ANNUAL REPORT **2017**





WHERE IS DOWNTOWN PITTSBURGH HEADING?

How can the Pittsburgh Downtown Partnership be prepared to meet the rapidly changing landscape of our city? In 2017, the PDP undertook a stakeholder engagement process to better understand the challenges and obstacles facing Downtown and to chart a course to address these issues, head on.

We hosted focus groups that included representatives from the PDP staff and board, business owners, property owners, residents, employees, and partner organizations. We spoke with civic leaders from the offices of the Mayor and the County Executive and department heads from City Planning, Mobility and Infrastructure, and Public Works. Through numerous conversations and surveys we created an interactive process where stakeholders were asked to concentrate on thematic areas relating to quality of life, economic development, transportation, and marketing focused around three guiding questions which are important indicators of a downtown's vitality:

IS DOWNTOWN PITTSBURGH WELCOMING? IS DOWNTOWN PITTSBURGH ENGAGING? IS DOWNTOWN PITTSBURGH GROWING? Through these conversations we heard what you love, why you love it, and what you want to see changed. With your support, the PDP already has many efforts underway to support the continued growth and development of Downtown. In this report, we will share our success around events we produce, economic development assistance we provide, advocacy around transit and mobility issues that we moved forward, and the clean and safe services we know are a vital aspect to keeping Downtown vibrant. We will also share more about what we heard from our stakeholders and what plans we have in place to ensure that Downtown Pittsburgh continues to head in the right direction.



It is vital that the environment of Downtown Pittsburgh consistently feels safe, clean, and inviting. Our Clean and Street Teams are committed to ensuring that everyone has an excellent experience in our neighborhood. We continue to see great success with our volunteer program surpassing our goal of 10,000 volunteer hours in 2017 — with the number of volunteers and hours served increasing by over 15% from 2016. This program complements the hard work of our Clean Team's efforts to keep our sidewalks litter free. We are also enthusiastic about a new partnership that began with Renewal Inc. to support their workforce development program that assists men coming out of the criminal justice system. We piloted a sixmonth program hiring its participants to provide power-washing services to Downtown sidewalks and will be continuing this work in 2018.

Early in 2017, we began to hear from stakeholders interested in assisting individuals experiencing homelessness as well as how to best provide support to individuals who are panhandling in Downtown. We sought to develop a campaign that would support the dignity of our neighbors in need and provide a method to financially support necessary services. We worked with the Downtown Ministerium, a consortium of five Downtown churches, as well as City and County staff to develop the **"Asking for Change"** campaign. Developed with the support of Shift Collaborative, the campaign encourages people to think about how they interact with individuals who are panhandling or experiencing homelessness. The campaign provides a simple text-to-give option for providing financial support for the outreach services provided by the Ministerium. The campaign can be seen in the lobbies of large office buildings, outdoor advertisements, and retail stores throughout Downtown.

We are supporting a case manager working at **Operation Safety Net** to better deliver resources to individuals experiencing homelessness in Downtown. We have also forged a great relationship with the Pittsburgh Bureau of Police Downtown Resource Officers resulting in reliable, prompt support regarding aggressive panhandling and other pertinent quality of life issues.

Due to the generosity of the Downtown business community, we celebrated the opening of the **Cultural District Police Substation** on Comcast Light Up Night[®]. This resource provides a highly-visible police presence in our neighborhood and will undoubtedly help to continue the trend of decreasing crime rates in Downtown. We also began working with a large group of stakeholders to discuss the ways in which students and young people experience Downtown Pittsburgh, from transportation to and from local schools to after-school activities and resources.

Among the stakeholders working on this issue were participants from the three Downtown schools (Pittsburgh CAPA, Urban Pathways Charter 6-12 and City Charter High School); law enforcement representatives from the City, County, and Port Authority; the United States Attorney's Office; City and County officials; Shyne Foundation members; and many other community representatives. These stakeholders are meeting with students monthly to discuss a range of topics, from safety to job readiness, developing relationships to enlighten participants and promote shared values so as to improve the Downtown experience for the 2,000 middle and high school students in Downtown.

In December, Peoples Natural Gas gifted the PDP with a brand new Ford F-250 pickup truck powered by natural gas. The benefits of the new truck include fuel efficiency as well as lessening environmental impacts. This vehicle produces 90% fewer emissions than a typical gas-powered vehicle and is a public sign of our commitment to sustainability and clean energy.



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WHAT WE HEARD

- Ensuring that Downtown remains clean and inviting and continues to invest in green technologies remains a top priority among stakeholders.
- There are key areas of Downtown that feel unsafe or unwelcoming with people most often citing youth, homelessness, and drug use.
- In particular corridors, poor sidewalk and lighting infrastructure are seen as detriments to the overall Downtown environment.

- Conduct program and operational evaluations of Clean Team and Street Team practices to ensure industry best practices and efficiencies are being employed and implement appropriate changes to continue programmatic efficacy.
- Enhance programming and marketing efforts for the "Asking for Change" campaign, seeking to widen the reach of the message and the support provided to the outreach programs of the Downtown Ministerium.
- Encourage the City of Pittsburgh to enhance lighting along the Third Avenue corridor, as well as utilizing grant funding to incentivize private improvements. Additionally, we will support the advancement of street redesign plans to prioritize storefronts and pedestrian amenities.
- Implement improvements in several alleyway corridors that support more efficient operations.
- Work with City Planning and the Department of Mobility and Infrastructure to develop new standards for sidewalk materials throughout the Golden Triangle.





Our Economic Development activities are developed to support a wide range of businesses in Downtown, whether it's a temporary pop-up retail shop or a well-established brokerage firm.

In 2017, we revamped our **State of Downtown Pittsburgh Report**, making it a leaner physical publication, and created a new digital platform featuring interactive charts, graphs, and data. Information is now updated on a more frequent basis, highlighting our commitment to support the real estate community with data that informs business investment decisions in Downtown. Additionally, we participated in the International Downtown Association's **Value of U.S. Downtowns and Center Cities** research project, which analyzed Downtown Pittsburgh's impact on the broader region. The project will play a role in driving new content and narrative in the State of Downtown Pittsburgh and future research.

Our support of small businesses was manifested in a variety of programs last year. To provide more visibility for existing Downtown retailers, we welcomed 11 shops to the **Small Business Spotlight** program in the Market Square Farmers Market. Together with the Pittsburgh Today Live show on KDKA-TV, we developed a new monthly segment called "**Shop Downtown**" which features a different Downtown retailer each month and look forward to continuing the segment in 2018.

During the Holiday Season, we supported four pop-up experiences in Downtown — two were retail shops, one was a massively popular holidaythemed bar, and the last harkened back to Pittsburgh's history, featuring a Nickelodeon where visitors could experience what it was like to go to the movies at the turn of the century. We also served as the Neighborhood Champion for **Small Business Saturday**, supporting 20 participating businesses with a shopping passport program distributed to hundreds of shoppers and marketed throughout the region. We provided financial incentives to multiple businesses through several grant programs. Our Paris to Pittsburgh sidewalk activation and façade restoration program approved 12 grants totaling \$305,000 in 2017. With Sustainable Pittsburgh, we welcomed five new restaurants to the Sustainable Pittsburgh Restaurant program to support environmentally friendly restaurant improvements. The Betaburgh program provided assistance to three projects, allowing them to install unique activations throughout Downtown over the course of the year, both enlivening the streets and providing entrepreneurs the opportunity to test out their ambitious projects with real audiences.



+60,000 downloads of the State of Downtown Pittsburgh Report



\$305,000 in Paris to Pittsburgh grants awarded supporting \$1.8 million in total project costs



\$12,000 provided to support sustainable restaurant enhancements



\$30,000 awarded to 3 Betaburgh projects



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WHAT WE HEARD

- Stakeholders want more retail in the Downtown core, citing a strong restaurant scene as a basis for how retailers could be successful.
- Downtown is already the successful home to 50% of the Pittsburgh region's office market. The challenge is how to position the Central Business District's current assets to attract next generation tech and creative office tenants.
- Mellon Square Park retail along Smithfield Street is an ideal spot for retail enhancements and activations.

- Targeted outreach to property owners in specific corridors and key locations to take advantage of the Paris to Pittsburgh program.
- Conduct updated resident survey in winter/spring to better understand changes in the residential market and its demographics to help inform future investment decisions.
- Work with the local brokerage community to gather feedback on research efforts to enhance the quality and usability of the State of Downtown Pittsburgh Report.
- Support and diversify retail in the Golden Triangle, including significant investments to develop a location that supports local makers and provides new retail opportunities.
- Undertake a tenant attraction campaign, working with the local brokerage community to promote Downtown as the preeminent spot to locate businesses in the region.





Throughout 2017 we continued to expand upon our most **successful programming**, including hosting another remarkable Picklesburgh, as well as Comcast Light Up Night[®] which was attended by nearly 500,000 people. The Peoples Gas Holiday Market[™] had a successful sixth season marked by excellent weather and high-quality and diverse vendors, with an expanded **emphasis on local makers** such as Monmade artists strawberryluna, Worker Bird, and KloRebel Art, as well as Audra Auzory, Vessel Studio Glass, and more. The Market also set a new record, raising more than **\$67,000 for the Greater Pittsburgh Community Food Bank**, helping thousands of our neighbors in need.

We invested significantly to **increase our Market Square programming by approximately 300%**. Nearly every successful ongoing program in Market Square – Yoga in the Square, Kidsplay, Move It Mondays, Pop Up Fashion Markets, and Dancing in the Square – was expanded and offered on additional days and times. We also committed to a regular presence in Market Square with the addition of a seven-days-a-week **Market Square Ambassador** who served as an information source, provided support for both PDP and third party programming, collaborated with City Park Rangers, and encouraged good times with popular large-scale games including chess, checkers, Connect Four, and ping pong. A major new programming initiative was the launch of the Saturday Night Market, held in Market Square every Saturday evening from May through October. The Market featured the work of artisans and local makers, as well as a high profile platform for local music including WYEP-FM's Singer-Songwriter competition, and partnerships with community groups such as BOOM Concepts from Garfield. We also launched Fright Up Night, intended as an annual Downtown Halloween celebration. Held during the Saturday Night Market prior to Halloween, Fright Up Night included a creative costume contest and a live music crawl through six venues around Market Square.

Of particular note is our collaboration with WYEP-FM and the City of Pittsburgh on the first phase of the **Pittsburgh Music Ecosystem Project,** a city-wide initiative with goals that include identifying opportunities, barriers, and requirements to better nurture musicians, support venues, and protect the needs of residents and communities. Thanks to funding from the Heinz Endowments and the Henry L. Hillman Foundation for the first phase of the initiative, the Partnership contracted with Sound Music Cities LLC for an in-depth assessment of Pittsburgh's musical ecosystem and recommendations for creating a more supportive environment for music performance and production.





+300% increase in Market Square programming



+1 million people engaged in PDP programming





200 live music performances

WHAT WE HEARD

- Embrace opportunities for programming in underutilized areas of Downtown such as Point State Park, Mellon Square, and First Avenue Corridor.
- With more amenities and evening programming, Downtown can move towards becoming a round-the-clock destination.
- Continue emphasis on Market Square to ensure it remains a premiere destination for locals and visitors in Downtown.

- Continue to improve and expand current programming.
- Build out the Saturday Night Market series into a regular destination and platform for local music with the launch of a 25-week long live music series in partnership with local organizations such as BOOM Concepts, Liveburgh Studio, WYEP-FM, Pittsburgh City Paper, Pittsburgh Symphony Orchestra, and more.
- Expand Fright Up Night beyond Market Square with an eye to including a programmatic element in the First Avenue corridor.
- Work on the Pittsburgh Music Ecosystem Project including implementation of recommendations from the Phase One study and a detailed census of the Pittsburgh musical community.
- Expand live music programming within PDP events and seek to facilitate increased live music offerings in more venues Downtown through collaborations with restaurants, bars, developers, and property owners.



Advancing mobility and livability in Downtown is an important facet of the PDP's work. We seek to make these improvements through initiatives that ensure Downtown is safer, more attractive, accessible, and manageable for everyone to get to, through, and around.

Envision Downtown was established in 2015 as a joint project of the Mayor's office and the PDP. In 2017, Envision continued work on transformational initiatives using the Public Realm Action Plan, developed by Gehl Studios, as a guide to prioritize action to improve the Downtown experience. This year, we developed conceptual plans for a Great Route, a corridor linking Downtown's major public spaces (Point State Park, Market Square, Mellon Square, and the future Cap Park) as a demonstration of advanced and high performing public infrastructure. The first phase focused on Liberty and Forbes avenues between Point State Park and Market Square and delivered an **integrated series of intersection and pedestrian safety improvements and lighting**.

Life on Liberty is working with stakeholders to develop a vision to grow businesses, improve pedestrian safety, and enhance the transit experience along Liberty Avenue. In the spring, we hosted the **Liberty Lab**, a pop-up storefront on the 800 block of Liberty Avenue that allowed Downtown stakeholders to share their experiences on Liberty Avenue and discuss how the street could be enhanced. The data that was collected helped to inform a variety of pilot improvements that were made to the 900 block of Liberty in the fall. The improvements included: curb extensions to reduce the pedestrian crossing distance, a temporary bus platform on Liberty at Smithfield to provide dedicated space for waiting passengers, a peak-hour bus lane extension, and full-time parking.

The City has established the new Department of Mobility and Infrastructure and we are looking forward to supporting its work through Envision Downtown and further integrating the work of our Transportation Management Association into this collaborative effort.

Placemaking is a hands-on approach that inspires the public to consider public space as community space where we can collaborate and encourage creative use. Many Envision Downtown projects utilize elements of placemaking to engage stakeholders in designing spaces they want to spend time in. Another creative aspect of placemaking is public art. The PDP has worked with the Office of Public Art for six years to site temporary public art in Market Square. In the spring of 2017, we welcomed artist Sheryl Oring's performance art project **I Wish to Say** to the square. For two days, a pool of ten typists, dressed and coifed as 1960's secretaries, set up a public office and invited Pittsburghers to dictate postcards to the president. Several hundred people stopped by and shared thoughtful messages which were then sent to President Trump, ultimately increasing the diversity of voices engaged in civic dialogue.

In 2017, we saw advances in several multi-year initiatives. Our **Pedestrian Wayfinding** initiative continued to progress. Along with partners from Oakland and the North Side, we sought feedback from users on kiosks and directional signage. We were also successful in identifying initial funding for design, fabrication, and installation, and look forward to continuing this project through 2018. Another multi-year project, our passenger rail initiative, is advocating for additional service between Pittsburgh and Harrisburg and gained some significant support from legislators. Resolution 76, requesting the Legislative Finance and Budget Committee to conduct a study of existing studies, passed in the Senate Transportation Committee and full Senate. A House resolution sponsoring the same study of studies was proposed.

The Pedestrian Safety Campaign that kicked off in 2016 with Allegheny County and the Port Authority continued into 2017 with a highly successful digital campaign targeting distracted walkers and drivers with a humorous message to "Look Alive, Pittsburgh!"

In the scope of Transit Demand Management, which focuses on understanding how people make their transportation decisions, we convened a forum focusing on exploring options to expand modal choices to Downtown patrons. We advocated to the Port Authority for the expansion of Connect Card options for JobsPerks participants, asking them to investigate expanding the options to include stored cash value, and not just monthly passes which was previously the only option. The Port Authority agreed and stored cash value is now available to all JobsPerks participants.







people participated in I Wish to Say art project in Market Square











WHAT WE HEARD

- Unique activations of unexpected places make Downtown Pittsburgh a true destination.
- Some of the streets in Downtown are too large and need to be "right sized" for their modern uses. Some of the sidewalks are too narrow and need to better accommodate current uses.
- Point State Park has a lot of large scale activities and amenities and limited regular programming for users but there is no direct connection or pathway to The Point.
- The strong transit connectivity between Downtown and surrounding neighborhoods is positive but the prevalence of buses as the Central Business District's primary transportation mode brings its own set of challenges with bus congestion, noise, and pollution cited as the most frequent concerns.
- Surrounding neighborhoods, including the Hill and Strip Districts, North and South Sides, and the area around Station Square should be considered when planning for Downtown and could help to drive collaborations.

- Undertake public art and lighting enhancements in Downtown alleyways.
- In spring of 2018, produce a large-scale, temporary, interactive installation through the Market Square Public Art program.
- Continue work on the Life on Liberty project with the implementation of landscaping and urban design elements in the 900 block of Liberty Avenue.
- Support the deployment of additional bike share stations in Downtown and engage stakeholders in discussions about the feasibility of additional bike lanes.
- Engage employers to develop ways in which we can encourage transit mode shifts by their employees.
- Advance the pedestrian wayfinding project through the design process and seek to gain approval from the Art & Design Commission.
- Conduct outreach to business and property owners regarding the impact of Downtown transit enhancements.

Crafting and promoting the compelling story about Downtown's transformational programming, innovative businesses, delicious culinary scene, and myriad entertaining activities is a significant piece of the work we undertake. In addition to ensuring all of our initiatives and events are well publicized, we work to reveal the complete and complex story of our neighborhood's exceptional assets.

Throughout 2017, we endeavored to position Downtown as our region's premiere neighborhood to invest in, to live and work in, and of course, the perfect place to play. To achieve this, we undertook enhancements to many of our communication platforms.

We launched a **new website** featuring a clean, fresh design intended to ensure an optimum user experience. Throughout the year, we continued to make improvements to the site, responding both to user feedback and industry best practices. Our social media efforts are among our most successful communication tools and allow us to connect very effectively with an audience that is interested in Downtown. Throughout the year, we took advantage of the rapidly changing social media landscape in a variety of ways, including the use of **new social media features** such as Snapchat event filters and Facebook Live. These tactics allowed for increased engagement, new audience development, and added fun, interactive elements to our events. Throughout the Holiday Season we employed new high-tech and social media advertising elements. These included geofencing and the development of time sensitive, on-line campaigns targeting consumers during key times, days, and locations.

We made improvements to our weekly e-newsletters, including streamlining our weekend edition to contain all events and activities occurring in Downtown Pittsburgh. Additionally, we contracted with a new media monitoring service which will provide us with excellent earnedmedia data in real time.









WHAT WE HEARD

- There is a serious perception issue regarding parking availability and affordability in the Golden Triangle, despite abundant parking resources.
- Although one of the safest neighborhoods in Pittsburgh, safety in the Golden Triangle continues to concern people. Spurred by isolated, highly publicized events, some people who infrequently visit Downtown perceive the neighborhood as unsafe.
- Elaborate brand awareness is needed and should include developing ambassadors from throughout the region.

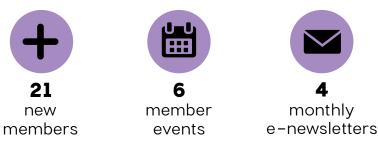
- Develop a strategic communications committee comprising key marketing and communications professionals who will examine fact-based data around safety and parking issues and will develop and implement plans to combat these perceptions.
- Identify new and existing mediums for promoting parking assets in Downtown.
- Work with the commercial real estate community to develop a marketing plan to support the attraction of new Downtown office tenants.
- Seek new, interactive social media opportunities through contests and emerging social media enhancements.
- Continue to improve website functionality, including events calendar and mapping technologies.

MEMBERSHIP

WHAT WE DID

Throughout 2017 we sought new ways to provide value and opportunities for interaction among our members. Our events included unique "firstlook" opportunities, such as an early tour of the new Distrikt Hotel that included a networking reception which allowed our members to connect with Downtown colleagues. Our most significant membership enhancement in 2018 was the release of "**Membership Matters**," a new monthly e-newsletter designed to communicate important information, discounts, insider opportunities, and PDP Membership events. We also developed new membership attraction collateral that will better allow our member relations manager to communicate the benefits of PDP membership. Lastly, we've invested significant time in researching potential new CRM systems which will allow us to better serve, track, and interact with our membership base.





WHAT WE HEARD

- Members would like more insider opportunities, topical discussions about real estate developments, networking events, and tours of Downtown buildings.
- Members choose to invest in the PDP because of a resounding need to continue growth and development of a strong Downtown neighborhood.
- Members find the PDP's enhanced communications critical to being in-the-know about Downtown activities, events, and projects.

WHAT WE PLAN TO DO

- Host informative bi-monthly membership events to connect businesses with one another, Downtown visitors, workers, and residents.
- Implement new CRM database system and onboard staff and members into new user-friendly interface to better communicate with our members.
- Leverage existing partners and members to enhance services to our current and potential members.

We hope you have learned about the wide variety of work undertaken by the PDP and our plans to continue ensuring Downtown Pittsburgh's vitality. Our ability to do this work is supported by our members. Consider joining us and learn more by visiting the "Get Involved" section of our website: DowntownPittsburgh.com.

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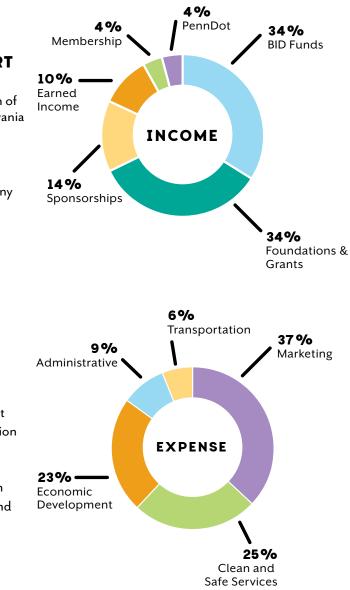
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