumes per Week)

Peak Periods	Persons		Vehicle Trips	
	In	Out	In	Out
AM Friday	420	350	210	180
PM Weekday	2,690	2,100	1,350	1,050
Saturday	4,010	2,940	2,005	1,470 ²⁶

The study also included a number of traffic recommendations to be implemented by the Majestic Star’s opening day including, but not limited to, lane modifications and reconfigurations for surrounding intersections, the completion of the casino parking garage, and the instillation of pedestrian facilities at newly created intersections.

These studies are literally the tip of the iceberg when it comes to Majestic Star impact analysis. Many more traffic studies have been solicited for neighborhood businesses and community groups, each of which provide a variety of predictions. Some are scathing, while others are supportive. Yet for all the difficulties currently encountered by Mr. Barden’s group for their selection of riverfront property, the potential long-term benefits certainly outweigh the initial costs.

²⁶ Kaikai, Sidney B. “Majestic Star Casino Revisited Transportation and Parking Assessment Study Review.” Page 5. 29 May 2007.

3.2 MAJESTIC STAR DEVELOPMENT PLAN

It is obvious from the blueprints that the Majestic Star developers dreamed big, planning for a 400,000 square foot facility which would house 3,000 initial slot machines along with, "...four themed restaurants drawn from a mix of local and national ownership, a sports bar, beer garden, coffee shop, and two spectacular nightclubs..." and a 1,000 person amphitheater located along the banks of the Ohio River.²⁷ The initial development is being constructed on 17 acres of land next to the Carnegie Science Center, and is visible from nearly every point in the Three-Rivers area including both Downtown and on Mt. Washington. Furthermore, the slot machine total is slated to expand to 5,000 units (based upon demand) once the Casino has been operational for at least 6 months.²⁸

The design of the Casino complex centers around a central atrium generally referred to as "the Drum." Constructed of stainless steel and glass, current design plans set its height at 110 feet, making it the centerpiece of the Majestic Star complex (and requiring an Administrator's Exception to build).²⁹ Architects also considered the curvature of the river & shoreline into their designs, adding subtle curves to the structure's façade to compliment the natural lay of the land. These features are designed, in part, to allow for a seamless transition from the Three Rivers Heritage Trail, which runs along the shore of the Ohio, to the new casino facility.

²⁷ Majestic Star Development Team. (2006). *Majestic Star Development Plan 12.2006*. Pittsburgh: City of Pittsburgh: Department of City Planning.

²⁸ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.

²⁹ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.

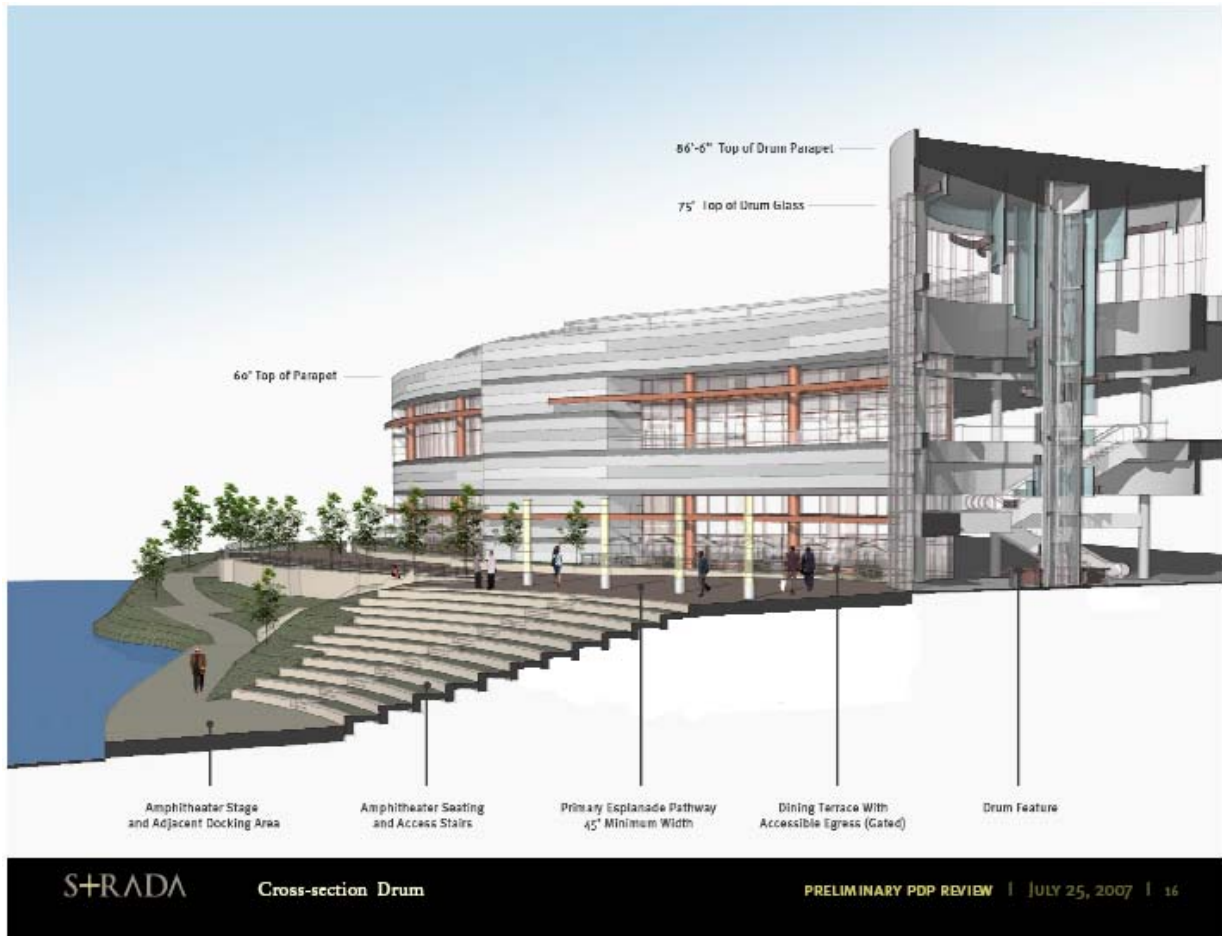


Figure 6: Cross-section of Majestic Star's Central Drum³⁰

The fact that the current site was rather undeveloped (surface level parking) has aided in the construction of the Majestic Star by reducing the number of structures which had to be removed for the construction to begin. As the following graphic shows however, two vacant warehouses did have to be removed for this project.

³⁰ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.



Figure 7: Majestic Star Development Site³¹

One very interesting aspect of the Majestic Star development is the integrated plan for eventual expansion – devised before the first shovel ever pierced the soil. The Majestic Star Casino has long planned to expand from 3,000 slot machines to 5,000 machines after they become fully operational. This foresight translated into the inclusion of expansion strategies into the shell development plan, allowing for a great deal of future flexibility in layout, design and construction.

³¹ Pittsburgh Department of City Planning. (2006, April 25th). *An Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh*. Retrieved March 3rd, 2008, from City of Pittsburgh: http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf

Long Range Master Plan



Figure 8: Majestic Star Long Range Master Plan³²

This copy of the Long Range Master Plan from Majestic Star Developer Strada LLC's submission to the Department of City Planning shows the shell areas designated to accommodate the 2,000 slot machine expansion. Here the undeveloped nature of the current site aids the Majestic Star again, allowing for future expansion to occur in one of the most desirable riverfront locations in Pittsburgh.

³² Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.



Figure 9: Majestic Star Expansion Plans³³

3.2.1 Vehicular Access and Geographic Isolation

The lay of the land also provides an excellent combination of isolation and access for casino guests. The Ohio River, two highways, and the Carnegie Science Center all act as buffers to keep the Majestic Star from direct contact with any neighborhood. Although this gap is certainly not absolute, the separation provides all sorts of benefits to both the Casino and the Neighborhoods. It partially shields the neighborhoods from the light emissions of the Majestic Star, reducing the need for decorative shielding. It also virtually assures that casino patrons will not park in the neighborhoods while visiting the Casino. Although some foolhardy guests might attempt the feat, the prospect of having to walk across a highway or navigate their way through the Carnegie Science Center’s back parking lot and over a fence will likely convince most people to patronize the casino’s garage facilities.

Even with this degree of isolation, many protective measures will still need to be taken. Among other things, on-ramps cannot block all the light emitted by the facility and careful

³³ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.

planning will be necessary to ensure that the Majestic Star does not violate reasonable light emission standards for the neighborhoods at night. The casino will also have to take necessary measures to prevent other adverse conditions (like noise pollution) from reaching nearby neighborhoods like Manchester and Allegheny West.

For all of this separation, it must be noted that the Majestic Star's isolation is not absolute, and both automobile and public transit access to the facility are adequate. Situated between the West End and Fort Duquesne bridges and bordered by Ohio River Boulevard, the Majestic Star is right in the heart of the North Side traffic pattern, allowing patrons to come from different ends of the city via multiple routes. The riverfront access allows for boat docking as previously mentioned – an asset which cannot be overlooked in a city like Pittsburgh which relies heavily on aquatic transportation.

The Casino will also be the beneficiary of another large Pittsburgh construction project – the North Shore Light Rail Connector. This new hub for T-Station access will allow for patrons to arrive via T service within one block of the Majestic Star. This additional access compliments the traditional bus routes to the region provided by the 500 and other Port Authority buses. The Pittsburgh Riverfront Trail completes the litany of approach routes for casino patrons, allowing pedestrian access to the Majestic Star's front doorstep from both the direction of Heinz Field and the West End Bridge. Figure 10, on the next page, shows these routes for patron arrival in more detail.

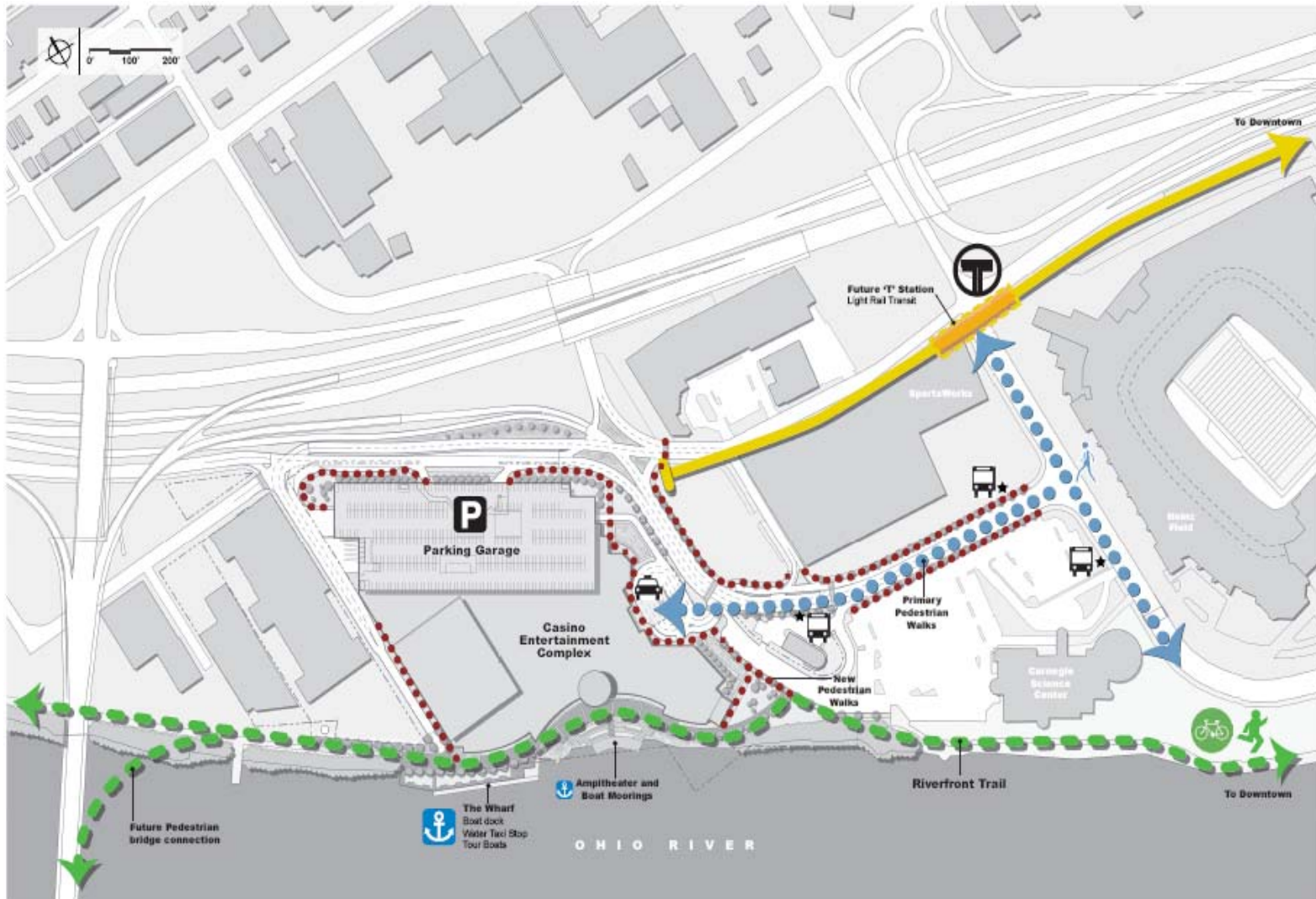


Figure 10: Patron Access Routes to the Majestic Star³⁴

³⁴ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning.

The only drawback of being in such an automotive-integrated area is that nearly all traffic for the North Shore will pass by the Majestic Star – for better or worse. Normally considered a blessing, the additional traffic on event days where Heinz Field or PNC Park are being used for sports or entertainment could virtually lock down the North Shore traffic pattern at times. As the planning department notes in its 2006 preliminary report, “Stadium traffic could combine with casino traffic and exacerbate traffic congestion....Traffic flow to and from the Majestic Star site would be confusing and unsafe due to the one-way street system and weaves that currently exist.”³⁵

³⁵ Pittsburgh Department of City Planning. (2006, April 25th). *An Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh*. Retrieved March 3rd, 2008, from City of Pittsburgh: http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf [Pages 10, 50]

That report went on to assign specific values to transportation aspects of each of the three proposed casinos, producing the following table:

Table 2: Summary of Pittsburgh Dept. of City Planning's Transportation Analysis Scores³⁶

		Harrah's		Isle of Capri		Majestic Star	
Traffic and Parking Criteria	Weight	Avg.	Weighted Avg.	Avg.	Weighted Avg.	Avg.	Weighted Avg.
Convenient regional highway access	4	1.7	6.8	2.2	8.8	1.3	5.2
Convenient local access by car	3	2.4	7.2	3.2	9.6	2.3	6.9
Accessible by public transit	3	2.1	6.3	1.8	5.4	1.2	3.6
Accessible to pedestrians	1	3.1	3.1	3.3	3.3	1.9	1.9
Provides adequate parking on or adjacent to the site	2	3.3	6.6	3.6	7.2	3.4	6.8
Adequate space for staging, loading, and unloading	3	3.2	9.6	3.4	10.2	3.2	9.6
Minimizes potential for traffic congestion	4	2.1	8.4	3.0	12.0	2.0	8.0
Total Weighted Score			48.0		56.5		42.0

It is interesting to note that of the competing proposals, the Majestic Star was scored in last place – or tied for last place – by the Department of City Planning in every transportation category but the criteria relating to parking provisions; however, this is not the only set of criteria used to evaluate the proposals. The Majestic Star did outscore its competitors in other categories

³⁶ Pittsburgh Department of City Planning. (2006, April 25th). *An Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh*. Retrieved March 3rd, 2008, from City of Pittsburgh: http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf

of evaluation, including “Implements enforceable diversity plan with meaningful goals and oversight”³⁷

In the end, the Pittsburgh City Planning Department’s gaming assessment was not kind to the Majestic Star, ranking it third of the three potential suitors for the Category 2 license. Their final summary of weighted averages is shown on the table below:

Table 3: Summary of Pittsburgh Dept. of City Planning's Casino Evaluation Scores

Categories	Harrah's Casino	Isle of Capri	Majestic Star
Evaluation Categories	Overall Scores		
Location	67.5	50.1	52.9
Operators	94.5	61.0	44.0
Site Planning	55.9	39.5	47.9
Building Design	45.5	44.6	43.8
Socioeconomic	76.5	65.0	43.5
Transportation	48.0	56.5	42.0
Totals (out of 600 points)	387.9	316.7	274.1

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The Majestic Star received no first place evaluations in any category, two second place scores (in Location & Site Planning) and four third place scores (Operators, Building Design, Socioeconomic, and Transportation). Although the Majestic Star did receive over 100 points less than the Harrah’s/Forest City Casino proposal, it is worth noting that none of the proposals received even two-thirds of the points available. With no application receiving more than a 64%

³⁷ Pittsburgh Department of City Planning. (2006, April 25th). *An Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh*. Retrieved March 3rd, 2008, from City of Pittsburgh: http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf [Page 42]

³⁸ Pittsburgh Department of City Planning. (2006, April 25th). *An Analysis of Proposed Casino Developments and their Impacts on the City of Pittsburgh*. Retrieved March 3rd, 2008, from City of Pittsburgh: http://www.city.pittsburgh.pa.us/cp/assets/06_Gaming_Assessment.pdf [Page 52]

score, one could infer that the Planning Department's evaluation was either extremely rigorous, or that they were rather unimpressed with the quality of the candidates initial bids.

Beyond traffic and other operational concerns, another key area of focus for the Majestic Star development has been the inclusion of 'open space' ideas into the construction of the casino. Open space is a design concept which implies exactly what the name states: an integration of open areas into construction designs and building plans. The idea, though multifaceted, is partially a planning stop-gap to prevent big-box construction which tends to envelop a space without leaving room for any external development beyond a surface parking lot.

The Majestic Star's riverfront development has obviously been inspired by the open space movement, and in doing so, attempts to use the riverfront property to its full advantage in a number of ways. The first unique amenity in the design is a 1,000 person amphitheater located at the water's edge facing toward the South Side. Strada & the Majestic Star note that the area is well suited for barge performances of theatrical troupes and concerts from groups like the Pittsburgh Wind Symphony.³⁹

The second open space addition is also the one with the greatest regional impact: the integration of the Riverfront Heritage Trail into the Majestic Star design. As a private entity, the casino could have chosen to not include the trail and instead focus on internal amenities with the riverfront property; however, they decided to include the path in their designs – a move which has won them the support of some residents and community groups. Though the Majestic Star certainly still has its detractors, this gesture was one which was designed to engender the idea of the casino being a neighborhood partner – not an alien business venture.

³⁹ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning. [Page 9]

As an extension of this riverfront integration, the casino's outdoor facilities were designed to mesh seamlessly with the riverfront park, creating an easy transition between the trail and the casino. This integration is key not only to the comprehensive design package of the Majestic Star, but also to their commitment to the concept of open space in development as well.

3.2.2 Sustainable Development Strategies

Previous riverfront businesses in Pittsburgh have left many dangerous legacies like brownfields, or chemically polluted lands left behind from former heavy industry. Considering this dark history, current and future riverfront developments are being thoroughly scrutinized for their potential ecological impact – not just their economic one. It should come then as no surprise then that the Majestic Star has integrated (or plans to integrate) a number of sustainable development strategies into their construction plans.

Structural elements of sustainable design include daylight sensors, light dimmers, and IR water sensors – all designed to reduce the amount of energy and water used by the facility. The facility has been designed with a green roof, an asset which shields the facility from sunlight, reduces the amount of storm water runoff and aids in insulation.⁴⁰ Employee car pooling will be encouraged through priority parking, the staff is to be given access to public transit, and the casino facility will include showers for those who choose to bike their way to work.

The riverbank is being given special attention in the design plans as well. The Majestic Star has declared that they would like to return part of the bank to a vegetated bank, rather than the current “‘hard’ riparian edge” which currently surrounds the site. Vegetation for the

⁴⁰ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning. [Page 22]

transition is to be composed of native plants with, “Bio-engineered stream bank stabilization/restoration.”⁴¹ This return is not absolute however, since the boat docking areas will obviously have to remain in their man-made state.

3.3 MAJESTIC STAR CONCLUSIONS

Considering the Majestic Star Casino purely as a structure, rather than a gaming institution, the design plans reveal a building which attempts to become part of its environment rather than trying to force the environment to bend to its will. The inclusion of green building strategies and open space design concepts display forward looking thinking by both the architects and planners.

The Majestic Star also appears to be the benefactor of an excellent location, one which both encourages vehicular traffic to the facility and restricts pedestrian access to the communities – a shield which the neighborhoods may appreciate in years to come. The facility has embraced its home on the riverfront, incorporating design features which compliment, rather than clash with, the riverfront property.

Yet it must be recognized that an institution is much more than the sum of its bricks and mortar. If the Majestic Star is to be a community partner, they must continue their efforts well beyond the construction phase of their existence here in Pittsburgh. Constant communication with neighborhood leaders is essential if the two are to coexist. As with any potentially addictive activity, gambling control and treatment efforts must come not only from the community but also

⁴¹ Strada Corporation. (2007). *Majestic Star Casino: Preliminary PDP Review*. Pittsburgh: City of Pittsburgh: Department of City Planning. [Page 22]

from the casino itself. Recognizing these needs early will help to mitigate the potentially damaging effects a casino can have on a community.

4.0 PHOTOGRAPHING METHODOLOGY

The creation of a photographic neighborhood catalogue requires that a system be established to ensure that the photographs share some unifying features in both the method in which they are taken and the method in which they are stored. Without this, finding the proper photograph within the catalogue would be a taxing process, and should the photographs have been poorly taken, the lengthy search would not be worth the meager reward. Efforts have been made in the creation and collection of this catalogue to help ensure that this is not the case. The photographs were all taken with a Canon PowerShot S3 IS Digital Camera during daylight hours to ensure optimal photo quality. All of the photographs taken fall into three distinct categories: Street-Level Photographs, Detail/Landmark Photographs, and Panoramic Photographs. Each of these categories has its own unique photography style which allows for a relative degree of consistency across the nearly 4,000 photos which constitute the neighborhood catalogue.

4.1 SURVEY AREA

The photographic catalogue was intended to cover both Allegheny West and Lower Manchester. These two neighborhoods most directly abut the Majestic Star construction site, and the area is full of diverse uses and buildings, from business district to residential to industrial. Yet the exact

determination of the survey area was complicated by different factors in each neighborhood. The problems and the judgments used to overcome them are explained below:

Due to the sheer size of Manchester, it was beyond the resources of this study to photograph the entire neighborhood; thus, it was decided that the photographic catalogue would only cover the lower portion of Manchester. This decision inevitably created another critical decision, namely, what should the northern boundary of the Manchester survey area be?

After deliberation, West North Avenue was chosen as that boarder because it also served as the northern border of the Allegheny West catalogue. This lent some continuity to the survey area and let the boundary flow across neighborhood lines; however, it should be noted that this decision was made part way through the photographing process. As such, some intersections and roads were photographed outside of this boundary. Rather than discard this data, the decision was made to include these photographs (Most notably Hamlin St.) in the catalogue even though they rested outside the technical boundary of the survey.

Allegheny West also had one significant question to address when determining the survey area: should the campus of the Community College of Allegheny County (CCAC) be included? After review, it was decided that the College likely had a substantial number of photographs of its campus and academic buildings – all of which would suit researchers who wanted to include such data in a future survey. Considering this, the CCAC campus is not included in the survey beyond any buildings which abut the public streets naturally, and were thus photographed as part of the Allegheny West catalogue.

The remaining boundaries were determined by the neighborhood boundaries as defined by the City of Pittsburgh's Department of City Planning. Using this series of decisions, the final boundaries for the survey area were:

North: West North Avenue

East: The eastern boundary of Allegheny West

South: The southern boundary of Manchester & the boarder of Allegheny West and CCAC

West: The western border of Manchester

4.2 STREET-LEVEL PHOTOGRAPHS

These photos comprise the bulk of the catalogue's digital photographs. Taken from across the street from the target location, these photographs were taken at 1x zoom without the use of any special settings for color enhancement or the like. Photographs were taken in succession for the entire length of the street – resulting in complete street level coverage when presented together as a series. Designed primarily as a street level evaluation tool, these photographs focus their effort on capturing the conditions seen and faced by residents in their daily lives. Each road covered by this study has an accompanying, complete set of Street-Level Photographs from each of the opposing sidewalks.

It should be noted that the Street-Level Photographs were taken exactly as described: at street level. This presented a certain number of challenges in and of itself. When these photographs were taken, certain obstructions (street signs, lampposts, vehicles, people) prevented the photographer from overlapping one photograph into the succeeding photograph. In these cases, the next photograph depicts the streetscape immediately following the obstruction with a coverage gap not exceeding three or four feet. Every effort was given to overcome the gap

provided by the obstruction, and in no known case is the record missing the entirety of any building or structure.

The geography and streetscape also presented unique challenges to the photography. For instance, the photographs attempt to use the street and sidewalk as a horizon line by which to level the photographs. Due to the hilly nature of Pittsburgh and its streets, this was not always possible or desirable. In these instances, the photographs were taken using both the buildings and the photographer's sense of level to direct the positioning of the photograph. Furthermore, when tall buildings inhabited narrow streets, not all of the building could be captured. Here, the focus was directed on the street level and whatever part of the structure could be captured in the frame. Although many of these buildings were subsequently captured in a Detail/Landmark Photograph, some were not. It is important to remember that the principal nature of the Street-Level Photographs was to capture the neighborhood as experienced by pedestrians, not the rooftop of each and every building.

It is hoped that street-level photographs provide future researchers tangible insight into the pedestrian world of these North Shore neighborhoods. From them a variety of comparisons could be drawn with future data, including but not limited to: housing stock, street maintenance levels, traffic patterns, and historical preservation activities.

4.3 DETAIL/LANDMARK PHOTOGRAPHS

Detail & Landmark Photographs break from the continuous street level catalogue to showcase both businesses and places of interest in the neighborhood. These photographs are often, if not always, of places captured by the Street-Level series of photographs; however, they had features

or housed businesses which could prove interesting to future researchers. The Detail photographs focus on providing a partial catalogue of businesses or organizations that inhabit the buildings through their external signs or banners. The Landmark photographs are of significant buildings or institutions which serve as cultural or community centers to the neighborhood. While the Detail photographs often are a single photograph added next to the Street-Level Catalogue, the Landmark Photographs are often a series of photographs in their own right – designed to provide additional reference information for researchers studying these important structures.

Detail Photographs were taken using the zoom capabilities of the Canon PowerShot to capture the business' signs, logos, or other vital features. The photographs were stored in line with the Street-Level Photographs of the original structure, and in all cases, it is readily evident which building contained the business in question.

These photographs serve a number of important functions to researchers. First, researchers can extrapolate not only what types of businesses, but which specific businesses inhabited the neighborhood at that time. The name of the business, combined with phone numbers or other important information captured by the Detail photograph, may allow researchers to contact proprietors (past and present) for further interviews. These Detail photographs also often contain retail pricing information. Stores and real estate developments often have prices listed directly on the banners displayed outside their stores. This information, when combined with relevant pricing and inflation data, allows researchers to extrapolate the past and current economic condition of the neighborhood.

Landmark Photographs capture certain neighborhood fixtures in extra detail. These landmarks are often churches, community centers, historic buildings, or other important features

of the neighborhood. They are useful to future researchers attempting to see how well the landmarks have survived the test of time. If they still stand, then researchers can look at why they are valued and protected by the community. Researchers can even examine the physical condition of the buildings before and after to determine the level of preservation which has occurred. Even if the buildings are no longer present, they still serve as a vital reference point to examine the question: Why are they gone? What forces (natural or human) have conspired to remove these buildings from the landscape? Was there a natural disaster? Did they no longer serve a purpose to the community? The answers to questions like these will give future researchers great insight into the mentality of the community, both past and present.

Detail/Landmark Photography, for all its benefits, carries a few caveats as well. First and foremost, debate exists about what structures are 'Landmarks' and which are simply older than their surroundings. For this reason, there may be buildings which some consider 'landmarks' that do not appear in the catalogue. Detail photographs also may prove to be an incomplete record because some business do not place signs on their buildings advertising their location and purpose. In these cases, no Detail photographs would exist of that business (though Street-Level Photographs of its building still would). However controversial or incomplete this record may appear to be, the businesses and landmarks included in it will still prove extremely valuable to future researchers and historians alike.

4.4 PANORAMIC PHOTOGRAPHY

A neighborhood's focal point is often located at an intersection, yet with the constant flow of traffic, these intersections can be hard to photograph in their entirety. Taking this into consideration, this project is using a panoramic approach to photographing the intersections covered by the catalogue. Using the 'Continuous' setting on the Canon's Sport feature, the photographer takes a rapid series of photographs of the intersection while slowly pivoting 360° at a stationary point. The result is a series of 20 to 35 photographs that when combined end to end, provide a historical snapshot of the entire intersection.

The value of these photographs cannot be understated. They give researchers a complete series of data about the intersection. The presence of crosswalks or crossing lights, the amount of available parking, the sidewalk condition, trees, and streetscape can all be determined and evaluated from these series of 360° photos.

The number of photos taken in the series can vary depending on the size of the intersection and the speed at which the photographer pivots; thus, some intersections have a fewer or greater number of photos than other intersections from the same neighborhood. The amount of coverage, however, remains unchanged. Each of the 360° series photographs have parts which connect to the pictures directly before it and after it. This allows researchers to create the full 360° effect without any coverage lapses in the surrounding landscape.

While these photographs are best taken from the center of an intersection, traffic rarely makes this exercise feasible. Where possible, on alleyways and quieter streets, the photos are taken from the center of the intersection. When traffic prohibits such an exercise, the photos are taken from a street corner. Though this may limit some of the angles on certain photographs, this is not overly detrimental to the 360° photos or the models which can be created from them.

5.0 INTERVIEWS

In addition to the photographic catalogue, this thesis also sought to compile a catalogue of interviews with community leaders, government officials, neighborhood businesses, and Majestic Star representatives to help future researchers paint an accurate picture of present conceptions about the casino project.

Although the number of interviews sought was not nearly as vast as the number of photographs taken, the idea was to send invitations to specific individuals, who by virtue of their position or employment, would have unique insights to offer future researchers through their videotaped testimony. Invitations were mailed to the following individuals, groups and/or positions:

City Councilwoman Darlene Harris – 1st District

City Council President Doug Shields – 5th District

City Councilwoman Tonya Payne – 6th District

Kim Graziani – Director of Neighborhood Initiatives (Mayor’s Office)

Executive Director Mark Fatla – North Side Leadership Conference (NSLC)

Bruce Barron – President: “No Dice”

President Joe Lawrence – NSLC (Allegheny West Civic Council)

State Representative Jake Wheatley

State Senator Wayne Fontana

Burt Lauten – Pittsburgh Steelers Public Relations Director

Mike Marcus – Carnegie Science Center Media Relations

Tracy Soska – University of Pittsburgh School of Social Work

Vice President Patty Paytas – Pittsburgh Pirates Community & Public Affairs

Brian O’Neil – Pittsburgh Post Gazette

Virginia Barnes – Manchester Citizens Corporation

Majestic Star Casino Public Relations Director

This group was thought to be a sample of individuals involved with the casino project, and certainly was not developed as a comprehensive list of concerned persons. Each of these participants received a letter in the following format:

Dear _____,

My name is Gabriel Henschel, an undergraduate researcher at the University of Pittsburgh. I am working under Dr. Morton Coleman on an undergraduate research project that attempts to objectively and neutrally catalogue aspects of the Majestic Star Casino plan and the condition of the neighborhoods that surround it. To date, I have taken over 3,000 photographs of the Allegheny West & Manchester neighborhoods, completed a demographic statistical analysis of both communities, and compiled a wealth of information on both the casino selection process and the Majestic Star.

As part of this research process, a catalogue of interviews is being created to assemble a variety of viewpoints on the new casino construction in one place. These interviews with government officials, community leaders, North Side businesses, and gaming representatives are being digitally recorded and stored in the University of Pittsburgh's thesis archives.

As a critical player in the casino development process, your contribution to the catalogue is an essential part of its success. The interview process is relatively short (30-45 minutes) and is fundamentally lead by you, the interviewee. Although I will serve as the interviewer, my role is only to ask the questions, which are listed below. At no time will the questions deviate from the list, nor would you be asked to answer any question not presented to you in advance of your interview.

The questions are as follows:

- Please state your name, occupation, and relation to the casino project or North Side.
- What is your opinion about the current condition of the neighborhoods that surround the North Shore Casino site and the City of Pittsburgh as a whole?
- Do you believe that the Majestic Star will have any positive or negative impacts on the city, the region, or the neighborhoods that surround it?
- Finally, are there any other matters related to either the casino or the region that you would like to discuss or expand upon? (This final question is designed to allow you to discuss any aspects of the casino project that are important to you in as much depth as you choose.)

Thank you in advance for your help in completing this important research project. Please feel free to use either email or telephone to contact me and set up an interview time. For your convenience, interviews can be conducted at your place of work or at the University of Pittsburgh, whichever you prefer. If you have any questions or concerns, please do not hesitate to contact myself or Dr. Coleman (mc123@pitt.edu) at any time.

Gabriel Henschel
724.991.2741
Gabriel.Henschel@gmail.com

Figure 11: Interview Request Letter

From the invitations sent, the following individuals responded and requested an interview (all requests for interviews were honored):

Councilwoman Darlene Harris	View Video
Councilwoman Tonya Payne	View Video
City Council President Douglas Shields	View Video
Bruce Barron – No Dice President	Part 1 - View Video Part 2 - View Video
Mark Fatla – Executive Director NSLC	View Video
PA Senator Wayne Fontana	View Video
PA Representative Jake Wheatley	View Video
Pittsburgh Post Gazette Reporter Brian O’Neil	View Video

Using the specific question guidelines set forth in the letter, each responding individual was interviewed using a Panasonic DV Camcorder from the University Honors College at a location of their choice (usually their place of work). These interviews were then ripped from DV, saved digitally, and are included in the video appendix. The interviews have not been edited in any manner beyond that which was necessary to move the footage from the camcorder and separate the interviews for two reasons. First, the videos are unedited to ensure that the entirety of the interview was available to the public. Secondly, the videos are unabridged to avoid any questions about bias in editing.

It is the hope of this thesis that these opinions, recorded before the Majestic Star ever opened its doors, will give future researchers and citizens an understanding of the current

neighborhood, government, and civic opinions of the casino project in the spring of 2008. These interviews can and will help the citizens of the future assess the current understanding of the casino project held by some of the region's most important figures. It may even be possible that these individuals will be able to comment in five, ten or twenty years about their statements and how their predictions compare with the actual outcome of the project.

In any scenario, these interviews stand as a testament to the personal and professional beliefs of the people who have impacted the casino process. Their opinions are their own, and serve as extremely valuable pieces of information to the community at large. Since the questions asked of the interviewees were uniform, the interview catalogue represents a wealth of data open to future qualitative analysis and other data collection and interpretation techniques.

6.0 LOOKING FORWARD

As construction equipment hastens to lay the Majestic Star's foundation on the North Shore, interesting times lie ahead for the City of Pittsburgh and its residents. Having clawed their way back from the economic decline which followed the collapse of the steel industry, Pittsburgh and its citizens currently stand at a pivotal moment in their collective history. It is a moment in time which eerily resembles the fork in the road of Robert Frost's yellow wood.

On one side lies a well worn and downtrodden path – one Pittsburgh knows all too well. It is the path of economic stagnation, job loss and budget cuts that the city has walked along in recent decades. It is a future not that far away, and a deep rut the city could easily fall into again.

On other side of the wood is a road which lies uncut and recently untraveled. It is the path toward Pittsburgh's prosperity; however, it is a road not easily traversed. To navigate it successfully will require new ideas and visionary leadership from all Pittsburgh institutions, both public and private, in areas like gaming and city planning. All these things considered, it remains a direction that Pittsburgh is more than capable of traveling in.

Enter into these uncertain times the Majestic Star, an unknown variable in the yellow wood of Pittsburgh's future. No one fully understands how it will affect the city's urban landscape or the people who call it home. Some see the Majestic Star as a harbinger of destruction, an uncontrollable force which will corrupt lives and destroy neighborhoods. Others

see it as a bright beacon on the Ohio River shoreline, an institution which marks the turning point between decades of stagnation and years of prosperity.

Yet, set this dissent aside and one fact remains: the Majestic Star is neither on the well-worn path nor the uncut road of the yellow wood. Casino gambling is no longer a decision waiting to be made. The Majestic Star, for better or worse, is a fact of Pittsburgh's future. It lies on both of the paths, an undeniable part of Pittsburgh as the city struggles to find its place in the new century.

This thesis acts as a photograph of Pittsburgh as it stands before this mighty fork in the road. It is not a soothsaying document which tells the reader which path Pittsburgh will eventually take, nor is it a road sign implying how the City ought to regulate casino gaming. It is a thesis which attempts to objectively capture three key elements of Pittsburgh's present: the conditions currently existing in Allegheny West and Manchester through a photographic catalogue and statistical analysis; the nature of casino gaming in Pennsylvania and construction plans of the Majestic Star; and the current opinions of neighborhood and government leaders who have influenced the casino process through the interview catalogue.

The unique part about the data collected for this thesis is that it can be used by both casino supporters and detractors; furthermore, this data can also be useful to historians, government officials, and community members who simply want to understand either the neighborhoods or the casino selection process better. The thesis has been constructed to be universal and useful across disciplines and interest areas.

Two roads diverge in a yellow wood, and which one Pittsburgh travels by, that will make all the difference.

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APPENDIX A

ALLEGHENY WEST PHOTOS

A.1 CATALOG 1

Figure A.1-1: Dounton Way & Allegheny Ave

Figure A.1-2: Allegheny Avenue & Beech Avenue

Figure A.1-3: Allegheny Avenue & Ridge Avenue

Figure A.1-4: Allegheny Avenue & West North Avenue

Figure A.1-5: Allegheny Avenue & Western Avenue

Figure A.1-6: Allegheny Avenue facing East

Figure A.1-7: Allegheny Avenue facing West

Figure A.1-8: Beech Avenue and Galveston Avenue

Figure A.1-9: Beech Avenue and Rope Way

Figure A.1-10: Beech Avenue facing North

Figure A.1-11: Beech Avenue facing South

Figure A.1-12: Brighton Road and Beech Avenue

Figure A.1-13: Brighton Road and Western Avenue

Figure A.1-14: Brighton Road facing East

Figure A.1-15: Brighton Road facing West

Figure A.1-16: Buttercup Way and Galveston Avenue

Figure A.1-17: Buttercup Way & Rope Way

Figure A.1-18: Buttercup Way facing North

A.2 CATALOG 2

Figure A.2-1: Buttercup Way facing South

Figure A.2-3: Dounton Way & Allegheny Avenue

Figure A.2-4: Dounton Way & Rope Way

Figure A.2-5: Dounton Way facing North

Figure A.2-6: Dounton Way facing South

Figure A.2-7: Dounton Way & Galveston Avenue

Figure A.2-8: Dounton Way & Rope Way

Figure A.2-9: Galveston Avenue & West North Avenue

A.3 CATALOG 3

Figure A.3-1: Galveston Avenue facing East

Figure A.3-2: Galveston Avenue facing West

Figure A.3-3: Maolis Way & Allegheny Avenue

Figure A.3-4: Maolis Way & Galveston Avenue

Figure A.3-5: Maolis Way facing North

Figure A.3-6: Maolis Way facing South

Figure A.3-7: North Lincoln Avenue & Allegheny Avenue

Figure A.3-8: North Lincoln Avenue & Brighton Road

A.4 CATALOG 4

Figure A.4-1: North Lincoln Avenue & Galveston Avenue

Figure A.4-2: North Lincoln Avenue facing North (+ Dead End)

Figure A.4-3: North Lincoln facing South

Figure A.4-4: Ridge Avenue & Brighton Road

Figure A.4-5: Ridge Avenue & Galveston Avenue

Figure A.4-6: Ridge Avenue facing North (with on-ramp)

Figure A.4-7: Ridge Avenue facing South

Figure A.4-8: Rope Way & Maolis Way

Figure A.4-9: Rope Way & North Lincoln Avenue

Figure A.4-10: Rope Way & West North Avenue

A.5 CATALOG 5

Figure A.5-1: Rope Way facing East

Figure A.5-2: Rope Way facing West

Figure A.5-3: West North Avenue & Allegheny Avenue

Figure A.5-4: West North Avenue & Brighton Road

Figure A.5-5: West North Avenue & Galveston Avenue

Figure A.5-6: West North Avenue facing North

Figure A.5-7: West North Avenue facing South

A.6 CATALOG 6

Figure A.6-1: Western Avenue & Allegheny Avenue

Figure A.6-2: Western Avenue & Galveston Avenue

Figure A.6-3: Western Avenue facing North

Figure A.6-4: Western Avenue facing South

APPENDIX B

MANCHESTER PHOTOS

B.1 CATALOG 1

Figure B.1-1: Abdell Street & Allegheny Avenue

Figure B.1-2: Abdell Street & Bidwell Street

Figure B.1-3: Abdell Street & Riggo Way

Figure B.1-4: Abdell Street facing North

Figure B.1-5: Abdell Street facing South

Figure B.1-6: Allegheny Avenue facing East

Figure B.1-7: Allegheny Avenue facing West

B.2 CATALOG 2

Figure B.2-1: Bailiff Way & Allegheny Avenue

Figure B.2-2: Bailiff Way & Riggo Way

Figure B.2-3: Bailiff Way facing North

Figure B.2-4: Bailiff Way facing South

Figure B.2-5: Bidwell Street facing East

Figure B.2-6: Bidwell Street facing West

Figure B.2-7: Chateau Street & Faulsey Way

Figure B.2-8: Chateau Street facing East

Figure B.2-9: Chateau Street facing West

B.3 CATALOG 3

Figure B.3-1 Decatur Street & Allegheny Avenue

Figure B.3-2 Faulsey Way & Bidwell Street

Figure B.3-3: Faulsey Way & Fontella Street

Figure B.3-4: Faulsey Way & Fulton Street

Figure B.3-5: Faulsey Way & Manhattan Street

Figure B.3-6: Faulsey Way facing North

Figure B.3-7: Faulsey Way facing South

B.4 CATALOG 4

Figure B.4-1: Fontella Street facing East

Figure B.4-2: Fontella Street facing West

Figure B.4-3: Fulton Street facing East

Figure B.4-4: Fulton Street facing West

Figure B.4-5: Hamlin Street & Bidwell Street

Figure B.4-6: Hamlin Street & Chateau Street

Figure B.1-7: Hamlin Street & Fontella Street

Figure B.4-8: Hamlin Street & Fulton Street

Figure B.4-9: Hamlin Street & Manhattan Street

B.5 CATALOG 5

Figure B.5-1: Hamlin Street facing North

Figure B.5-2: Hamlin Street facing South

Figure B.5-3: Hopkins Street & Manhattan Street

Figure B.5-4: Hopkins Street facing North

Figure B.5-5: Liverpool Street & Allegheny Avenue

Figure B.5-6: Manhattan Street facing East

Figure B.5-7: Manhattan Street facing West

B.6 CATALOG 6

Figure B.6-1: Page Street & Fontella Street

Figure B.6-2: Page Street & Fulton Street

Figure B.6-3: Page Street & Manhattan Street

Figure B.6-4: Page Street Dead End

Figure B.6-5: Page Street facing North

Figure B.6-6: Page Street facing South

Figure B.6-7: Pennsylvania Avenue & Allegheny Avenue

Figure B.6-8: Riggo Way facing East

Figure B.6-9: Riggo Way facing West

B.7 CATALOG 7

Figure B.7-1: Sheffield Street & Allegheny Avenue

Figure B.7-2: Sheffield Street & Bidwell Street

Figure B.7-3: Sheffield Street facing North [Allegheny to Bidwell]

Figure B.7-4: Sheffield Street facing South [Allegheny to Bidwell]

Figure B.7-5: West North Avenue & Riggo Way

Figure B.7-6: Warlo Street & Allegheny Avenue

Figure B.7-7: West North Avenue & Allegheny Avenue

Figure B.7-8: West North Avenue & Bidwell Street

Figure B.7-9: West North Avenue & Chateau Street

Figure B.7-10: West North Avenue & Fontella Street

B.8 CATALOG 8

Figure B.8-1: West North Avenue & Fulton Street

Figure B.8-2: West North Avenue & Manhattan Street

Figure B.8-3: West North Avenue facing North

Figure B.8-4: West North Avenue facing South

B.9 CATALOG 9

Figure B.9-1: Western Avenue & Bidwell Street

Figure B.9-2: Western Avenue & Fontella Street

Figure B.9-3: Western Avenue & Fulton Street

Figure B.9-4: Western Avenue & Manhattan Street

Figure B.9-5: Western Avenue facing North

Figure B.9-6: Western Avenue facing South