

# STRATEGIC VISION 2025-2028



# Strategy In Action

Strategy in Action goes beyond planning; it involves actively implementing and adapting strategies in real time. This approach prioritizes collaboration, actionable steps, and measurable outcomes, blending high-level vision with hands-on execution to ensure ideas translate into impactful results.

***THE PITTSBURGH DOWNTOWN  
PARTNERSHIP EXEMPLIFIES  
STRATEGY IN ACTION AS IT  
LEADS THE REVITALIZATION  
OF DOWNTOWN PITTSBURGH.***







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# Introduction

## Leadership, collaboration, and a shared commitment are the driving forces behind the revitalization of Downtown Pittsburgh.

2024 marked a powerful turning point for our city's core, as a groundswell of support from stakeholders of all sizes has ignited bold public and private investment. Together, in 2025 and beyond, we are embracing an ambitious new era, transforming Downtown into a vibrant, inclusive hub for all who live, work, and visit.

As the Downtown master plan took shape, the Pittsburgh Downtown Partnership (PDP) remained deeply engaged, contributing innovative ideas and firm commitments to multiple citywide initiatives. At the same time, our team developed a complementary three-year strategic framework, focused on addressing immediate challenges, maximizing our strengths, and accelerating Downtown's most transformational opportunities.

**For nearly three decades, the PDP has delivered impactful results and led meaningful progress for Downtown Pittsburgh.** Since the establishment of the Business Improvement District (BID) in 1996, the PDP has been synonymous with strategy in action and tangible results. Now, we stand ready once again to lead the charge and deliver on Downtown's immense potential.

Guided by input from the community and over 100 stakeholders—including developers, corporate leaders, and government and nonprofit partners—the PDP has identified three strategic priorities to drive Downtown's evolution:

1. **Core** – Ensuring clean, safe, and welcoming public spaces.
2. **Activation** – Cultivating vibrant, inclusive experiences that draw people Downtown.
3. **Transformation** – Driving economic growth through advocacy and attracting businesses, investment, and innovation.

These priorities form the backbone of a bold vision that blends immediate action with long-term transformation. Together, they ensure Downtown Pittsburgh is dynamic, accessible, and inspiring—a true destination where innovation thrives and people want to be.

"We get stuff done" has never been more true. Through the PDP's 2025-2028 strategic vision, we are strengthening our leadership role to foster a cleaner, safer, and more inclusive Downtown. At the same time, we are embracing ambitious transformation work that will drive growth and success for years to come.

**Downtown Pittsburgh is at a pivotal moment.** A thriving Downtown is vital to our region's economic prosperity and civic pride. Now is the time for bold leadership, collaboration, and action. The PDP is proud to stand alongside our partners to show the world how Pittsburgh can once again serve as a model for revitalized urban centers.

The next renaissance for Downtown Pittsburgh is here—and the PDP is ready to lead the way.



**Jeremy Waldrup**  
President & CEO



**Shannon Baker**  
Board Chair



## Our Mission

Leading Downtown's transformation with innovative programs that drive growth, vibrancy, and engagement.

## Our Vision

Downtown Pittsburgh will lead the region as the dynamic center where visitors play, workers thrive, and residents proudly call home.

## Our Values

- Service
- Leadership
- Innovation
- Community
- Engagement

# Stakeholder Engagement

## METHODOLOGY

Throughout 2024, the PDP conducted an exhaustive listening tour to understand which pieces of its varied work are most critical to the success of Downtown. This process also explored where PDP should lead or support efforts underway to enhance impact. The listening tour was executed in four phases:

### Phase 1

PDP engaged in individual and small-group conversations and ideation sessions with regional leaders in government, academia, real estate development, nonprofit sectors, property and business owners as well as PDP board members and staff.

### Phase 2

Listening sessions continued with corporate and philanthropic leaders. Findings from the initial phase informed these discussions which focused on aligning funding strategies with programmatic priorities.

### Phase 3

PDP contributed to and reviewed the downtown revitalization plans of its partners to identify opportunities that would maximize the impact of its own initiatives.

### Phase 4

PDP engaged industry expert consultants to evaluate its current programs and identify opportunities for improvements and make recommendations for new initiatives aligned with its mission.

## FEEDBACK

After several months of dialogue and consideration, there was near consensus across the stakeholder groups interviewed that PDP is an organization with recognized strengths in Leadership, On-street Services (Clean & Safe) and Programming (Events). Stakeholders universally want to see more Clean and Safe work as well as a continued focus on programming.

Most stakeholders interviewed saw an opportunity and a need for PDP to grow its leadership into new areas. Street Level Activation was consistently identified as one of these areas. Broadly, Street Level Activation includes programs within the public realm and ground floor activation, such as retail

strategy (tenant recruitment and retention), light infrastructure and mobility (i.e. bike lanes and wayfinding), and streetscape beautification (planters and artwork).

Lastly, the economic health and well-being of the Downtown is highly dependent upon assessments on commercial office buildings and contributions from professional business services tenants. The PDP should be positioned to lead through data and advocacy efforts to help reshape Downtown Pittsburgh into a neighborhood that will thrive in the coming decade. Stakeholders believed PDP should develop programs to advocate and implement initiatives in these areas, and develop metrics of success in

conjunction with related stakeholders. PDP should also hold itself accountable through regular and consistent communication around progress in each initiative.

Overall, the consensus was that PDP should sharpen its focus and lead in four strategic areas to maximize impact and build a stronger, more resilient, welcoming community for residents, workers, and visitors. These four areas are:

- 1. Clean and Safe Streets**
- 2. Vibrant Spaces**
- 3. Engaging Experiences**
- 4. Economic Growth**

# Strategy In Action

## STRATEGIC TIERS

Considering the input from all stakeholders, the PDP has structured its 2025-2028 strategic vision into three tiers, four key focus areas, and fundamental principles. This approach capitalizes on PDP's strengths and accelerates growth opportunities: The strategic tiers are: Core, Activation, and Transformation.

### CORE

This work is foundational to accomplishing PDP's mission, enabling all other goals and initiatives to succeed. The focus of this tier is to deliver well-maintained public spaces, provide hospitality to visitors, and offer outreach services to those in need, creating a welcoming, **clean and safe** environment for all.

### ACTIVATION

The focus of this tier is to create **vibrant spaces** full of art, culture, and community, while activating downtown parks with **engaging experiences** to foster community, safety, and belonging.

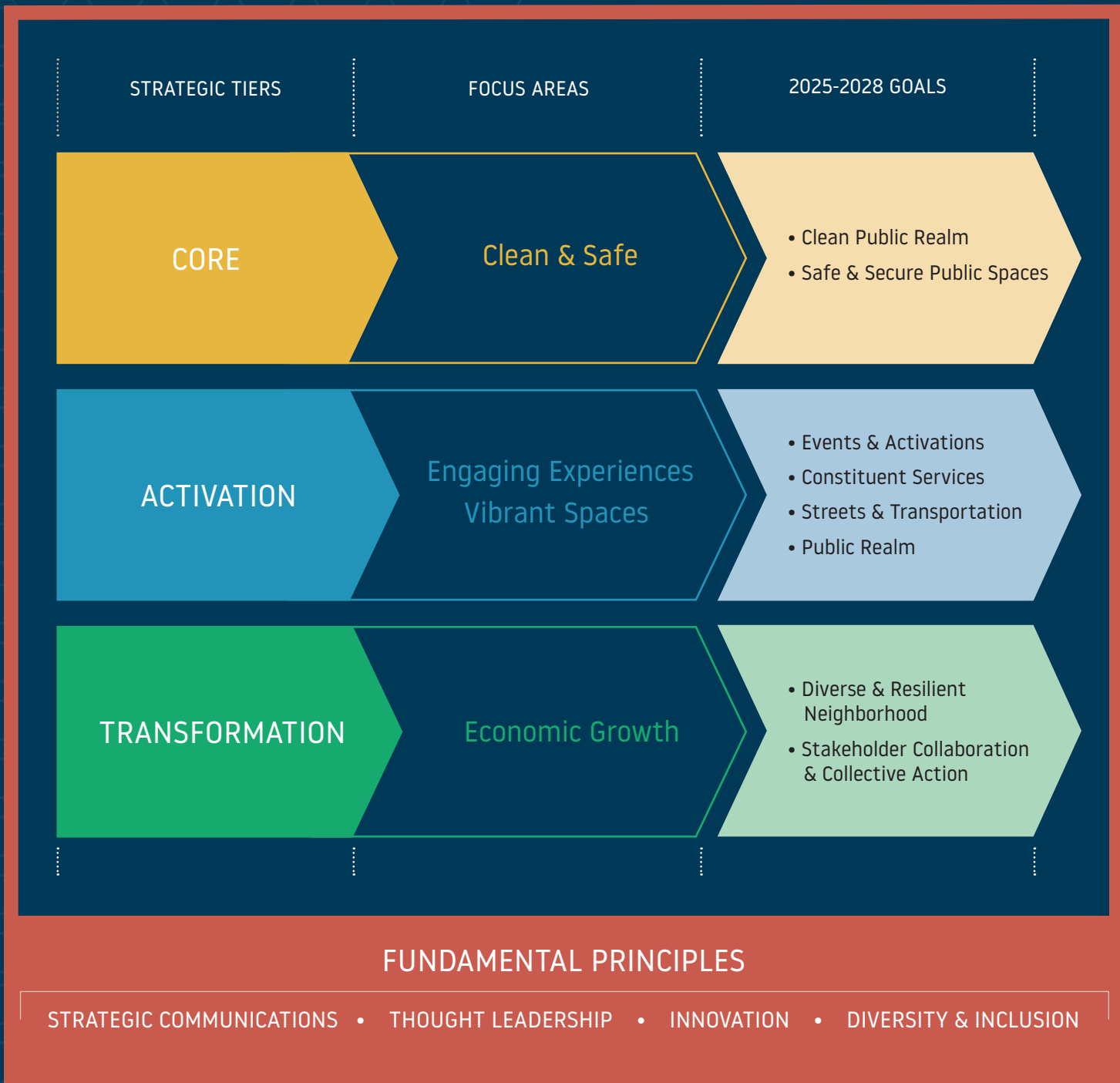
### TRANSFORMATION

Work in this tier will accelerate Downtown Pittsburgh's **economic growth** shaping it into a vibrant, economically diverse district by attracting investment, and using data-driven advocacy and collaborative stakeholder engagement.

## FUNDAMENTAL PRINCIPLES

Each of the tiers are influenced and supported by the Fundamental Principles of **Strategic Communications, Thought Leadership, Innovation, and Diversity & Inclusion**. These principles influence the actions taken by the PDP in implementing and executing all of its work.

# STRATEGY IN ACTION





## CORE TIER

Deliver well-maintained public spaces, provide hospitality to visitors, and offer outreach services to the unhoused, creating a welcoming, CLEAN AND SAFE environment for all.

### Clean Public Realm

Invest in and foster a clean and welcoming atmosphere that enhances quality of life and promotes a vibrant and attractive Downtown.

#### GOALS

1. Optimize clean team staffing for efficiency and impact.
2. Secure long-term funding for these essential services.
3. Expand inclusive workforce development programs.
4. Innovate services for a clean, welcoming Downtown.

#### SUCCESS MEASURES

Secure long-term funding sources to ensure the sustainability of clean, outreach, and hospitality programs.

### Safe & Secure Public Spaces

Foster a sense of security and belonging where all residents, employees, and visitors feel protected and supported.

#### GOALS

1. Continue strong collaboration with public agencies.
2. Optimize outreach program through staff structure and funding.
3. Support and advance youth engagement programs.

#### SUCCESS MEASURES

Continuous improvement in the public's perception of cleanliness and safety reflected in bi-annual surveys and supported by positive community feedback highlighting Downtown Pittsburgh as a clean and safe environment.



# ACTIVATION TIER

Create VIBRANT SPACES full of art, culture, and community, while activating downtown parks with ENGAGING EXPERIENCES to foster community, safety, and belonging.

## Events & Activations

Contribute to the vibrancy of Downtown Pittsburgh through the creation of memorable experiences through large-scale festivals and everyday activations that create a sense of community and attract diverse audiences.

### GOALS

1. Produce four large-scale festivals annually.
2. Develop sustainable event funding models.
3. Curate a robust event calendar through diverse partnerships
4. Evaluate effectiveness of programming

### SUCCESS MEASURES

Downtown public spaces will remain vibrant year-round through hosting *at least 300 daily activations and four large-scale festivals* spanning all four seasons.

## Constituent Services

Strengthen connections, support local business, and coalesce stakeholders to advocate for and build a stronger Downtown.

### GOALS

1. Enhance member connections.
2. Promote local business awareness.
3. Support stakeholder engagement.
4. Regularly convene and survey stakeholders.

### SUCCESS MEASURES

Achieve 10% annual growth in individual and corporate membership and sponsorships, strengthening community and financial support for Downtown initiatives.





# ACTIVATION TIER

## Streets & Transportation

Promote the design of streets that prioritize multi-modal transportation and a welcoming pedestrian experience.

### GOALS

1. *Implement Downtown Mobility Plan priorities.*
2. *Promote non-single occupancy vehicle (SOV) commuting and affordable parking for service workers.*
3. *Develop mobility communication, outreach, and maintenance strategies.*

### SUCCESS MEASURES

Advance design and construction of four major streetscape and park improvements, ensuring pedestrian-oriented experience optimized for visitors, customers and residents.

## Public Realm

Create beautiful, inviting streets and public spaces that foster community and support the needs of a diverse neighborhood.

### GOALS

1. *Advance Market Square and Gateway redesign.*
2. *Integrate diverse public art and lighting.*
3. *Expand greenery, reducing blight.*
4. *Enhance streetscapes with pedestrian-oriented design.*
5. *Preserve vibrant outdoor dining district.*
6. *Advocate for accessible, beautiful spaces.*

### SUCCESS MEASURES

Install 10 major public art pieces and expand landscaping elements by 20%, making Downtown more welcoming and reducing blight.



# TRANSFORMATION TIER

Accelerate Downtown Pittsburgh's **ECONOMIC GROWTH** by leading data-driven advocacy and collaborative stakeholder engagement to promote a vibrant, economically diverse, and resilient neighborhood.

## Diverse & Resilient Neighborhood

Encourage the development of office-to-residential conversions, a wide variety of restaurants and retailers, and an optimal balance of office real estate that creates a more resilient and economically diverse neighborhood.

### GOALS

1. *Promote office-to-residential conversions.*
2. *Build tenant engagement campaign to encourage lease renewals.*
3. *Recruit non-traditional users to existing office space.*
4. *Implement retail strategy, activating vacant storefronts with diverse offerings.*

### SUCCESS MEASURES

Programs and advocacy efforts will support the realignment of Downtown real estate by doubling residential square footage to increase the population to 15,000 and increasing retail occupancy by 10% within the next decade.

## Stakeholder Collaboration & Collective Action

Lead collective action and advocacy efforts for policies and programs that incentivize new development, enhance Downtown safety and vibrancy, and drive Downtown revitalization through collaborative efforts and data-driven strategies.

### GOALS

1. *Convene Stakeholders to ensure cohesive and coordinated efforts.*
2. *Develop advocacy agenda supporting Downtown growth.*

### SUCCESS MEASURES

Implementation of an advocacy agenda that includes four market data information sessions per year, providing specific points of engagement for the Board and stakeholders to support this work.





# FUNDAMENTAL PRINCIPLES

These principles serve as a guiding framework, supporting all the actions taken by PDP to implement its strategic plan and execute on its goals. By including these fundamental principles into every action and decision, PDP reinforces its commitment to the Mission, Vision, and Values guiding the organization.

## Strategic Communications

A comprehensive strategic communications approach supports the visibility and implementation of the PDP strategic plan and establishes a cohesive narrative that positions each goal as essential to advancing the PDP's mission. By owning the narrative and leveraging storytelling, the PDP will influence public perception and reinforce its leadership position in Downtown Pittsburgh's revitalization.

## Thought Leadership

PDP is a trusted expert and authority in Downtown Pittsburgh, providing valuable research, data and insights, guidance, and expertise that help shape and advance Downtown's revitalization and influence stakeholder perceptions.

## Innovation

PDP is an innovator in place management efforts, using stakeholder engagement and best practice research to provide creative solutions that support the cultivation of a welcoming and resilient neighborhood.

## Diversity & Inclusion

The PDP creates a welcoming neighborhood for all visitors, workers, and residents by ensuring that initiatives across all pillars promote diversity, equitable access, and inclusive opportunities.





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