

# DOWNTOWN PITTSBURGH

# STRATEGIC PLAN



PITTSBURGH  
DOWNTOWN  
PARTNERSHIP

OUR STRATEGIC PLAN FOR THE NEXT FIVE YEARS  
2012 – 2016



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## INTRODUCTION

On behalf of the Pittsburgh Downtown Partnership, I am pleased to present our Strategic Plan that will guide our activities in the years ahead.

The process we at the PDP have employed considers how our region has changed and grown over the past 50 years, the contributions made by Downtown to that growth, and the mission of the PDP. Many people in the public and private sectors, and from many walks of life, contributed to this plan. The process was all-encompassing—reflecting not only upon our successes and our failures, but more importantly, upon our opportunities in a world that is ever-changing.

**We now know one thing for certain: our opportunities as well as our challenges are as great as they have ever been.**

## INTRODUCTION

One of the great things about the Pittsburgh region is that people here are not afraid of tackling present realities to create new and better futures. When faced with the choking legacy of the industrialization that powered the region to economic prosperity, regional leaders initiated the First Renaissance, arguably the first large-scale environmental undertaking in the U.S. And, as native Pittsburghers know better than anyone, the expansion of the world economy resulted in an unprecedented loss of manufacturing jobs, and an out-migration of many of our citizens. As staggering as these events were, the region did not lose its sense of self.

The Second Renaissance fermented a host of actions that not only repositioned the economic life of our region, but also began the rediscovery of Downtown. Out of this era emerged the Pittsburgh Cultural Trust, and the Pittsburgh History and Landmarks Foundation.

As a result, Pittsburgh is now blessed with a host of restored legacy buildings that celebrate our past, and house cultural amenities that enrich our lives. A collection of public and private sector developments also occurred that brought a new, fantastic skyline, and in turn, increased employment and entertainment opportunities Downtown. It was also during this era that the PDP came into being, leading to the great programs for which we are known. Without question, these and other initiatives—including our most recent successes of Paris to Pittsburgh and the revitalization of Market Square—can be counted among many things that have earned Pittsburgh the 29th spot on *The Economist's* list of the World's Most Livable Cities.

Pittsburgh can revel in its recognition on the world stage; however, we cannot stand still. Many challenges as well as opportunities face us as we seek to create one of America's great downtowns. Constrained public funds for necessary infrastructure improvements unquestionably tops the list of challenges. Our foundations—the bedrock of many of Pittsburgh's most notable achievements, and our on-going support—are re-calibrating their missions to be in-step with emerging global issues and contemporary challenges. Nevertheless, our opportunities are equally exciting. The desires and expectations of the next adult generation, as well as the Baby Boomers, place Downtown at a unique market moment for future vibrancy and growth. And an expanding awareness of environmental challenges in a resource-constrained world elevates all urban centers as models for sustainable living.

Against this backdrop of inadequately supported public transportation and infrastructures, changing demographics, the increasingly urban values people hold, and universal environmental imperatives, the Golden Triangle is the epicenter of both our region's challenges and opportunities. Downtown can no longer be viewed as simply one of Pittsburgh's many great neighborhoods. In the future, the center of our region must be seen, and nurtured, for what it is—Our Essential Downtown.

I invite you to explore what makes Downtown Pittsburgh essential to our region's future, how we Pittsburghers can work together to shape it into one of the world's most livable, and therefore most sustainable, urban centers, and how the PDP intends to be active in the life and future of Our Essential Downtown.

Best regards,



Jeremy Waldrup  
President & CEO

Pittsburgh Downtown Partnership



# OUR ESSENTIAL DOWNTOWN

es·sen·tial (i'sen shəl)

adj. 1. Constituting or being part of the essence of something; inherent.  
2. Basic or indispensable; necessary.



In its 42 years of existence, Monday Night Football has brought the images of great cities into the living rooms of America. Overwhelmingly, the images aired from balloons during these 659 games are not of shopping malls, nor of sub-divisions, nor of bucolic country-sides. They are of cities—or, more specifically, DOWNTOWNS.

Along with the Steelers, the lights of our skyline, the sister bridges over the rivers, and snippets of life on the street, have entered the living rooms of America, and beyond. Why?

**Because downtown—all downtowns—are important in the life of cities and regions.**

There is no question about the importance of Pittsburgh's Downtown. Its location at the confluence of our three rivers—the Allegheny, the Ohio and the Monongahela—was recognized by Native Americans and all later inhabitants as an important location for the conduct of trade. As the Industrial Revolution engulfed the countryside, Downtown Pittsburgh was the most logical, most convenient, and least contentious place for the barons of industry to oversee their business. The growth and development of these businesses and their philanthropic legacies, created the infrastructure of roads, bridges and utilities we use on a daily basis. So, yes, Downtown Pittsburgh is important.

*But, is it essential to the health and vitality of the Southwestern Pennsylvania region?*

As a steward of Downtown Pittsburgh, the Pittsburgh Downtown Partnership offers a resounding "Yes!" Over the course of the past half century, the many sectors of our region—governments, corporations, foundations and individuals—have clearly contributed to maintaining Downtown as an important element of the cultural and business landscape. As Pittsburgh lifted itself out of the detritus left in the wake of industrialization, creating a healthy Downtown was a major component of recovery. So, no one in the U.S. has a better track record of tackling "the future of its future" than Pittsburgh. Now, the challenge is to embrace initiatives and focus capital that moves Downtown from simply being viewed as important, to a situation where its essential characteristics are leveraged and secured for our region's future.

## S I D E N O T E

Before we explore this topic for Pittsburgh, it is worth considering the backdrop of issues that are facing all developed regions in the U.S. and in the world as a whole. The Urban Land Institute—arguably the premier global organization that supports real estate development—keenly tracks trends and the forces, attitudes and markets that drive them. In their current publication entitled *The City in 2050*, the ULI contends that: "In 2050, the world will be urban, and economic competition will heat up... cities will compete around performance metrics like workplace readiness, emissions reductions, mobility indices, public health, water availability..."

While the view of the ULI is global, their research also offers sobering forecasts for American cities. Noting that by 2050, 300 million US citizens will live in cities, the ULI states that:

**"Unprecedented demand for housing, jobs, and resources can be harnessed to develop new sustainable environments. Innovation and prudence will be rewarded. Complacency and negligence will be punished."**

At the core of these "new sustainable environments", according to the ULI, will be those defining public spaces that the best downtowns can uniquely offer.

**"As communities integrate a mixture of uses, a new public realm will anchor a shared urban experience. Civic spaces will rise in importance as area wide business improvement districts assume more stewardship functions to create quality destinations. Coordinated designs for both public and private spaces will transform ordinary streetscapes into uniquely branded, marketable experiences."**

According to some of the ULI's latest forecasts, the world's future will be an increasingly urban one due not only to human preference, but also as a result of resource scarcity and associated costs. That is, cities—and, more specifically, their urban cores—will be essential components of a healthy and vital region. It will be our cities that capture and hold the best and brightest talent, that will draw and connect people throughout the metropolitan region in which they reside, and it will be our cities that will impart an identity to all. Downtown Pittsburgh is poised to take full advantage of this future, with benefits for our entire region.



WANT TO KNOW MORE? Please visit: <http://www.uli.org/2050>

## OUR ESSENTIAL DOWNTOWN

In what ways is Downtown Pittsburgh essential to the city as a whole and the greater region we serve?

### NO. 1

# Downtown connects all of us through our transportation infrastructure.

All roads lead to Downtown Pittsburgh. The region's geography, one of rivers, mountains and valleys, is such that virtually all of the major transportation arteries pass through or by the Golden Triangle, making Downtown an essential component of transit for our region. This is one of the reasons that 54% of the 130,000 daily workers who commute into Downtown do so via our transit system. As the region grows, and as the number of people using mass transportation increases, the need to accommodate this growth and to improve

the experience becomes ever more urgent. The quality of the transit experience impacts not only those who use the bus system, but also the drivers, pedestrians and cyclists who share the streets and sidewalks with buses. Downtown must build on this essential characteristic by increasing the capacity of our transit system to meet growing demand, and by improving the transit experience in our community. Finding solutions for these two problems is one of Downtown's, and our region's, biggest challenges.



## OUR ESSENTIAL DOWNTOWN

In what ways is Downtown Pittsburgh essential to the city as a whole and the greater region we serve?

### NO. 2

# Downtown supports healthy living.

Having streets worth walking, dining and connecting upon is a quality of life indicator that enhances Pittsburgh's competitiveness among cities. Downtown is compact and easily walkable, with an excellent trail system along the rivers. Our buildings are varied and scaled for a pleasant street-level experience, where our history mingles with our present and future, and public art engages and intensifies the civic life.

We have an opportunity today to capitalize on these intrinsic strengths as society values healthy living more and more. Americans are increasingly adopting the bicycle as a mode of travel for commuting and recreation. Downtown's future urban streets will ideally be ones that are pedestrian friendly and safely accommodate cyclists. Providing safe alternative modes of transportation decreases

traffic and promotes an active lifestyle that is a crucial component of a person's health and well-being. This is an issue that will increasingly be at the center of our nation's unfolding debate surrounding health care. The Robert Wood Johnson Foundation, a leading philanthropy focused on health issues, has funded extensive and diverse research into the relationship between walking and human health. Taken as a whole, these studies confirm what is common sense: living within a visually stimulating, socially engaging, emotionally and physically safe environment, that promotes, encourages and facilitates walking and cycling, delivers personal and societal health benefits. Downtown Pittsburgh, with its legacy of a dense and varied street grid provides an optimal environment in which to create a national model for urban mobility.



## OUR ESSENTIAL DOWNTOWN

In what ways is Downtown Pittsburgh essential to the city as a whole and the greater region we serve?

### NO. 3

# Downtown is one of the few places where activities on the rivers and within the city connect.

Many of the world's great cities are located on oceans, harbors or riverfronts. Even though commerce gave rise to these cities, it is also clear that their relationship to their captive "wilderness"—or the water beside them—is highly valued in our day. Whether you engage in water sports, walk along side in the park on your lunch hour, or anything in-between, our waterfront allows you to immediately and effortlessly step out of the built environment and into nature.

No city is better positioned than Pittsburgh to leverage its "natural" advantage. The citizens,

governments, nonprofits and foundations of the region recognized the value of our situation and over the past 15 years astonishing progress has been made to reconnect Downtown with its rivers. However, we must continue our efforts. Creating better connections and more ways for citizens and visitors to combine their urban and natural experiences supports quality of life benefits that give Pittsburgh a competitive advantage over other cities. Our challenge going forward is to recognize and to act upon the obvious: Life—upon the river and upon the streets of Downtown—comes together at the waterfront.



### SIDENOTE

#### *The Biophilia Hypothesis*



In his ground breaking work, *The Biophilia Hypothesis*, the legendary Harvard entomologist E.O. Wilson explores the innate and evolutionary "connections that human beings subconsciously seek with the rest of life." Perhaps this explains why an urban lifestyle and a broad and meaningful engagement with the natural world are not "either-or" choices for many people. These "many people" include a broad spectrum of society that values both the attributes and convenience of urban living, and yet are ones who also crave, on a regular basis, the compensating balance that the natural world affords.

### WANT TO KNOW MORE?

Please visit:  
<http://www.ibiophilia.com>

## OUR ESSENTIAL DOWNTOWN

In what ways is Downtown Pittsburgh essential to the city as a whole and the greater region we serve?

NO. 4

# Downtown is where sustainability and capitalism merge.

Downtown Pittsburgh is the second largest employment center in the state, home to five Fortune 500 companies and a growing number of small, innovative startups. We are also a leader in green buildings; Pittsburgh is 15<sup>th</sup> among U.S. cities ranked by the number of LEED certified projects, including 25 projects Downtown totaling over six million square feet. Downtown is essential to the region's brand as a center of business, sustainability and innovation.

The word "sustainability" can create some controversy, but there are some generally acknowledged facts about our changing environment. The first is that our activities can have a negative impact on our quality of life—few cities know this as well as Pittsburgh, which was once called "hell with the lid taken off." The second is that our resources are becoming increasingly constrained. And lastly, many

citizens and corporations alike are charting courses in alignment with principles that are good for the planet. The corporations in Downtown Pittsburgh have embraced sustainable building practices, resulting in a large number of LEED certified new construction projects and historic renovations in Downtown. Not only is this a good thing for the planet and for the people who work in these buildings, such practices also save corporate America money in energy costs and in intangible rewards related to employee satisfaction. The next logical step for these corporations, in both external messaging and internal corporate practices, is to migrate from Sustainable Buildings—where interest and focus stops at the property line—to Sustainable Living, which extends to the larger environment of which the corporations are a part. Where their employees choose to reside, how they get to work, and the experiences they seek outside of work—the ones that sustain and enrich

their lives—can be in the corporation's enlightened self-interest. Taken together, such comprehensive views can often yield cost savings to a firm's employees—akin to giving a raise. Sustainable Living Initiatives also enhance a company's brand position with their customers and elevate their community's stature on a world stage. America's downtowns are the best places for the relationship between capitalism and sustainability to unfold. And, no downtown in America is better positioned than Pittsburgh to maximize the benefits of this relationship. In our compact downtown—one blessed with an inventory of historic buildings, a working (and improving) public transportation system, high employment, and great natural "edges"—we have the threads to knit together that model of sustainable urbanism that other cities will envy, and that talent (both homegrown and from far away) will seek.



## S I D E N O T E

The marriage of corporate growth and community building is an emerging view, one that is at the center of the latest business thinking as advanced by leading business strategists. Michael Porter, of the Harvard Business School, identifies such practices as Creating Shared Value (CSV)—as opposed to the often practiced Corporate Social Responsibility (CSR)—as being on the cutting edge of new capitalist thought. However, such principles have been used by a number of companies and their leaders—such as Charlotte-based Bank of America and its legendary Chairman, Hugh McColl—to transform the communities with which they are identified.

WANT TO KNOW MORE? Please visit: <http://www.isc.hbs.edu>

And also visit: [http://www.wn.com/CRP\\_Hugh\\_McColl\\_Vision\\_in\\_Balance](http://www.wn.com/CRP_Hugh_McColl_Vision_in_Balance)

## OUR ESSENTIAL DOWNTOWN

In what ways is Downtown Pittsburgh essential to the city as a whole and the greater region we serve?

### NO. 5

**It is where many can find their place, and help create our future.**

Great neighborhoods define cities. The neighborhoods that most consider “great” are those that bind people together around shared values and beliefs, where people know and support one another, and generally share a life larger than themselves and their families.

People often do not consider Downtown a “neighborhood,” not as they would Highland Park or Brookline. However, in the past ten years thousands of people have chosen our Central Business District as their new neighborhood. This pattern, which is occurring in many American downtowns that historically were not thought of as a place to live, is less a reflection of demographics, and more about what people value. Regardless of their age, gender, race or income, more people

today value urban living—accessibility to jobs, entertainment, varied cultural offerings, and even the hustle and bustle of a fast paced, street-oriented life. Downtown offers a dynamic urban living experience that our great, residential neighborhoods do not. The Golden Triangle is full of opportunity, without the definition, and restrictions, of established residential areas. Many urban pioneers have already chosen to make Downtown their home but we have an opportunity to capture more of the individuals and families who desire this lifestyle. For the true urbanist who finds beauty and excitement in this energetic, dense and lively environment, Downtown is the only neighborhood in the region that provides the living experience they desire.

**Yes, the Golden Triangle is our Essential Downtown—for our entire region.**

**Leveraging its inherent and indispensable attributes for our collective future will require us to focus even more of our region’s intellectual capital and financial resources upon our Downtown.**

**We must continue to recapture our streets as great public places; to create rich and varied zones of human activity; to bring urban life to the waterfront while we enhance the avenues for discovering and engaging the natural world; and to find real and legitimate partnering opportunities for tying our corporations, our colleges and universities, and our foundations into the life of our Essential Downtown.**



# INTO THE FUTURE: THE FIVE YEAR STRATEGIC PLAN OF THE PDP



PITTSBURGH  
DOWNTOWN  
PARTNERSHIP

As the foremost advocate for Downtown Pittsburgh, in the coming years the PDP will shift the perception of Downtown as being simply important, to being *essential* to the future well-being of our region:

- Essential to an efficient, equitable and environmentally friendly transportation system.
- Essential to meeting the lifestyle requirements of the urbanist—including the next generation of residents, students and people we will attract from outside the region.
- Essential to attracting corporate investment—in dollars and jobs—from those seeking to be a part of a genuine 24/7/365 urban environment.
- Essential to establishing a brand beacon known around the globe—a model for cities everywhere, for the sustainable 21<sup>st</sup> century city.

## THE VISION:

Downtown is essential to the region—the metropolitan heartbeat where business, culture and entertainment intersect.

## THE MISSION:

To advance initiatives that foster economic vitality and improve Downtown life—for a moment or for a lifetime.

## NOT JUST IMPORTANT, DOWNTOWN IS ESSENTIAL THE FIVE YEAR STRATEGIC PLAN OF THE PDP

### THE GOALS WE WILL ADVANCE:

## Goal 1: Make Downtown Pittsburgh Safe, Clean, Efficient and Manageable

The core of our work as a business improvement district is to enhance the experience offered to people using Downtown. We will remain committed to our work of keeping the streets clean and safe and increase our effectiveness by expanding our volunteer program, and by engaging private citizens, corporations and institutions in efforts to clean and green Downtown. We will also work to improve the public and private infrastructure of Downtown through increased advocacy efforts and the exploration of new regulations.

Our compact Downtown allows for an easy walk to any destination but our irregular street grid and inadequate signage system makes traversing Downtown difficult for the pedestrian and the driver. We will develop more effective ways to direct people through Downtown—whether using public transit, driving, cycling or walking—in order to make Downtown more manageable.

Making Downtown cleaner, safer, more efficient and more manageable enhances our essential strengths of being walkable, livable, and sustainable; a place for recreation, a transit center and a global business hub.

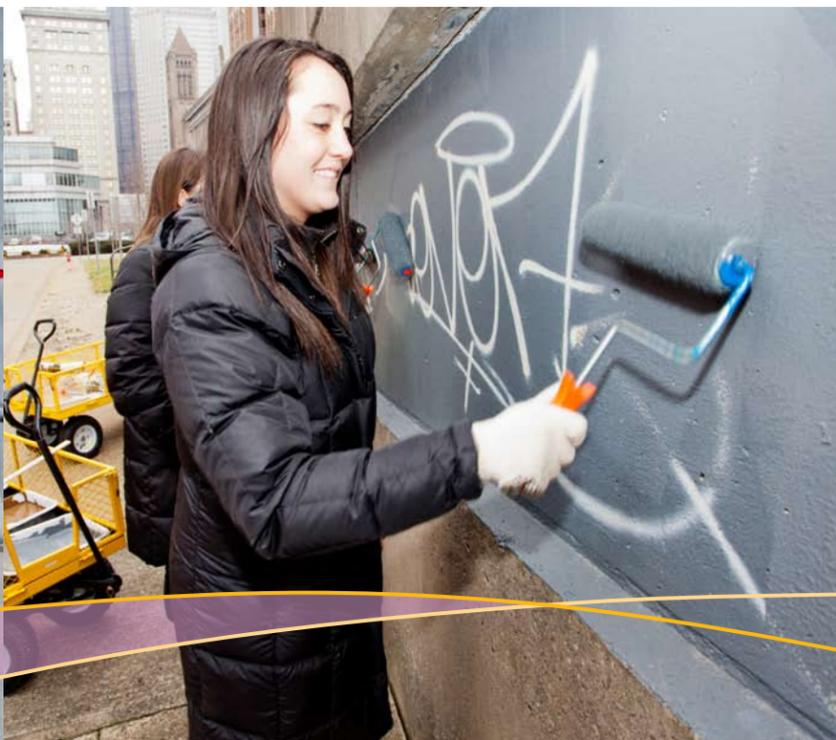
## Goal 2: Market Downtown Pittsburgh to Southwestern Pennsylvania and the World

As the voice of Downtown, PDP will focus marketing efforts on highlighting Downtown as a place to do business, a visitor destination and as the Essential Downtown of the region. Leveraging our strong network of local partners we will amplify our efforts to communicate these messages. As the primary organization collecting and maintaining research and data on Downtown amenities and competitive advantages, we will support the Urban Redevelopment Authority (URA) and The Allegheny Conference in marketing Downtown to existing and new businesses and attracting new investments.

Through our online and print efforts, we will enhance Downtown visitors' experiences with timely and relevant information on Downtown attractions, businesses, restaurants, recreation and events.

In order to attract more people Downtown, we will produce special events and increase programming activities that showcase Downtown and support our cultural institutions, restaurants, retailers and hotels.

We will continue to promote Downtown as the City's newest residential neighborhood, an excellent place to call home.



**NOT JUST IMPORTANT, DOWNTOWN IS ESSENTIAL**  
THE FIVE YEAR STRATEGIC PLAN OF THE PDP

## Goal 3: Foster Sustainable Economic and Physical Life within the Golden Triangle

Our position as transit hub, compact and sustainable environment, the second largest employment center in the state and unique neighborhood makes Downtown essential and a great opportunity for investment. The PDP will create and support programs that incentivize development in Downtown for residential, office and retail projects.

We will improve the physical environment of Downtown by advocating for improved design standards at the city-level and supporting the creation of functional temporary or permanent public spaces.

Realizing that many areas of Downtown are unique, we will encourage the creation of block and district programs that create signature destinations and promote the vitality of Downtown.

## Goal 4: Be a Resource for Visitors, Businesses, Developers and Residents

Our essential characteristics are in high demand in the 21<sup>st</sup> century. PDP is the sole voice dedicated exclusively to the benefits, opportunities, and experiences that are only available Downtown. Through extensive data collection, we will serve as the information hub for all things Downtown by leveraging our work in economic development, transportation, clean and safe programs, marketing and advocacy. We will be the source for facts, figures

and trends, tracking and maintaining key data points that promote the success of Downtown. We will strive to be the top-of-mind resource of information for developers and businesses, whether directing them to relevant City departments or sponsoring local networking meetings for smaller Downtown businesses.



**NOT JUST IMPORTANT, DOWNTOWN IS ESSENTIAL**  
THE FIVE YEAR STRATEGIC PLAN OF THE PDP

## Goal 5: **Assure Long Term Organizational Capacity and Capability**

The landscape of our business and social community has shifted dramatically in the past 15 years. The PDP has played a vital role in creating our Essential Downtown and we must ensure Downtown continues to contribute significant benefits to our region in the coming years. A strong and flourishing Downtown needs a strong organization to support growth and development initiatives.

We will structure a funding strategy that enables the key initiatives discussed here and will work to build even stronger corporate and foundation relationships while expanding our membership base and sponsorship opportunities.

We will continue to attract and retain the best talent and strengthen our board to effectively fulfill our mission.





# OUR TACTICAL WORK PLAN

THE ACTIVITIES TO CARRY OUT THE FIVE YEAR STRATEGIC PLAN

## Goal 1: Make Downtown Pittsburgh Safe, Clean, Efficient and Manageable



### STRATEGY

### ACTIVITY

#### Keep the streets clean and safe

- Develop a volunteer program that engages the corporate and academic community in projects that clean and green the Golden Triangle and gateways into Downtown
- Enhance trash and graffiti removal services and sidewalk cleaning, while initiating specific strategies that address chronic problems (e.g. cigarette litter, overflowing dumpsters)
- Serve as an information source and advocate for enhanced public and private infrastructure maintenance (e.g. broken sidewalks and curbs, street lights, trees)
- Strengthen existing relationships with the police department to address quality of life and safety issues
- Coordinate with the City and County emergency preparedness safety groups to advise on the Downtown disaster evacuation plan

#### Make it easy to get into and around Downtown Pittsburgh by enhancing mobility choices

- Promote the North Shore Connector and determine ways to encourage commuter parking on the North Shore and at Station Square
- Partner with the City and potential funders to identify and implement an effective "wayfinding" system for Downtown
- Partner with the City, the Parking Authority and Downtown stakeholders to improve the efficiency and effectiveness of Pittsburgh's parking system using technology solutions that provide access to real-time parking and traffic information (e.g. Park PGH)
- Convene Downtown stakeholders to include corporate leaders, the City and the Port Authority to discuss transit solutions that would enhance transit user and pedestrian experiences

OUR TACTICAL WORKPLAN

Goal 2: Market Downtown Pittsburgh to Southwestern Pennsylvania and the World



STRATEGY	ACTIVITY
<b>Market Downtown Pittsburgh as a place to do business</b>	Support the URA and The Allegheny Conference in marketing Downtown Pittsburgh to existing and potential businesses and provide extensive data on Downtown amenities and competitive advantages
	Align branding for business attraction based upon regional cluster and industry targets (e.g. tech start-ups and healthcare companies)
	Explore the viability of a Downtown business incubator targeting small, creative businesses
<b>Market Downtown Pittsburgh as a visitor destination</b>	Maintain outreach to hotel concierges and provide them with relevant and timely information on upcoming attractions and special events
	Work with Visit Pittsburgh to promote unique "Downtown only" destinations while ensuring that visitors have access to current information concerning Downtown attractions, businesses, restaurants and events
	Provide cab company operators with relevant Downtown materials and a "Frequently Asked Questions" card to ensure that tourists get the most from their Downtown experience
<b>Market Downtown Pittsburgh as the Essential Downtown of the region</b>	Run annual events such as Light Up Night® that showcase Downtown Pittsburgh and engage suburban residents in the Downtown experience by creating smaller events that promote Downtown as a destination
	Structure a media campaign (traditional and viral) that promotes the nightlife of Downtown Pittsburgh and coordinate with bars and restaurants to reinforce the positive momentum Downtown is experiencing
	Hold an annual design award competition and publicize winners to promote new and interesting Downtown projects
	Partner with Downtown businesses, hotels, restaurants and cultural organizations to create campaigns and packages that promote the Downtown
	Talk about the PDP in every instance of local outreach

Goal 3: Foster Sustainable Economic and Physical Life Within the Golden Triangle



STRATEGY	ACTIVITY
<b>Drive changes that benefit and encourage economic development projects in Downtown</b>	Continue advocacy for historic tax credits at the state level
	Establish a realistic and sustainable approach to retail recruitment and support
	Support the continuation of existing programs and the creation of others that incentivize development in Downtown and the surrounding communities (e.g. LERTA)
	Partner to develop more public space Downtown and determine the feasibility of creating a playground and a dog park Downtown
<b>Improve the physical environment of Downtown</b>	Convene a "developers conference" to illuminate opportunities, uncover impediments, and showcase successes related to real estate development and leasing
	Advocate for improved design standards at the City level (e.g. lighting, public signage) and research best practices and advocate for alternatives to existing City standards concerning sidewalk materials and other infrastructure components
	Work with developers to identify property parcels that could be turned into functional open space
	Expand the Paris to Pittsburgh program to encourage more private investment and consider expansion to include improvements to the pedestrian environment
	Convene a Task Force involving Downtown stakeholders to structure short and long term strategies for the implementation of sustainable initiatives
<b>Advance programs that support economic vitality and improve urban life</b>	Explore opportunities to increase the transparency of storefronts through the implementation of zoning requirements and partnerships with local retailers
	Boost the nighttime economy with events that leverage the unique physical environment of Downtown (e.g. food truck corrals and night markets)
	Encourage the creation of block and district programs that create signature Downtown destinations (e.g. Market Square, 900 Block Association, and Wood Street Fashion)
	Partner with key players to host an annual, and eventually semi-annual, Restaurant Week for Downtown Pittsburgh
	Work with RiverLife to program the waterfront and better integrate Point State Park into Downtown life
	Support Downtown schools and work with school leaders to ensure that students respect Downtown and in turn are respected

OUR TACTICAL WORKPLAN

Goal 4: **Be a Resource for Visitors, Businesses, Developers, and Residents**



STRATEGY	ACTIVITY
<b>Serve as an information hub for Downtown Pittsburgh</b>	Track and maintain key data points that promote the success of Downtown serving as the data source for all Downtown facts, figures and trends
	Sponsor local networking meetings for smaller Downtown businesses
	Along with Downtown residents and the Downtown Neighborhood Association, identify and publicize quality of life topics
	Become the "top of mind" source of information for developers and businesses regarding City regulations, City departments, codes, etc.
<b>Provide a voice for the people, businesses, and organizations of Downtown Pittsburgh</b>	Proactively engage all segments of Downtown stakeholders to increase their understanding of relevant issues (e.g. host a "big tenant" roundtable and retail roundtables)
	Lend the PDP voice and reputation to raise awareness of relevant issues and drive their resolution

Goal 5: **Assure Long Term Organizational Capacity and Capability**



STRATEGY	ACTIVITY
<b>Structure a funding strategy that enables key initiatives</b>	Identify corporate and foundation funders who might support each new initiative under consideration and ensure that each project's long-term funding needs are considered (including budgeting staff resources)
	Expand the membership base of the PDP by 10% each year
	Ensure that all sponsored events are break-even or profitable for the PDP
	Ensure that Market Square is adequately supported so that its momentum continues
<b>Attract, develop and retain the best talent</b>	Conduct annual performance reviews of all staff members and provide feedback throughout the year
	Conduct an annual employee satisfaction survey
	Create an employee recognition program
<b>Strengthen the board to effectively fulfill the mission</b>	Organize the work of the board around strategic issues, review and update its structure and processes and conduct an annual assessment of its performance
	Determine potential task forces: their goals, members, timelines and duration
	Expand the diversity of board members
	Identify and recruit up-and-coming board members through committee service

# THE STRATEGIC PLANNING PROCESS: AN OVERVIEW

## The Process

The PDP followed a process that was a departure from those used in PDP's previous organizational plans. Instead of beginning by looking from the inside out, the process involved looking from the outside in—in order to chart a course that took into account the views, values and aspirations of many people connected to our Downtown.

PDP's strategic planning consultants, Shook Kelley, with assistance from Hilary Coman from The Coman Company, interviewed ten key community leaders and conducted sessions with ten affinity groups. An affinity group refers to a gathering of like-minded individuals representing particular points of view, or representing specific organizations that have an association with Downtown. More than 60 individuals participated in this intense period of discovery that was organized around a conventional SWOT analysis—Strength, Weakness, Opportunity and Threat—of Downtown as a community, and of the PDP as its champion. In addition to this structured process, the team also canvassed the Downtown environment—its restaurants, retail stores, cultural institutions, and its streets—sampling the environments and delving into topics with “people on the street.”

The results of this penetrating process were presented to PDP's Board of Directors in a workshop entitled “Where You Are Now.” After the workshop, the board was challenged to not only absorb what proved to be rather intense

commentary, but to gauge how effective the previous (2007-2011) Strategic Plan was in its stewardship of Downtown.

The second workshop, “Alternative Futures,” focused on giving the board of the PDP information, tools and options for moving forward. The board reviewed the results from the scrutiny of the previous five-year organizational plan. In addition, the consultant team gave their candid assessment of Downtown Pittsburgh, and where they thought future opportunities might lie. The team reported their research on the programs, initiatives, performance metrics, constraints, and capacity of peer organizations in the cities of Minneapolis, Milwaukee, Indianapolis, Baltimore and Charlotte. These are key cities that Pittsburgh often finds itself competing against in economic development activities, and in recognition regarding quality of life measures. And, lastly, the consultants identified a number of strategic initiatives that the PDP should consider, and offered up a menu of tactics that could be deployed over the life of the strategic plan to achieve them. As in the first workshop, the board was tasked to consider and select the strategic initiatives and relevant tactics that best matched up with the challenges, opportunities and resources likely to be at the disposal of the PDP.

**Lastly, from the collective wisdom of the board and the staff of the PDP, a Strategic Vision was crafted.**

A SPECIAL THANKS TO THE PITTSBURGH FOUNDATION FOR THEIR GENEROUS SUPPORT OF THIS STRATEGIC PLANNING PROCESS, SPECIFICALLY:

Alice Risk Wilson Fund  
Sarah and Goldie Wolfe Fund  
Sara Jane Zacharias Fund  
Westwood Fund  
The Lois Tack Thompson Fund

WE WOULD ALSO LIKE TO EXPRESS OUR GRATITUDE TO ALL OF THE AFFINITY GROUPS, BUSINESS LEADERS, COMMUNITY LEADERS, RESIDENTS OF DOWNTOWN, AND THE MANY OTHER INDIVIDUALS WHO PROVIDED AN INVALUABLE SOURCE OF INFORMATION VIA CONVERSATION IN THE RESTAURANTS, STORES, TAXI CABS, AND ON THE STREETS OF DOWNTOWN PITTSBURGH.

# STRATEGIC PLAN

FOR THE NEXT FIVE YEARS



PITTSBURGH  
DOWNTOWN  
PARTNERSHIP

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