

Every aspect of our work reflects our belief in the promise of cities.

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    Reduce built environment obstacles

    Develop new partnerships and programs

    Focus on data-driven and proactive marketing

    Target business recruitment efforts to focus on next generation companies





*Every aspect of our work reflects our belief in the promise of cities.*

# INTRODUCTION

Downtown Pittsburgh can truly boast of having the best of both worlds. Set amidst the convergence of three rivers and a lush state park is a historic urban environment that has long been positioned at the forefront of industry.

From the iron and steel days which dominated the better part of the early 20th century to its role today in high tech R&D, green building design, and autonomous vehicles, Pittsburgh also counts top universities, a strong health care sector, and a legacy of philanthropy among its assets. Greater Downtown has experienced more than \$6 billion of new investment and growth in the last 10 years.

Perhaps it is no surprise that such a city commands fierce loyalty from those who live, work, and visit here – a pride that is apparent even as certain limitations are acknowledged.





*Every aspect of our work reflects our belief in the promise of cities.*

# INTRODUCTION

Having progressed from its past “smoky city” reputation, Downtown Pittsburgh still has room to meet its full potential. The neighborhood could benefit from quality of life and transportation improvements. As a residential and business destination, additional retail and nighttime amenities could help appeal to the next generation of companies and residents. Finally, proactive marketing efforts should be implemented to address lingering perception issues that may be distorting reality for those who might otherwise visit, work, or call Downtown home.

These are not new urban challenges and certainly not insurmountable. With targeted strategic investments and engaged public and private sector support, Downtown is poised to become an even stronger urban destination.

In order to help guide these strategic investments, the Pittsburgh Downtown Partnership wisely sought the perspective of the community to better understand its priorities going forward by conducting the following stakeholder engagement initiative.

[totembrooklyn.com](http://totembrooklyn.com)





# METHODOLOGY

The stakeholder engagement initiative included 5 focus groups with approximately 120 participants from the PDP staff, board, and community; input from the Mayor's Office, Departments of City Planning, Mobility, and Public Works; and an online survey that garnered more than 600 responses.

Through an interactive approach that included mapping exercises, brainstorming sessions, and charrettes, stakeholders were asked to focus on thematic areas related to quality of life, economic development, transportation, and marketing, guided by three overarching questions, which are important indicators of a neighborhood's vitality.





*Every aspect of our work reflects our belief in the promise of cities.*

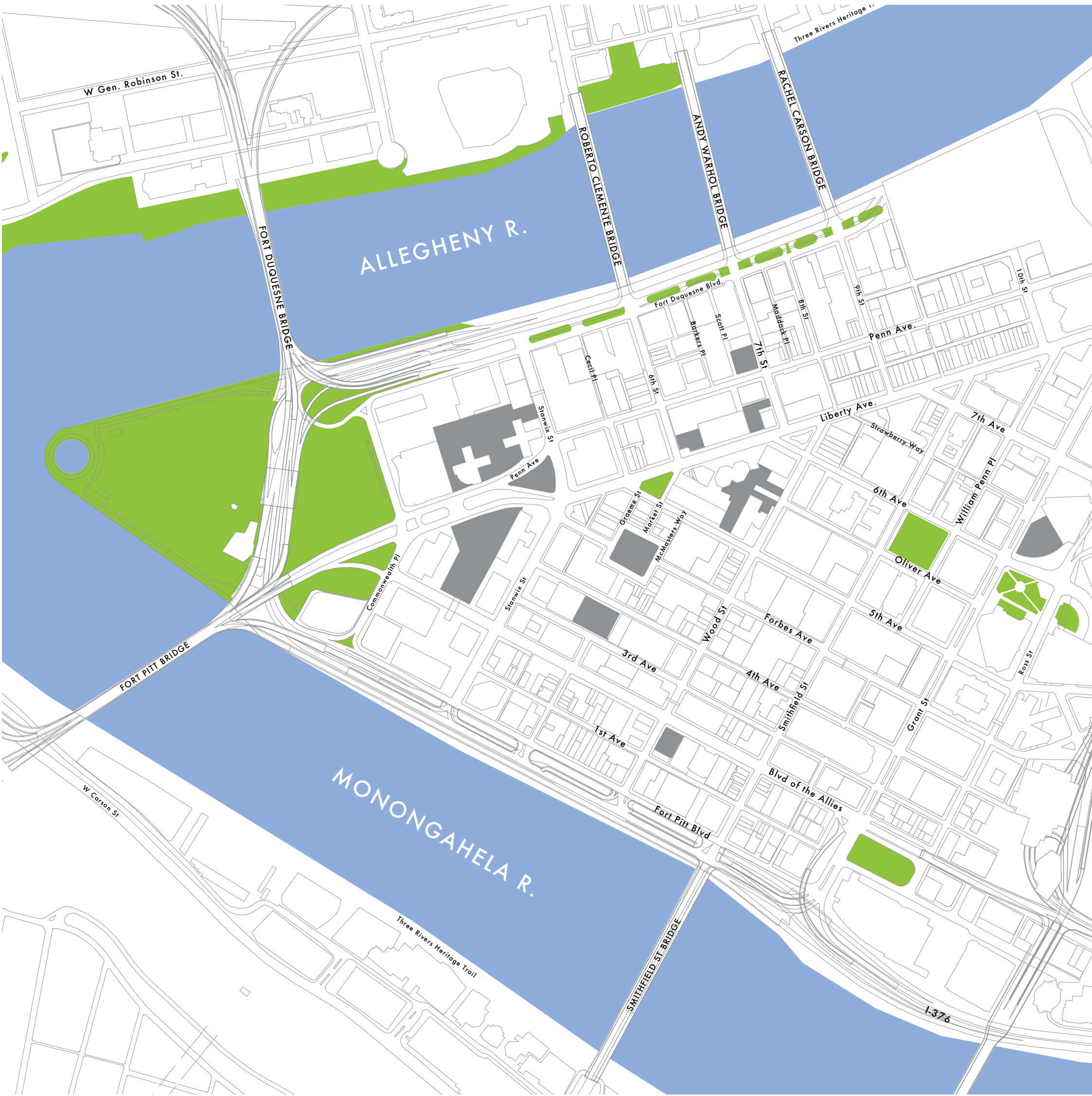
# GUIDING QUESTIONS

**Is Downtown Pittsburgh welcoming?** The motto “clean and safe” is the underpinning of any functioning city.

**Is Downtown Pittsburgh engaging?** In other words, is there a clear neighborhood identity that resonates with visitors, businesses, and residents alike, along with engaging programming to support it?

**Is Downtown Pittsburgh growing?** Think infrastructure projects, public improvements, and other major initiatives that could help fuel the area’s development.

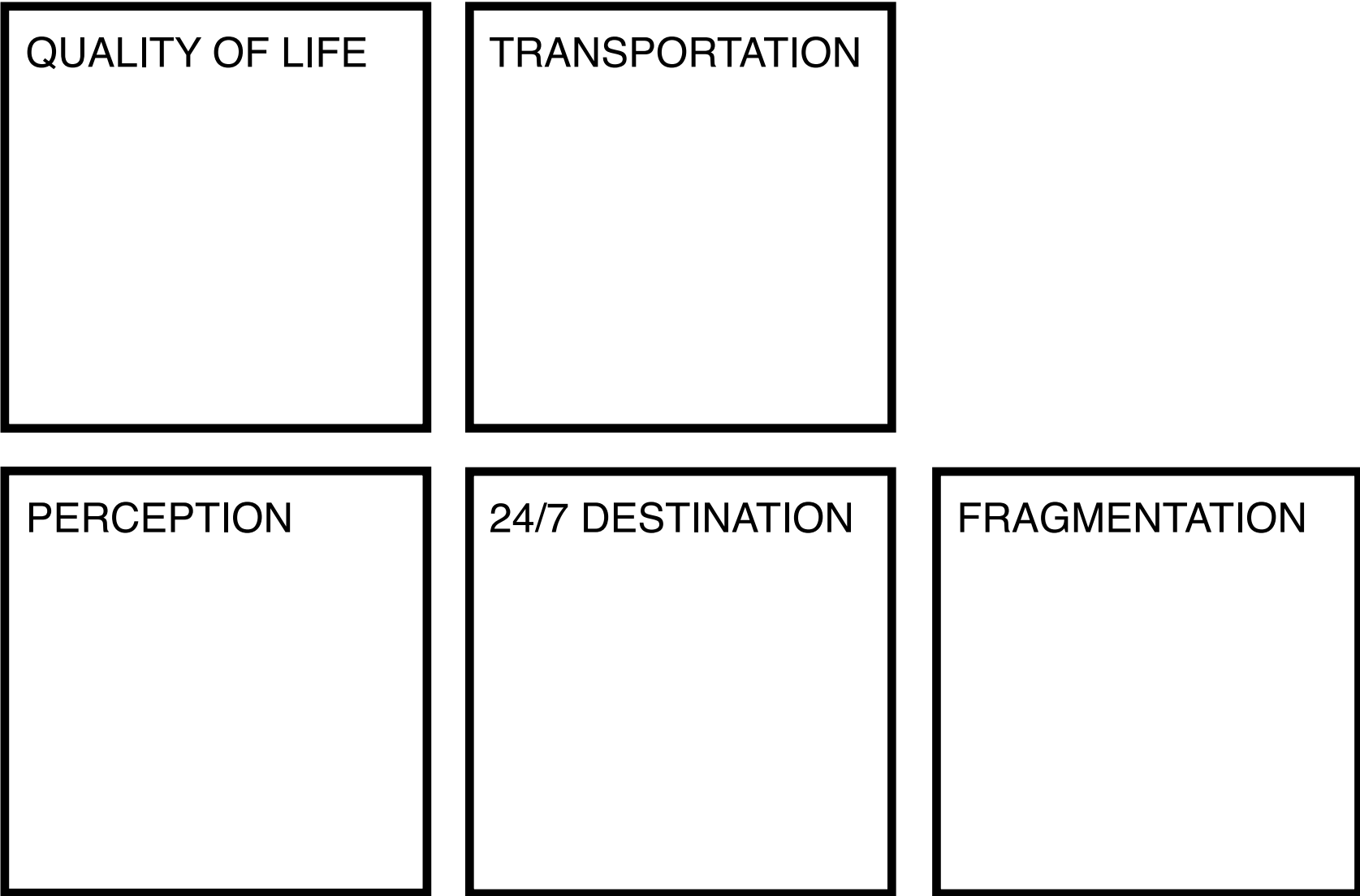




# FINDINGS: OBSTACLES

The result of the outreach process coalesced around a set of findings related to obstacles and opportunities.

The five obstacles identified largely entailed quality of life, programming, and perception issues raised by the first two guiding questions.





“Downtown is super confusing due to the layout of a rectangular, plus a triangular grid. When you enter downtown through the tunnel there is a huge wow factor as the city rises up in front of you, but then you are immediately confronted with ‘What do I do and how do I get where I need to go?’

“A PROBLEM OF GEOMETRY”

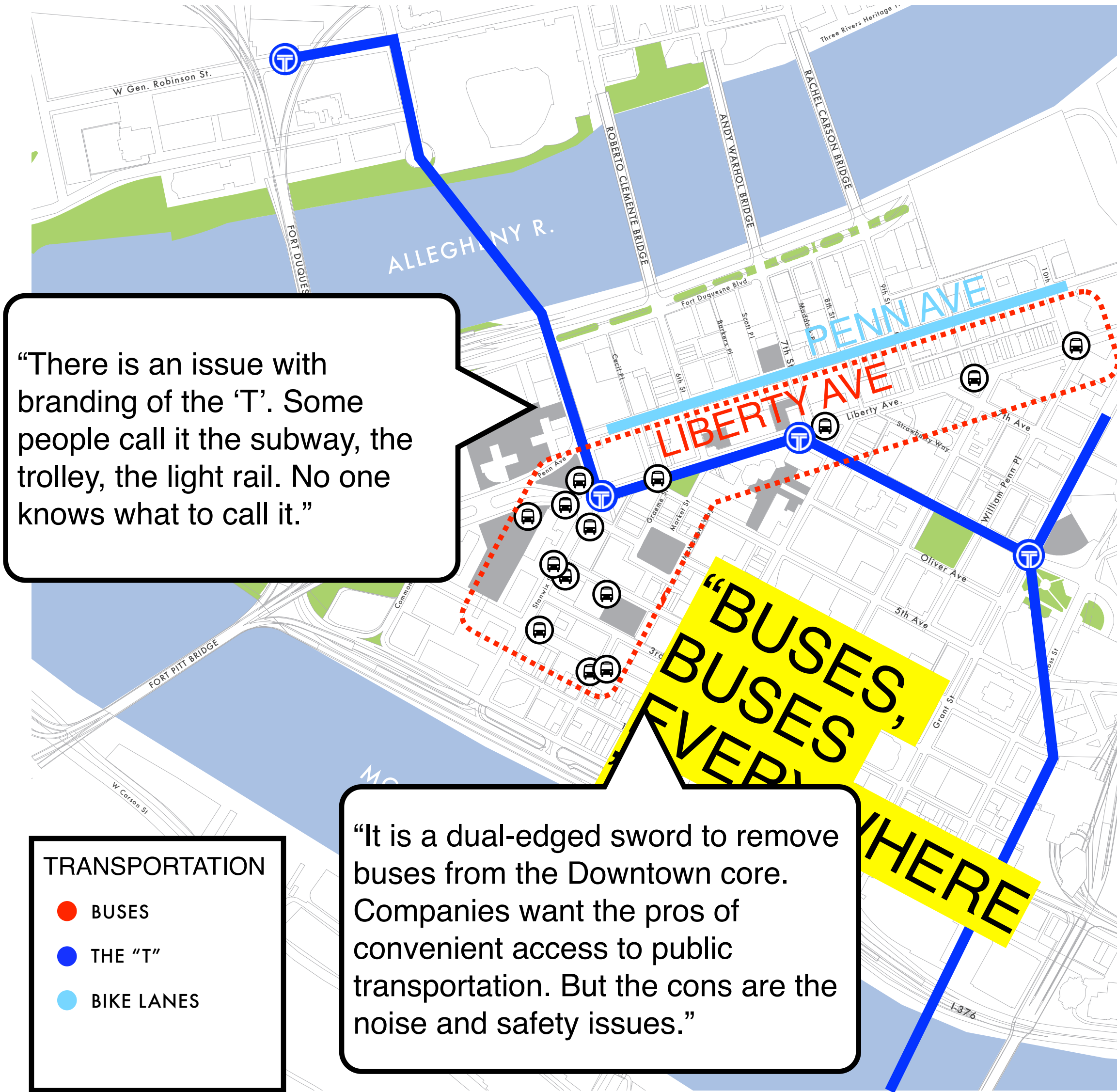
QUALITY OF LIFE

- WAYFINDING
- PUBLIC SAFETY
- INFRASTRUCTURE

Key areas that feel unsafe or unwelcoming in Downtown Pittsburgh seem to coalesce at points where the crosshatch grid meets the triangle grid along Liberty Avenue, and in particular the areas where it meets Grant Street, Wood Street, and Triangle Park.

The most frequently mentioned issues related to wayfinding; public safety in regard to youth, homelessness, and drug use; and poor sidewalk and lighting infrastructure.



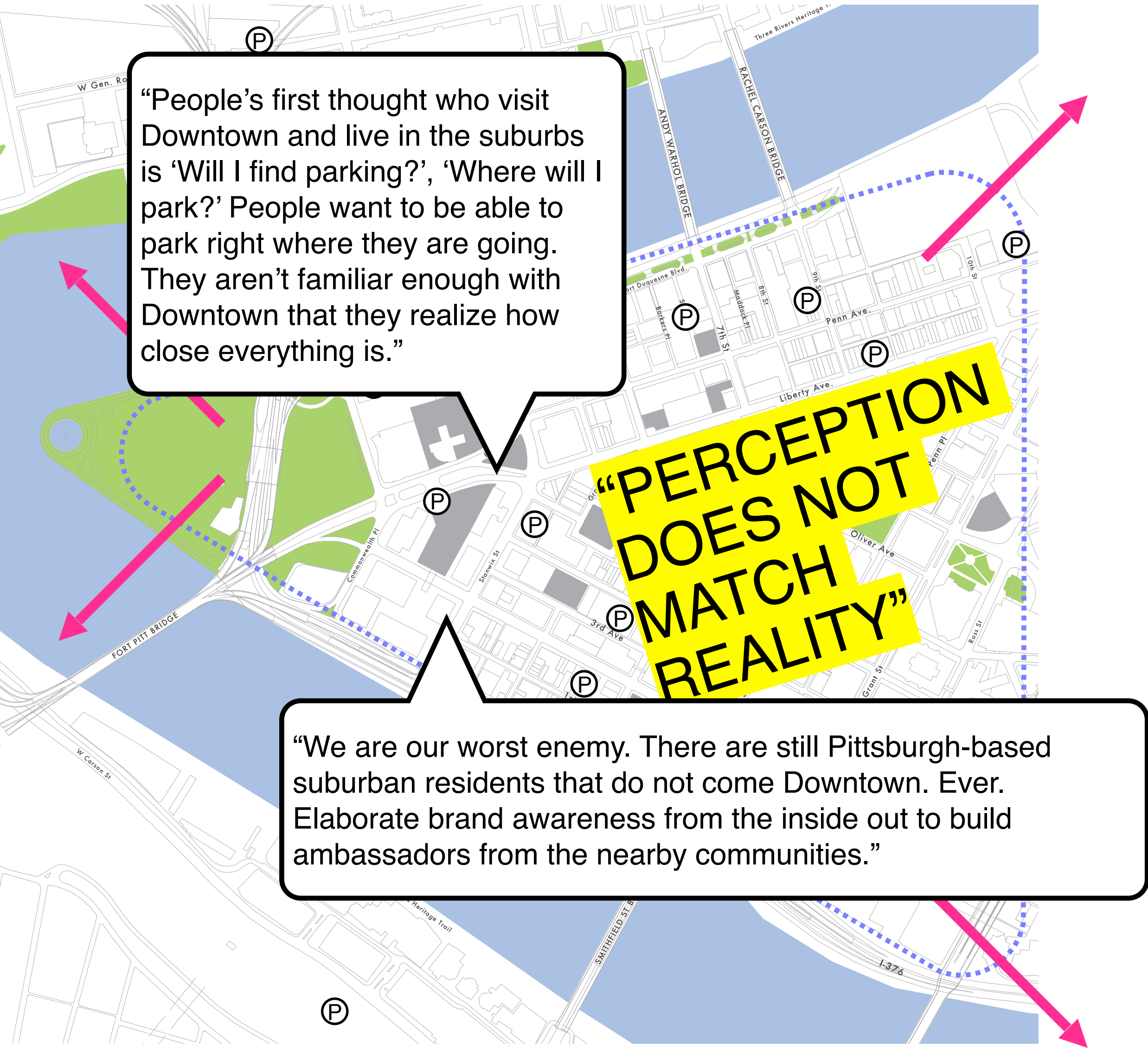


Often cited in regard to mobility is the strong transit connectivity between Downtown Pittsburgh and surrounding neighborhoods, but the prevalence of buses as the neighborhood’s primary transportation mode brings its own set of challenges.

Bus congestion, noise, and pollution were the most frequent complaints, while the need to rationalize bike lanes as part of the traffic flow was brought up often in the online survey responses. Finally, the potential for more activation of the light rail system through better branding was another common suggestion.



# PERCEPTION



Layered on top of actual challenges related to quality of life issues, Downtown must also tackle perception-related issues, especially in regard to parking and public safety.

The issue exposes gaps in perception especially between certain stakeholder groups – Downtown regulars vs. occasional visitors, for instance, or Millennials vs. other generations – which also points to the need for marketing messages tailored to multiple audiences.



# 24/7 DESTINATION

“Downtown is attracting an abundance of restaurant patrons, and would attract more retail patrons if there were more retail. The challenge is how do we convince other retailers that Downtown is the place to be, and find them affordable spaces to help them get established.”

24/7  
DESTINATION

●

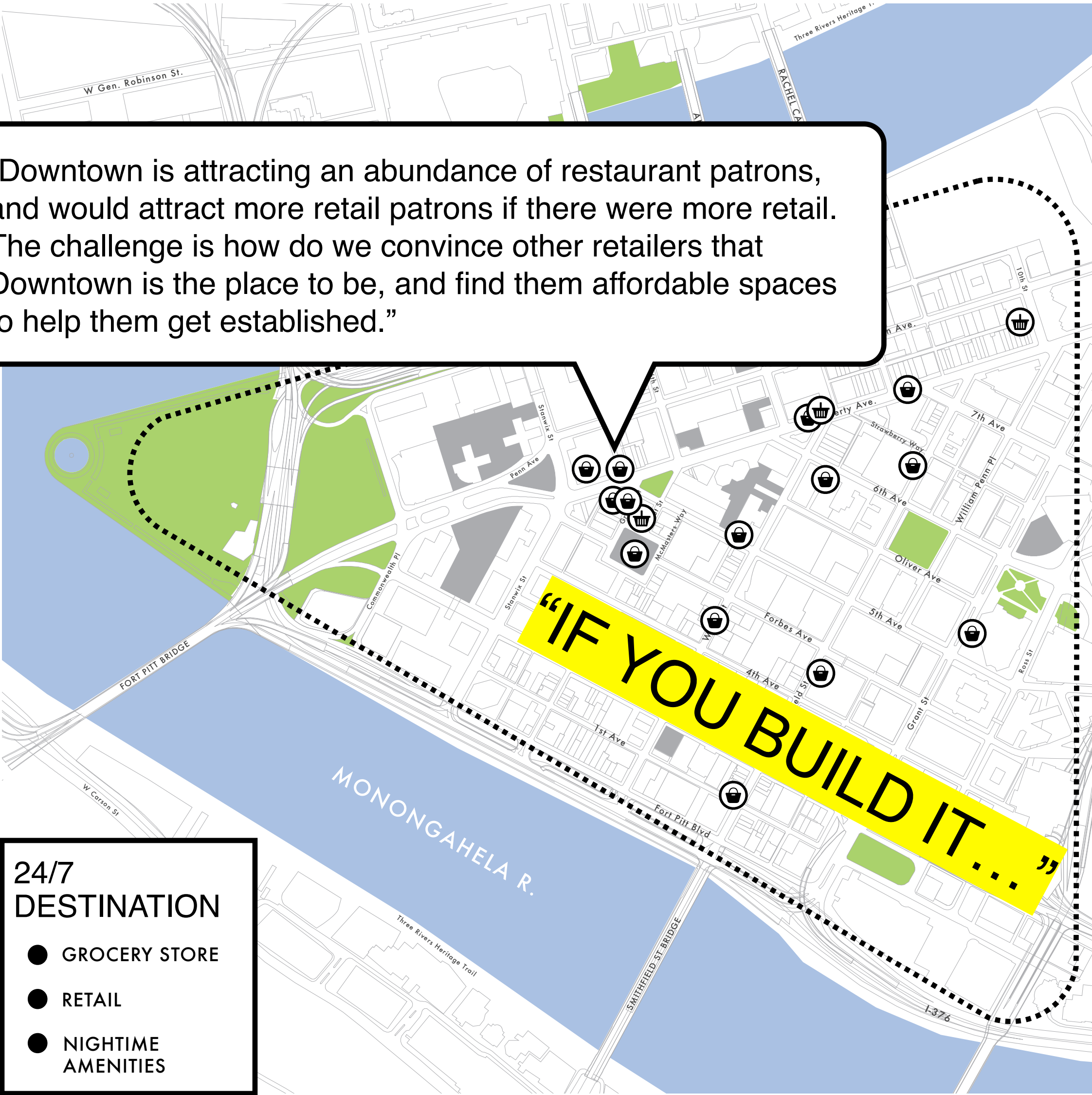
GROCERY STORE

●

RETAIL

●

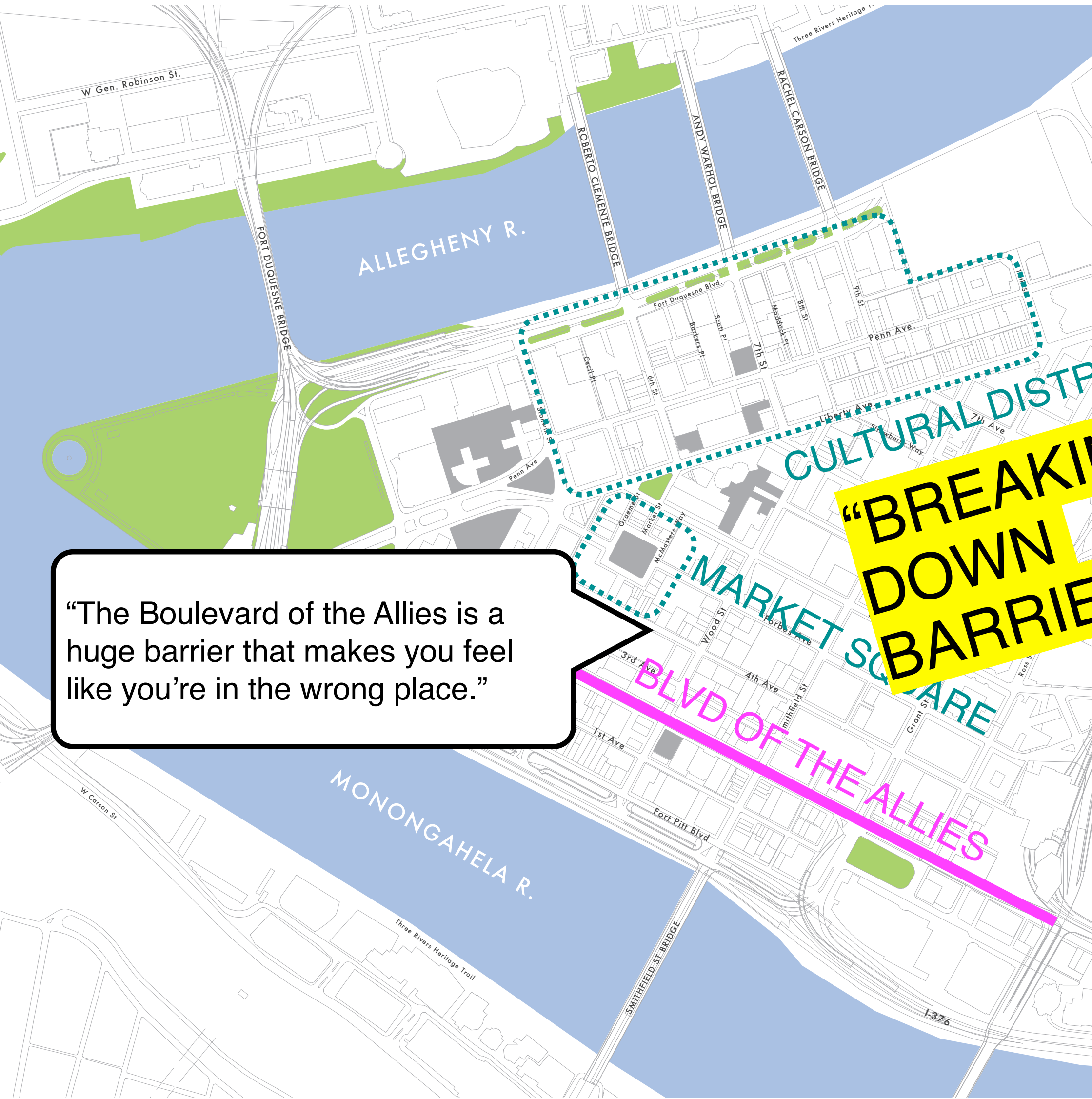
NIGHTTIME  
AMENITIES



The lack of certain amenities is still holding Downtown back as a true 24/7 destination.

Chief among the desired amenities: a grocery store and more diversified retail and nightlife activities.





# FRAGMENTATION

The design and placement of Boulevard of the Allies should make it a grand entranceway into Downtown, but the lack of programming and attractions south of the boulevard effectively turn it into a southern stopping point.

The need for infrastructure-related fixes, as well as "right sizing" of the street were frequent comments.



# FINDINGS: OPPORTUNITIES

The five opportunities identified reflect potential areas of growth by targeting new uses and the next generation of companies, visitors, and residents to Downtown Pittsburgh.

GREATER  
DOWNTOWN

FIRST SIDE  
POTENTIAL

POINT STATE  
PARK

ENGAGE  
COLLEGE  
STUDENTS

TARGETED  
COMMERCIAL  
OFFICE  
ATTRACTION



North Side

"We need to start thinking of Pittsburgh not as just Downtown, but as a network of neighborhood assets. With the right transportation network and by using smart real estate development to bridge existing neighborhoods, 'Downtown' could be huge!"

STRIP DISTRICT

Station Square

Many thought the Hill, Strip District, and North and South Sides, as well as the area around Station Square, should be considered part of the Downtown planning and could help drive further synergies and collaborations.

A place to start may be with the Strip District, which already benefits from a burgeoning tech scene. The opportunity to effectively double Downtown Pittsburgh's size and scope could bring enormous benefits from an economic development and investment attraction standpoint.



“The area between the Monongahela River and 4th Avenue could be improved. It has potential, but is underutilized. The streets are more narrow, shadowed, have fewer storefronts, and less inhabited offices.”

Pockets of new uses, coupled with historic architecture and a nostalgia for the past give the area around First Avenue great potential as a Downtown destination.

Programming that gives people more of a reason to traverse the psychological barrier of the Boulevard of the Allies is key.



Consensus abounds around the superb amenity that is Point State Park, but access and wayfinding to it could be greatly improved.

Many agreed that the park is underutilized overall and could benefit from more art and programming, creating a regional destination beyond big events.

“There is not a direct path into the Point, you need to walk around. The overpass blocks the fountain. You can’t see how cool the Point really is when you are entering into the Park from Wyndham/ Commonwealth Place.”

“Point State Park has a lack of activities, amenities, and development. We need more art, more festivals, fitness activities, café seating.”



# ENGAGE COLLEGE STUDENTS

“When students are volunteering or working Downtown, they feel a stronger connection to it.”

Point Park University

Duquesne University

UPMC Mercy School of Nursing

In conjunction with discussions about the area’s vitality and attracting future generations, many mentioned an opportunity to better engage with the college student population that already goes to school (and in some cases, resides) Downtown, as well as Oakland.

There seemed to be general consensus that more intentional outreach and opportunities for substantive engagement are key.



# TARGETED COMMERCIAL OFFICE ATTRACTION

“When we think about how to encourage the next generation of companies to move Downtown, we must look at what millennials are looking for in a city, things like mobility, aesthetics, and opportunity.”

Already viewed as a successful business home to 50% of the metro Pittsburgh office market, Downtown has the opportunity to build upon this and target the next generation of commercial tenants.

● The challenge is how to position Downtown’s current assets and develop new incentives to attract tech and creative office tenants.



REDUCE BUILT  
ENVIRONMENT  
OBSTACLES

1.

DEVELOP NEW  
PARTNERSHIPS  
+ PROGRAMS

2.

FOCUS ON  
DATA-DRIVEN  
AND  
PROACTIVE  
MARKETING

3.

TARGET  
BUSINESS  
RECRUITMENT  
EFFORTS TO  
FOCUS ON  
NEXT  
GENERATION  
COMPANIES

4.

# 2018 STRATEGIC FRAMEWORK

For the most part, the identified obstacles and opportunities are well-known to the PDP team, which has initiatives underway to address nearly all of them.

As the organization seeks to expand upon these efforts and make new investments and programmatic decisions, it may be helpful to proceed with some guiding principles in mind. These principles, highlighted at left, build upon the questions posed on page 4 and aim to strengthen Downtown Pittsburgh’s position as a welcoming, engaging, and growing destination.



<div>REDUCE BUILT ENVIRONMENT OBSTACLES</div> <div>1.</div>	<div>QUALITY OF LIFE</div> <div>Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups</div>	<div>TRANSPORTATION</div> <div>Rationalize pilots and one-off projects with larger strategic transit plans</div>	<div>GREATER DOWNTOWN</div> <div>Focus on improving gateway points to Downtown through traditional quality of life improvements and marketing</div>
<div>DEVELOP NEW PARTNERSHIPS + PROGRAMS</div> <div>2.</div>	<div>QUALITY OF LIFE</div> <div>Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups</div>	<div>24/7 DESTINATION</div> <div>Engage with Millennial stakeholders to help inform programming strategies and initiatives</div>	<div>FIRST SIDE POTENTIAL</div> <div>Cluster uses and activity in already burgeoning corridors to help further attract visitors and investment</div>
<div>FOCUS ON DATA-DRIVEN + PROACTIVE MARKETING</div> <div>3.</div>	<div>PERCEPTION</div> <div>Use data to strengthen proactive marketing messages that tell the Downtown story to surrounding neighborhoods</div>	<div>GREATER DOWNTOWN</div> <div>Focus on improving gateway points to Downtown through traditional quality of life improvements and marketing</div>	<div>POINT STATE PARK</div> <div>Renew discussions with the State to enhance programming and activity</div>
<div>TARGET BUSINESS RECRUITMENT EFFORTS TO FOCUS ON NEXT GEN COMPANIES</div> <div>4.</div>	<div>FRAGMENTATION</div> <div>Reactivate business recruitment and retention task force to capitalize on: momentum from HQ2 pitch and Brookings study</div>	<div>COMMERCIAL OFFICE ATTRACTION</div> <div>Reactivate business recruitment and retention task force; explore ways to accentuate the office market.</div>	<div>ENGAGE COLLEGE STUDENTS</div> <div>Expand engagement with local college students especially with volunteer and internship opportunities</div>

# RECOMMENDATIONS

Each aim of the 2018 Strategic Framework is comprised of a set of recommendations developed in partnership with the PDP staff and board.

A few of the recommendations overlap different priority areas, and others may be identified as PDP begins to further develop tactical applications going forward.



QUALITY OF LIFE

Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups

TRANSPORTATION

Rationalize pilots and one-off projects with larger strategic transit plans

GREATER DOWNTOWN

Focus on improving gateway points to Downtown through traditional public realm improvements and marketing

REDUCE BUILT ENVIRONMENT OBSTACLES

The motto “clean and safe” is the underpinning of any functioning neighborhood. To help Downtown Pittsburgh reach its full potential, certain obstacles in the built environment related to quality of life improvements and transportation must be addressed.



## What PDP is already doing

- Pedestrian wayfinding project for Golden Triangle, North Shore, and North Side
- Clean and Safe program
- Downtown Police Substation (Nov 2017)
- Downtown Safety Coalition
  - Student Advisory Board
- Market Square activation
  - Ambassadors, programming, lighting
- “Asking for Change” campaign
- Paris to Pittsburgh
- Third Avenue streetscape enhancements

### QUALITY OF LIFE

- WAYFINDING
- PUBLIC SAFETY
- INFRASTRUCTURE

### REDUCE BUILT ENVIRONMENT OBSTACLES

1.

## What's Next?

Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups.

### 2018 Initiatives

- Pedestrian Conditions
- Downtown Corridors
- Alleyway Improvements





# PEDESTRIAN CONDITIONS

Improve pedestrian conditions in targeted corridors by working with Department of Mobility and Infrastructure (DOMI), Department of City Planning (DCP), Permits, Licenses, and Inspections (PLI), and the Department of Public Works (DPW) to:

- Craft and adopt new sidewalk design standards with mechanisms for enforcement of poor conditions
- Pursue matching grant program for sidewalk replacement in concentrated corridors
- Prioritize public street/sidewalk lighting needs and determine funding strategy





QUALITY OF  
LIFE

# PEDESTRIAN CONDITIONS

## TIMELINE:

### Q2:

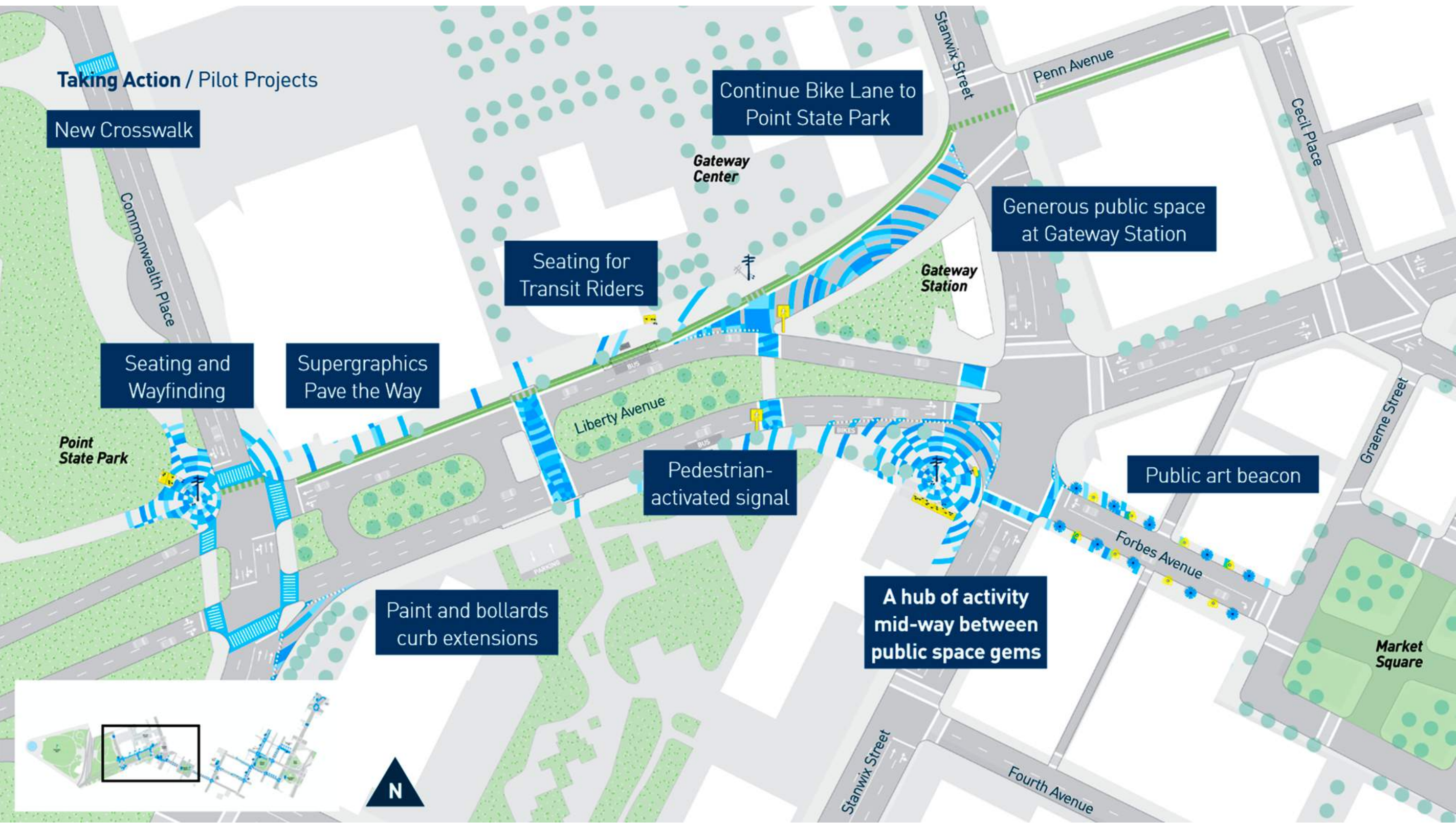
- Update sidewalk condition map and establish similar map for underlit corridors
- Convene City partners to develop timeline for the adoption of new standards
- Engage property owners to discuss proposed standards

### Q4:

- Codify new design standards/permitting practices and apply for funding to support matching grants
- Advocate for improved street lighting in 2019 capital budget based on prioritized corridors
- Broadcast standards and funding opportunity to property owners

**BUDGET:** \$250,000





QUALITY OF  
LIFE

# DOWNTOWN CORRIDORS

Evaluate street efficiencies to determine if the creation of loading zones and passenger drop off/pick-up zones can improve functionality of key Downtown corridors.

**TIMELINE:**

- Q1: Review and evaluate with DOMI and Southwestern Pennsylvania Commission (SPC) current Downtown loading zones
- Q1/Q2: Advocate with Port Authority and DOMI for policies on curb access in bus lanes
- Q3/Q4: Make recommendations on street/curb use modifications to improve efficiencies

**BUDGET:** Staff time



# ALLEYWAY IMPROVEMENTS

Advocate for changes to garbage and recycling disposal in Downtown's busiest alleys and introduce lighting and public art to improve the user experience

## TIMELINE:

Q1:

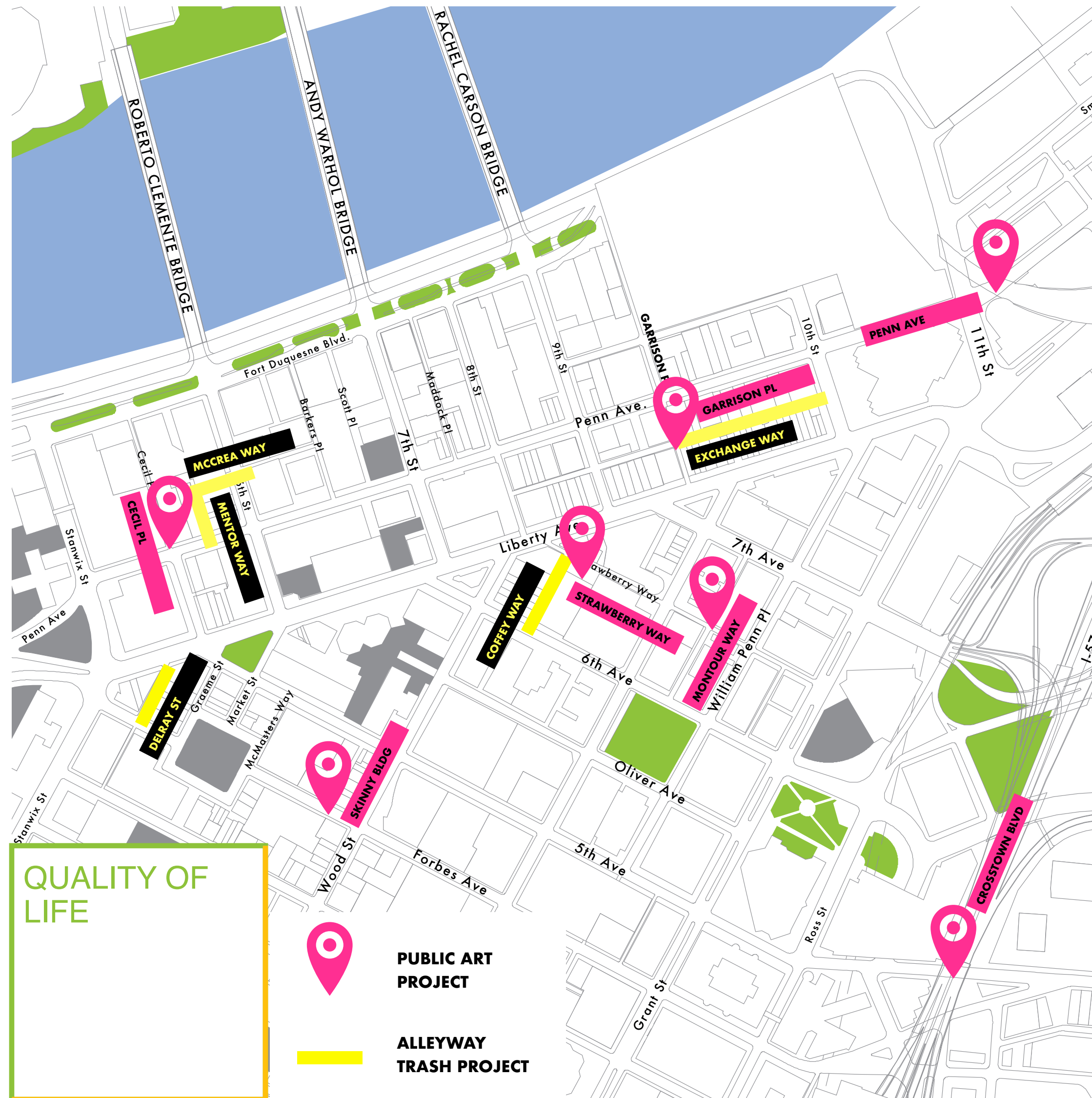
- Solidify process for establishing one hauler for refuse collection in Exchange Way and determine feasibility of trash compactors in select alleyways
- Initiate artist selection process for Strawberry Way and Cecil Place
- Begin solicitation of funds and conduct outreach to adjacent property/business owners

Q2: Begin installation of Strawberry Way project and initiate any legislative approvals

Q3: Commence solicitation of funds for next round of project(s)

Q4: Evaluate effectiveness of new trash hauler system and determine next steps to initiate in additional alleys

**BUDGET:** \$500,000





## What PDP is already doing

- Life on Liberty
  - Pilot underway; bump outs, red lines
  - Streetscape enhancements (Spring 2018)
- Rationalizing bus infrastructure
  - Prioritization of modes to reflect use

REDUCE BUILT  
ENVIRONMENT  
OBSTACLES

1.

# MOBILITY

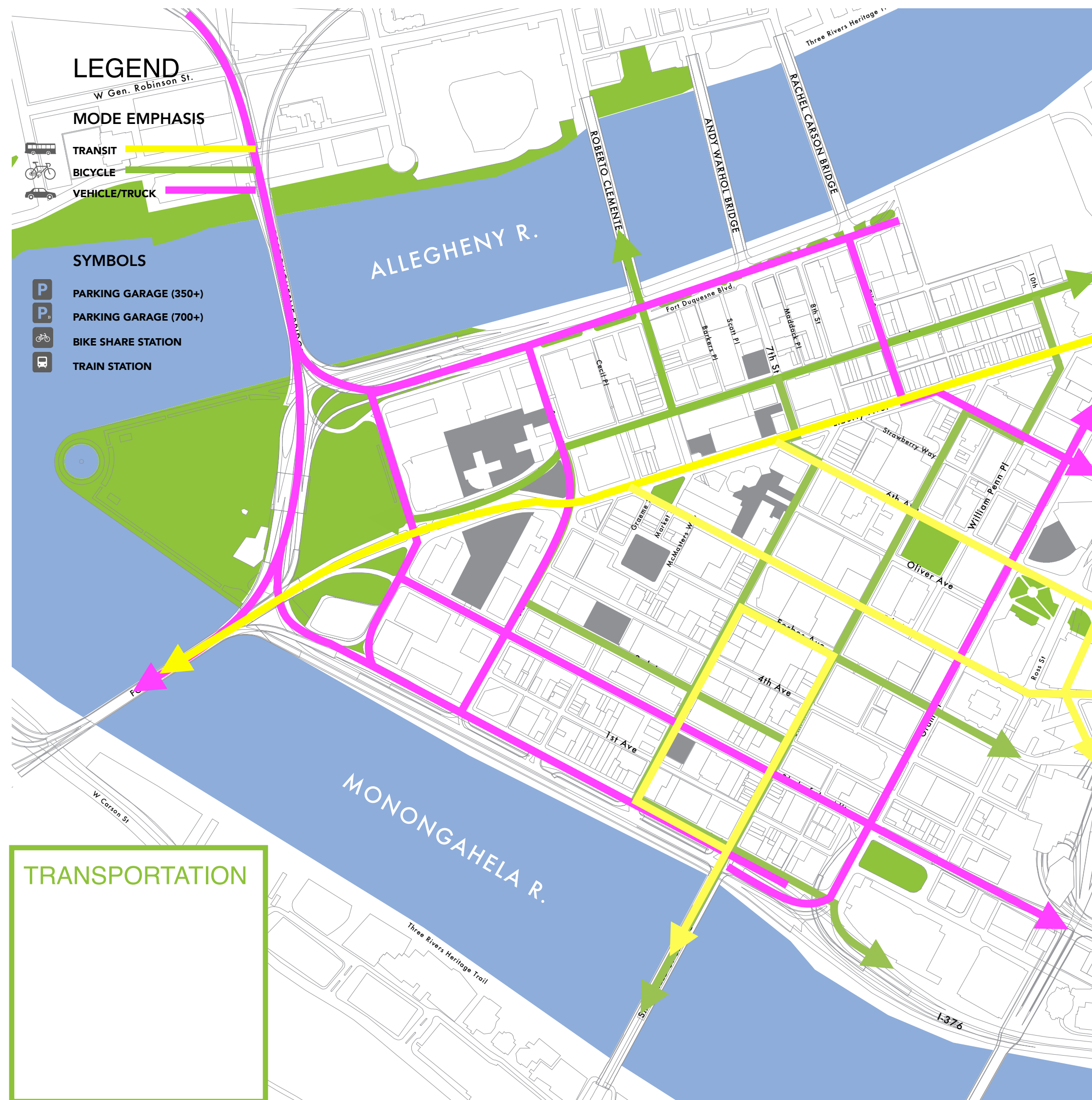
## What's Next?

Rationalize pilots and one-off projects with larger strategic transit plans.

## 2018 Initiatives

- Transportation Network Improvements
- Life on Liberty Phase One Continuation





# NETWORK IMPROVEMENTS

Improve Downtown's transportation network for all modes of transit by engaging stakeholders to conceptualize and implement changes.

## TIMELINE:

**Q1/Q2: Outreach to business and property owners to develop and evaluate proposed enhancements and understand current needs around mobility**

- Support City and Port Authority in conducting larger outreach efforts around proposed enhancements
- Evaluate proposed stop locations and determine where station enhancements might occur

Q3/Q4: Support the implementation of bus stop improvements in conjunction with system enhancements

**BUDGET: \$50,000**



## What PDP is already doing

- Wayfinding
- Utilize our marketing tools to highlighting attractions beyond the Golden Triangle
- Open Streets
- Promoting Healthy Ride
- DATA points include Greater Downtown

REDUCE BUILT  
ENVIRONMENT  
OBSTACLES

1.

# GREATER DOWNTOWN

## What's Next?

Focus on improving gateway points to Downtown through traditional quality of life improvements and marketing.

## 2018 Initiatives

- Gateway Improvements





GREATER  
DOWNTOWN

## MOTORIST AWARENESS

Enhance motorist awareness of access to Downtown destinations from major entry points by improving vehicular signage at key entryways.

### **TIMELINE:**

Q1: Document current signage at entryway points

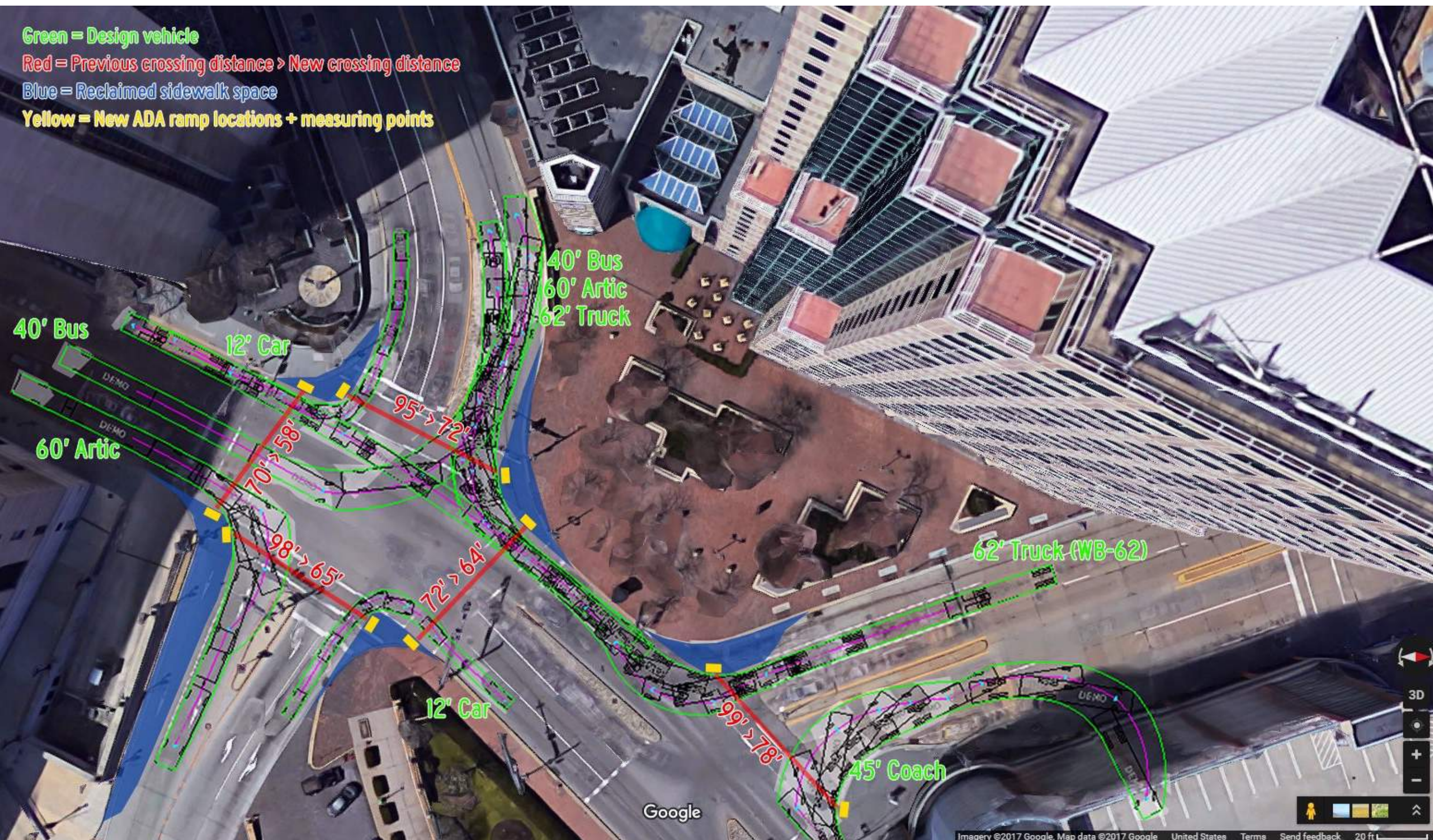
Q1/Q2:

- Review PennDOT regulatory requirements and their applicability
- Research peer cities best practices

Q3: Identify recommendations for improvement

**BUDGET:** TBD





GREATER  
DOWNTOWN

# GATEWAY IMPROVEMENTS

In conjunction with the redesign and replacement of the plaza at the intersection of 11th, Grant, and Liberty Avenues, evaluate opportunities to improve pedestrian safety at adjacent corners and provide better access to bus and train station at this key Downtown gateway.

## TIMELINE:

Q1/Q2:

- Work with City and CBRE to implement plaza expansion to improve pedestrian traffic
- Engage engineers to develop additional improvements and budget

Q3/Q4:

- Identify and solicit funding
- Work with City and property owners to implement improvements

**BUDGET:** TBD



QUALITY OF LIFE

Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups

24/7 DESTINATION

Engage with Millennial stakeholders to help inform programming strategies and initiatives

FIRST SIDE POTENTIAL

Cluster uses and activity in already burgeoning corridors to help further attract visitors and investment

POINT STATE PARK

Renew discussions with the State to enhance programming and activity

DEVELOP NEW PARTNERSHIPS AND PROGRAMS

To expand upon the numerous initiatives already underway by the PDP, the organization should look to develop new partnerships and programming with like-minded groups.

ENGAGE COLLEGE STUDENTS

Expand engagement with local college students especially with volunteer and internship opportunities



## What PDP is already doing

- Pedestrian wayfinding project for Golden Triangle, North Shore, and Northside
- Clean and Safe program
- Downtown Police Substation (Nov 2017)
- Downtown Safety Coalition
  - Student Advisory Board
- Market Square activation
  - Ambassadors, programming, lighting
- “Asking for Change” campaign
- Paris to Pittsburgh
- Third Avenue streetscape enhancements

QUALITY OF LIFE

- WAYFINDING
- PUBLIC SAFETY
- INFRASTRUCTURE

DEVELOP NEW PARTNERSHIPS + PROGRAMS

2.

# QUALITY OF LIFE

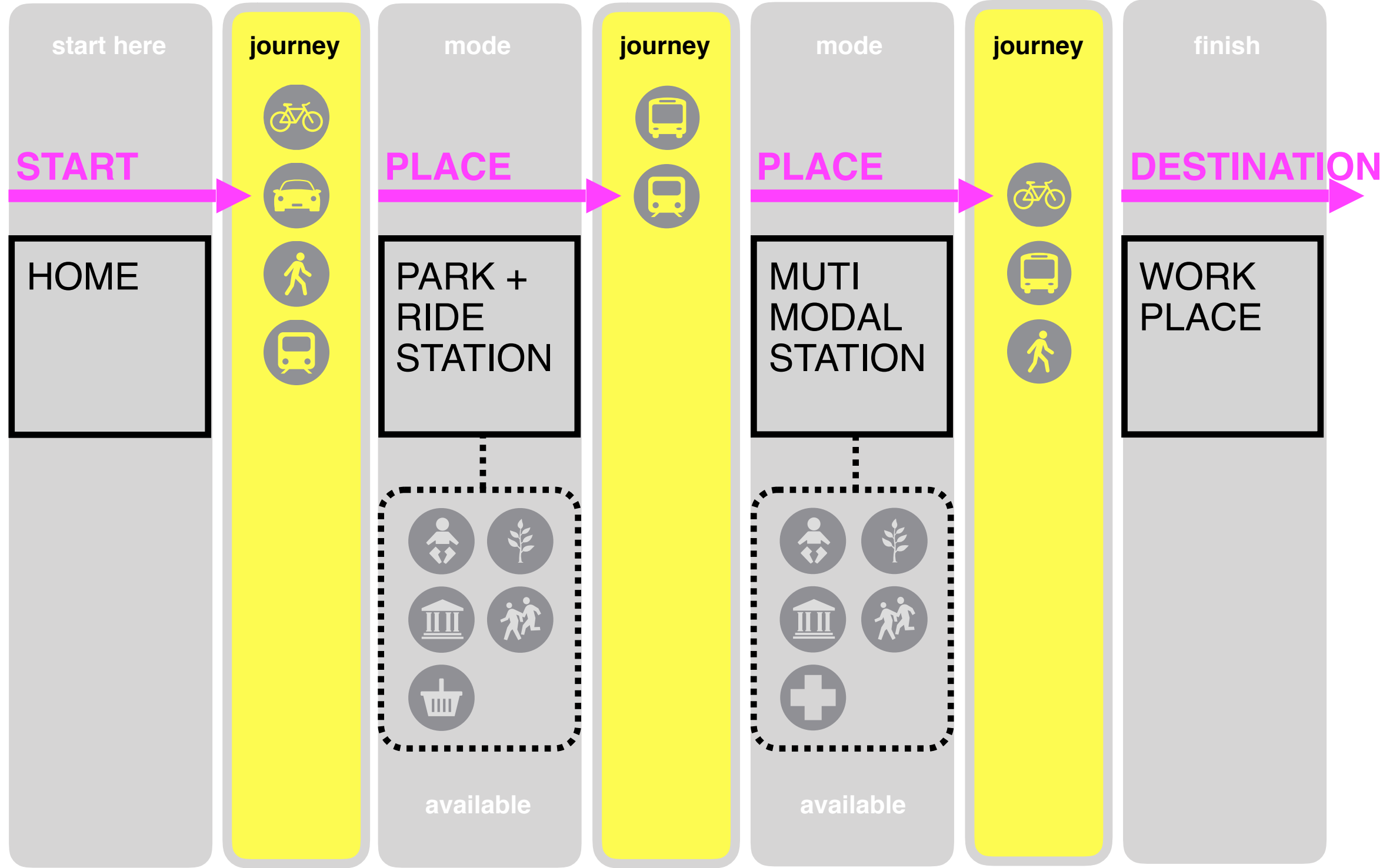
## What’s Next?

Enhance PDP’s impact on quality of life issues by developing and expanding partnerships with government agencies and community development groups.

## 2018 Initiatives

- Commuter Mode Shift
- Inter-City Connectivity
- Case Management Support Pilot





QUALITY OF  
LIFE

# COMMUTER MODE SHIFT

Encourage Downtown commuter mode shift and implement a series of transportation demand management strategies to mitigate traffic congestion by working with City, Southwestern Pennsylvania Commission, Port Authority, and community partners.

**TIMELINE:**

Q1/Q2:

- Create a new working group of Downtown employers to guide and develop TDM projects
- Review existing research on best practices for modal shift programming
- Assess current local practices among employers

Q3/Q4: Identify incentives for commuters and employers to participate

**BUDGET:** TBD





QUALITY OF  
LIFE

# INTER-CITY CONNECTIVITY

Improve inter-city connectivity through increased passenger rail service to meet need for affordable and convenient transportation connections with cities in a 500-mile radius.

**TIMELINE:**

- Q1: Determine status of Legislative Finance and Budget Committee study
- Q1/Q2: Assess feasibility of organizing corridor meeting with stakeholders and elected officials
- Q3: Hold corridor meeting to publicize need and continue advocacy with elected officials and PennDOT leadership

**BUDGET:** \$15,000





# CASE MANAGEMENT

Develop new ways to support individuals experiencing homelessness and/or substance abuse challenges by piloting a new partnership with Operation Safety Net and the PBP to provide case management support to individuals in need.

**TIMELINE:**

- Q1: Develop service metrics to measure throughout pilot and determine opportunities for collaboration with Street Team and Pittsburgh Bureau of Police
- Q2: Establish baseline group to receive services and track
- Q3/Q4: Evaluate services and determine if program should be expanded or modified to meet community needs

**BUDGET:** \$20,000



## What PDP is already doing

- Grocery Store feasibility study
- 604 Liberty Ave
- Project Pop-Ups
  - 15 pop-ups to date: retail, art, hospitality
  - 4 additional pop-ups last holiday season
- Evening Programming (+150 nights)
- Marquee Programming
  - Light Up Night, Picklesburgh, Holiday Market
- Temporary Public Art
- Kidsplay Programming
- Music Initiative
- Marketing and promotion of of community events

24/7  
DESTINATION

- GROCERY STORE
- RETAIL
- NIGHTTIME AMENITIES

DEVELOP NEW  
PARTNERSHIPS +  
PROGRAMS

2.

# 24/7 DESTINATION

## What's Next?

Engage with stakeholders to help inform programming strategies and initiatives.

## 2018 Initiatives

- Diversify Audiences
- Downtown Music





24/7  
DESTINATION

# DIVERSIFY AUDIENCES

Broaden audience participation in programming and content to encourage more diverse ethnic, cultural, demographic, geographic representation by:

- Utilizing Farmers and Night Market stages as programming and promotional platform for various community groups and events
- Encouraging and actively programming diverse genres within music initiative and PDP events to broaden appeal

## **TIMELINE:**

Q1/Q2: Explore collaborations with potential programming and promotional partners

Q2/Q3: Schedule programming within markets, develop budgets, and marketing

Q3/Q4: Execute as scheduled, evaluate impact

**BUDGET:** \$15,000





24/7  
DESTINATION

# DOWNTOWN MUSIC

Cultivate a self-sustaining and diverse live music scene in parallel with City-wide music initiative by:

- Partnering with WYEP and City’s Nighttime Economy Manager to evaluate music ecosystem and make recommendations to support venues, musicians, industry, and neighborhoods
- Developing action plan to modify government regulations and create programs and services that support the music business
- Facilitating Downtown music programming by collaborating with bars/restaurants/other venues, creating events that incorporate live music, and promoting music programming to build audience/interest

**TIMELINE:**

- Q1: Engage consultant to conduct research
- Q2: Develop action plan
- Ongoing: Plan and execute events

**BUDGET:** TBD



## What PDP is already doing

- First Avenue visioning exercise
- Paris to Pittsburgh investments
- Business recruitment efforts

DEVELOP NEW  
PARTNERSHIPS +  
PROGRAMS

2.

# FIRST SIDE POTENTIAL

## What's Next?

Cluster uses and activity in already burgeoning corridors to help further attract visitors and investment to First Side.

## 2018 Initiatives

- Focus: First Avenue





FIRST SIDE  
POTENTIAL

## FOCUS: FIRST AVENUE

Activate corridor from Boulevard of the Allies to First Avenue to drive foot traffic and awareness by:

- Partnering with key stakeholders able to monetize music programming (e.g. Penn Brewery, Distrikt Hotel)
- Exploring recurring programming and festival events
- Piloting new programming including food trucks/tents, pop-up retail markets, street festivals, and possible lighting/art/visual attractions

### **TIMELINE:**

Q1: Explore collaborations with key stakeholders, programming, and promotional partners

Q2: Develop budgets, secure permits, solicit sponsorships, and develop marketing

Q2/Q3: Execute pilot programs

**BUDGET:** TBD



# What PDP is already doing

- One Great Route

DEVELOP NEW  
PARTNERSHIPS +  
PROGRAMS

2.

# POINT STATE PARK

## What's Next?

Renew discussions with the State to enhance programming and activity at Point State Park.

## 2018 Initiatives

- Activate the Point





POINT STATE  
PARK

# ACTIVATE THE POINT

Enhance amenities and expand programming in Point State Park, Downtown's most iconic open space, by:

- Exploring potential to offer amenities including food, games, sports, seating, etc.
- Exploring addition of kid-friendly infrastructure

## **TIMELINE:**

Q1: Begin discussions with key partners including the City, Pittsburgh Cultural Trust, and Riverlife

Q2: Develop options for amenities and proposals within current State framework and programming budget

Q2/Q3: Solicit funds and pilot additional amenities as approved

Q4: Evaluate effectiveness of programming with State and partners to determine near and long-term plans for additional programming and amenities

**BUDGET:** TBD



## What PDP is already doing

- Volunteer programs
- Back to school orientations
- Internship fairs
- Evening programming (+150 nights)
- Music initiative

DEVELOP NEW  
PARTNERSHIPS +  
PROGRAMS

2.

# ENGAGE COLLEGE STUDENTS

## What's Next?

Expand engagement with local college students especially with volunteer and internship opportunities.

## 2018 Initiatives

- Focus: Local College Interactions





ENGAGE  
COLLEGE  
STUDENTS

## FOCUS: COLLEGE

Deepen engagement with local college students by:

- Hosting student focus group to determine what type of programming, activities, and businesses are missing and how best to share and promote Downtown activities
- Developing messaging specific to students, including available student discounts

### **TIMELINE:**

Q2: Host focus group

Q3: Synthesize responses and develop action plan

Q3/Q4: Implement new programming

**BUDGET:** TBD



PERCEPTION

Use data to strengthen proactive marketing messages that tell the Downtown story to surrounding neighborhoods

GREATER DOWNTOWN

Focus on improving gateway points to Downtown through traditional quality of life improvements and marketing

FOCUS ON DATA-DRIVEN + PROACTIVE MARKETING

The numbers don't lie, and in the case of Downtown Pittsburgh, that's an asset that should be capitalized upon in order to counter lingering perception issues related to public safety and parking. Look for opportunities to incorporate data into proactive marketing messages in every aspect of PDP's work.



## What PDP is already doing

- Downtown Made Easy guide
- Marketing the Park PGH app
- Annual State of Downtown Pittsburgh report
- Coordination on marketing for opening of police substation

FOCUS ON DATA-  
DRIVEN +  
PROACTIVE  
MARKETING

3.

# PERCEPTION

## What's Next?

Use data to strengthen proactive marketing messages that tell the Downtown story to surrounding neighborhoods.

## 2018 Initiatives

- Strategic Communications Committee





PERCEPTION

# STRATEGIC COMMUNICATIONS COMMITTEE

Combat negative perceptions around public safety and parking by engaging key business and community partners to create and implement strategic communications plan.

## **TIMELINE:**

Q1: Convene committee and review stakeholder findings around perception issues

Q2/Q3: Develop plan

Q4: Begin plan implementation

**BUDGET:** TBD



## What PDP is already doing

- Wayfinding
- Marketing and highlighting attractions beyond the Golden Triangle
- Open Streets
- Promoting Healthy Ride
- DATA points include Greater Downtown

FOCUS ON  
DATA-DRIVEN  
+ PROACTIVE  
MARKETING

3.

# GREATER DOWNTOWN

## What's Next?

Focus on improving gateway points to Downtown through traditional quality of life improvements and marketing.

- Define and enhance entrances to the Strip District, Cultural District, etc.
- Explore technology solutions to better connect neighborhoods
- Engage surrounding community development organizations to maximize opportunities



FRAGMENTATION

Reactivate business recruitment and retention task force to capitalize on: momentum from HQ2 pitch and Brookings study

COMMERCIAL  
OFFICE  
ATTRACTION

Reactivate business recruitment and retention task force and explore ways to accentuate the Downtown office ecosystem

TARGET  
BUSINESS  
RECRUITMENT  
EFFORTS TO  
FOCUS ON  
NEXT  
GENERATION

Already a successful business destination, the next opportunity that lies before Downtown Pittsburgh is to attract more tech and creative firms that make up the 21st century innovation economy.



## What PDP is already doing

- Interest in right sizing Boulevard of the Allies
- GAP to the Point alignment
- Paris to Pittsburgh investments
- Business recruitment
- Support Businesses through events and projects

TARGET  
BUSINESS  
RECRUITMENT  
EFFORTS TO  
FOCUS ON NEXT  
GENERATION  
COMPANIES

# FRAGMENTATION

## What's Next?

Reactivate business recruitment and retention task force to capitalize on momentum from HQ2 pitch and Brookings study.

## 2018 Initiatives

- Support Existing Retail
- Diversify Retail offerings





# SUPPORT RETAIL

Support and retain retailers through enhanced small business services and support, such as:

- Producing marketing collateral and opportunities to highlight and benefit downtown retailer
- Growing Small Business Saturday (SBS) campaign to encompass entire holiday season and finding opportunities to replicate throughout year

## **TIMELINE:**

Q1: Survey SBS participants to determine effectiveness of 2017 campaign and ongoing support services

Q2/Q3: Continue efforts to promote and support small businesses through regular PDP programming

Q3: Hold promotional event similar to SBS

Q4: Develop new shopping guide and season-long small business promotions to coincide with PDP's larger holiday marketing campaign

**BUDGET:** \$7,500





*Every aspect of our work reflects our belief in the promise of cities.*

# DIVERSIFY RETAIL

Diversify and enhance retail offerings by:

- Leveraging local makers and producers to curate new retail opportunities
- Redeveloping 604 Liberty Avenue as a Monmade retail store, maker in residence, and developer showcase
- Creating short- and long-term pop-ups in available retail spaces
- Supporting real estate community in marketing/pitching to local, regional, and national brands
- Actively recruit small business into Downtown





*Every aspect of our work reflects our belief in the promise of cities.*

# DIVERSIFY RETAIL

## **TIMELINE:**

### Q1/Q2:

- Finalize design development and operational partners for retail component of 604 Liberty Avenue
- Make final funding requests and complete disposition process for 604 Liberty Avenue

### Q2/Q3:

- Begin construction for 604 Liberty Avenue and pilot 604 Liberty retail model in other storefront opportunities
- Study blank walls and inactive ground floor spaces and determine feasibility of activating with retail use

### Q4: Open 604 Liberty Avenue

Ongoing: Provide data and research to market Downtown retail opportunities and establish pop up retailers as spaces become available

**BUDGET: \$1.5M**



## What PDP is already doing

- Interest in right sizing Boulevard of the Allies
- GAP to the Point alignment
- Paris to Pittsburgh investments
- Business recruitment

TARGET  
BUSINESS  
RECRUITMENT  
EFFORTS TO  
FOCUS ON NEXT  
GENERATION  
COMPANIES

# COMMERCIAL OFFICE ATTRACTION

## What's Next?

Reactivate business recruitment and retention task force and explore ways to accentuate the Downtown office ecosystem.

## 2018 Initiatives

- Tenant Attraction Campaign





*Every aspect of our work reflects our belief in the promise of cities.*

# TENANT ATTRACTION

Develop strategies to capitalize on opportunity to attract more cluster firms (tech, creative, legal, finance) by:

- Convening City, Urban Redevelopment Authority, Allegheny Conference on Community Development, and other officials to formalize plan to prioritize Downtown office attraction strategy
- Establishing new committee with public and private sector real estate partners and leaders
- Developing marketing and branding strategy that empowers real estate community
- Establishing more formalized approach for PDP to aid in location pitches for companies





# TENANT ATTRACTION

## **TIMELINE:**

### **Q1:**

- Meet with ACCD/City to obtain support and prioritize strategy development
- Survey real estate community re: gaps and opportunities

### **2Q18:**

- Convene new committee and use State of Downtown Pittsburgh Report release as public launch of new prioritization of office market
- Engage partners to develop strategic marketing and branding strategy

**Q3-Q4:** Launch marketing and branding strategy and actively target commercial office tenants with key opportunities

**BUDGET:** \$30,000



SMALL AND MIGHTY	THREE RIVERS AND ENDLESS OPPORTUNITIES	PUNCHING ABOVE OUR WEIGHT	BOOMERANG CITY
WORKING HARD	CONSTANTLY MOVING FORWARD	THE GREATEST LITTLE BIG CITY	EVERYTHING CONVERGES HERE
BEST KEPT SECRET	SMALL TOWN FEEL IN A BIG CITY	RESILIENCE	DOWNTOWN FOR ALL
SAFE, AFFORDABLE, AND FUN	DOWNTOWN PITTSBURGH STEELS YOUR HEART	WARM HEART STEEL FOUNDATION	WELCOME HOME THE FUTURE IS HERE

# CONCLUSION

Armed with a strategic framework to guide PDP’s priorities and tactics for 2018, it may be helpful to consider the creation of a larger narrative that can be communicated with every new program or initiative. This message not only helps to tie the organization’s efforts together in a cohesive fashion, but also lays the groundwork for the public to pick up the cheerleading mantle as well.

Over the course of the stakeholder engagement initiative, a resonant story began to emerge around a Downtown that is small and mighty and punches above its weight. It is a city of reinvention, where people who grew up here and moved away for whatever reason eventually decide to return.

To target this next generation of settlers and innovators, a simple greeting may say it all:

**Welcome home. The future is here.**