



PITTSBURGH  
DOWNTOWN  

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PARTNERSHIP

**Final**

**2009 BUSINESS PLAN**

*Celebrating our 15<sup>th</sup> Anniversary*

**Adopted November 13, 2008**

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## EXECUTIVE SUMMARY

Despite a slowing economy, Downtown Pittsburgh continued to have success in 2008. The arrival of UPMC and announcement of Equitable Resources headquarters solidified Downtown's position as the regional office address. The long awaited arena groundbreaking; construction of the casino; new ownership of the Union Trust Building; the opening of the Grant Street Transportation Center; and the Point Park University Master Plan are all evidence of Downtown's continued positive growth and evolution.

The PDP continued to play a role in maintaining the Downtown momentum. The reactivation of Market Square and the activation of Downtown streets through Paris to Pittsburgh; the completion of a Retail Market Analysis; improved operation of our Clean and Safe program under the management of Block by Block; the removal of buses from Market Square; participation in the Port Authority Transit Development Plan and preparation for a pending transit shutdown; continued aggressive public relations; the Downtown Living Initiative; and strong foundation and sponsorship advanced the PDP vision of a robust and compelling Downtown.

**Over \$4 billion dollars of  
private and public investment is currently happening  
in Downtown Pittsburgh**

New opportunities in 2009 include the expected openings of 3 PNC; the Casino; Market and Fifth; the new YMCA; Piatt Place; and the continued greening of Downtown. To reinforce these opportunities the PDP will ensure Downtown is clean and feels safe and survey our stakeholders regarding the effectiveness of our core programs. The PDP will bring direct funding to spur private investment Downtown by targeting Paris to Pittsburgh, Vacant Upper Floors and retail development activities along Smithfield Street, Fifth Avenue, Sixth Street and Market Square. The PDP will characterize parking needs associated with retail, office and further residential development; improve bus routing through Downtown as part of the Port Authority Transit Plan and further alternative transportation options.

In 2009, the PDP will deliver its comprehensive marketing message through public relations and a strategic advertising campaign promoting retail, office and residential development.

**To reinforce these opportunities the PDP  
will ensure Downtown is clean and feels safe**

In 2009 the PDP will secure funding and begin the preparation of a new Downtown Plan; develop sustainable programming for Market Square and begin the process to review the BID assessment methodology with an eye on BID renewal in 2011. The credit crisis and expected economic slow down will make the coming year challenging for the PDP to secure funding to support the continued good work of the organization in 2009 and beyond.

The PDP is a mature, visible and innovative leader in Pittsburgh's urban development. The PDP will serve its constituency by allocating resources and maximize stakeholder return on investment. The 2009 PDP Business Plan is aggressive, timely and filled with value for Downtown and the entire region.

## OVERVIEW

### Vision

Downtown Pittsburgh is one of America's great urban centers.

### Mission

The Pittsburgh Downtown Partnership provides dynamic leadership and a consistent voice to improve the vitality of Downtown through enhanced services, advocacy, collaboration and marketing.

### Strategic Initiatives

The PDP actively pursues four Strategic Initiatives in partnership with other organizations and the community:

- A **Clean and Safe** strategy to maintain and promote an inviting Downtown experience
- An **Advocacy and Public Policy** strategy to encourage the adoption of governmental policies, tools, guidelines, and incentives to support the realization of Downtown's full potential;
- A **Transportation and Parking** strategy to address issues that strengthen the ability to access the Downtown offering employment, living, culture, shopping, entertainment and outdoor recreation opportunities; and
- A **Housing and Economic Development** strategy to increase the livability of Downtown, generate jobs and economic vitality supportive of existing and new residential and commercial activity.

### Funding

The PDP has five main funding sources to support its initiatives. First, as the management entity for Downtown's BID, the PDP receives funding from **assessments** paid by Downtown property owners. Under its agreement with the City of Pittsburgh to manage BID activities, the PDP provides marketing efforts for Downtown and oversees the implementation of enhanced public services, which include a clean and safe program and street/infrastructure maintenance. Second, as a **membership** organization, it receives dues from voluntary members throughout the community who want to invest in the future of Downtown. Third, through the support of **foundations**, the PDP advances the Downtown vision through important project specific activities. Fourth, the PDP receives **government grants** and, fifth, through **earnings** from advertising, fees and sponsorships.

### Partners

The PDP works with a range of organizations to deliver its vision of Downtown. Partners include government agencies and neighborhood associations, as well as business, community, civic, and cultural organizations.

## 2009 STRATEGIES AND ACTIONS

To be successful, the delivery of real value to our property owners and members must be a priority for the Board of Directors and staff throughout 2009. The action items will require a high degree of organizational focus, the strategic use of resources and the nurturing of key partnerships.

### Clean and Safe

**Strategic Direction:** *Deliver high quality and cost-effective clean and safe services to maintain Downtown as a visually attractive destination and enhance its perception as a safe place and regional asset that attracts people and investment.*

#### Priority Action Items

- Increase the effectiveness of the Safety Ambassador program by the first quarter of 2009.
- Evaluate the BID Stakeholders' perceived value of the Safety Ambassador program in 2009, (through periodic surveying throughout the year), so the PDP can make an informed decision about the continuation of the program.
- Enhance the level of service of the Clean Team through the use of new equipment. Increase hours of power washing by 10%; remove 10% more graffiti on private property and public infrastructure; and encourage businesses to do their part to keep Downtown clean.
- Investigate and develop a comprehensive anti-litter program including enforcement, ordinance review, Clean Team deployment levels, more equipment and a compelling and sustainable marketing message. Secure program funding through the Hillman and Colcom Foundations to make a dramatic improvement in the cleanliness of Downtown.

#### Action Items

- Utilize the expertise of the PDP Clean and Safe Committee to discuss and take action on all issues associated with keeping Downtown clean and safe.
- Negotiate a new understanding with the City of Pittsburgh regarding basic levels of city service in Downtown. Work with the city to assure they do their part regarding such issues as graffiti, alleys, dumpsters, rodent control, police services and panhandling enforcement.
- Partner with the County DA, City of Pittsburgh Police Department, Cultural Trust, Point Park University, Port Authority Police, private building security and others to align agendas, leverage resources and improve Downtown safety.
- Work with the City of Pittsburgh Police Department and other Downtown stakeholders to locate a police substation Downtown.
- Maintain ongoing and effective dialogue with key social service agencies regarding homeless, mental health, drug addiction and panhandling issues that affect Downtown.

## Advocacy and Public Policy

**Strategic Direction:** *Engage the PDP membership and Board, community leaders and our elected officials in advocating and promoting important Downtown policy issues and support for legislative and capital requests advantageous to Downtown.*

### **Priority Action Items**

- Develop an Affordable Housing policy for PDP Board adoption in 2009.
- Develop a position on lowering the parking tax or using the revenues to support parking in other ways. The current tax is 40% and is scheduled to be lowered to 37.5% in 2009 and to 35% in 2010.
- Use the Board and staff to effectively advocate for local, state, and federal actions which are critical to the success of other priority action items.

### **Action Item**

- Through a PDP Policy Task Force, complete research on critical Downtown policy issues and educate the PDP Board. Secure consensus and advance a position as necessary. (If a consensus is not reached, do not establish a PDP position).
- Call attention to original intent and missed opportunity regarding the proposed convention center hotel and support VisitPittsburgh to build the missing 500 room Convention Center hotel.

## Transportation and Parking

**Strategic Direction:** *In partnership with the City of Pittsburgh and others, continue to advocate for efficient, safe and comprehensive transportation and parking options as necessary to further the growth of Downtown.*

### **Priority Action Items**

- Continue to advocate for the adopted PDP Guiding Principles to be incorporated into the final Transit Development Plan in 2009. Identify appropriate action items from the Transit Plan for the PDP to advance in late 2009 and beyond.
- Complete the necessary research to characterize the current parking situation, identify and prioritize parking needs to support current and future office, retail and residential development in Downtown Pittsburgh, educate public officials, civic leaders, and citizens about the priorities, and encourage the City of Pittsburgh to complete a detailed parking management plan as part of their upcoming comprehensive planning efforts.

### **Action Items**

- Continue to mitigate the impact of the construction of the North Shore Connector and other major Downtown projects.
- Re-survey Downtown employee transportation needs and benchmark against the 2003 Downtown Employees Transportation Needs Assessment as part of the Downtown Plan.
- Improve Downtown Circulation by working with the City of Pittsburgh to: prohibit left turns from east bound Sixth Avenue to Smithfield Street; remove all no-parking street signs associated with rush hour traffic after buses have been removed; explore the feasibility of allowing bicycles to use the bus only lanes on Downtown Streets; and encourage increased pedestrian safety throughout Downtown.
- Investigate new parking opportunities for Downtown associated with the convenient connection to be provided by the expanded “T” from the North Shore, through Downtown to Station Square.
- Provide parking and transportation support for the new PDP retail strategy including parking validation, free parking, valet services, enhanced parking reservation system and investigate necessary bus re-routing.
- By the first quarter of 2009, request free parking on Saturdays during the holiday season.
- Work with the City Traffic Engineer and support funding and installation of the Downtown Traffic Signal plan and upgrade 22 Downtown intersections utilizing TIP funding for implementation in 2010.

## **Economic Development**

### **Housing**

**Strategic Direction:** *Generate new Downtown investment by stimulating interest to retain, expand and recruit new residential development.*

#### **Priority Action Items**

- Implement the Vacant Upper Floors Loan Fund and close four loans (\$2,000,000) in 2009 to develop 40 units of new housing Downtown. Target areas of Downtown already experiencing housing development to build critical mass.
- Enhance the PDP Downtown Living website.
- Develop compelling research and educate the broader real estate community including developers, mortgage broker, appraisers, realtors and homebuyers regarding the value/success of Downtown housing.
- Engage the existing Downtown residential community and communicate directly with them through a residential e-newsletter to package amenities and enhance their Downtown living experience.

- Package and utilize the new condo tax abatement program and existing federal programs to engage the development community and increase the number of home-buyers by targeting empty-nesters for condo units and young professionals for rental housing in 2009.

### **Action Items**

- Utilize the Downtown Housing Working Group and maintain close relationships with brokers, property managers, lenders and appraisers to increase the development of more Downtown housing.
- Develop, submit and secure foundation funding for a new three-year (2010 – 2012) downtown residential program to encourage increased downtown housing development.
- Integrate neighborhood amenities such as Point State Park, grocery store, Harris Theater, wi-fi, car sharing and Market Square to reinforce the attraction of downtown living and encourage the development of *new* amenities in downtown such as an off-leash dog park, bookstore, playground and elementary school.

## **Market Square**

**Strategic Direction:** *In partnership with the City of Pittsburgh, continue focused staff time and resources to establish Market Square as a Downtown destination.*

### **Priority Action Items**

- In partnership with the URA, reconstruct Market Square and represent the interests of the Market Square merchants and property owners, new investors and property owners just beyond Market Square.
- Develop and secure funding for an aggressive programming schedule for 2010 to celebrate the opening of the new Market Square.

### **Action Items**

- Present a limited set of events in 2009 to maintain the positive Market Square momentum in partnership with other organizations working around the construction schedule.
- Work with Market Square merchants and property owners to establish a system to generate local revenue by the fourth quarter to cover the cost of going-forward Market Square promotions and caretaker position.
- Develop a detailed MOU with the Citiparks and DPW identifying the role, responsibilities and range of PDP authority to manage Market Square following reconstruction.

## **Commercial**

**Strategic Direction:** *Generate new Downtown investment by stimulating interest to retain, expand and recruit new commercial development. Focus on critical districts Downtown including Market Square, Sixth Street and Fifth Avenue and Smithfield Streets.*

### **Priority Action Items**

Implement a retail redevelopment and marketing strategy with an initial focus on Fifth Avenue between Liberty Avenue to Grant Street and on Smithfield from Seventh Avenue to Fourth Avenue. Leverage Saks, Macy's, Capital Grille and the new Fairmont Hotel as anchors to target national and regional retail identified in the recently completed MJB report. Once we get traction – management, streetscape, property inventory, mapping, building property owner relationships – expand the retail zone.

- Complete 15 façade/streetscape enhancements through Paris to Pittsburgh resulting in a high-level of design and increased street activation. Target specific areas including Sixth Street, Market Square and Fifth Avenue and Smithfield Streets to support the PDP retail and housing strategy.
- Develop and implement an Office Retention and Recruitment Strategy. Identify critical amenities to reinforce Downtown as the best office address. Include such amenities as redundant broadband, multiple power grids, proximity, riverfront trails, Point State Park, wifi, car sharing, arts and culture, sports and entertainment all providing a very unique office experience.

## **Marketing**

**Strategic Direction:** *To be the central marketing resource for the organization and its departments by ensuring consistent crafting and delivery of key messages, producing effective collateral materials and coordinating successful events to position Downtown in a positive way.*

### **Priority Action Items**

- Aggressively market the benefits of working Downtown to enhance the **Office Retention and Recruitment** efforts. Utilize promotion, advertising and events such as a property tour, employee appreciation, new high-profile office openings or building owner forum to highlight positive office activity. Develop an aggressive brand to promote the Downtown office market.
- Implement strategic retail promotions in conjunction with the PDP **Retail Strategy** and package a menu of unique experiences for the Downtown customer, i.e., shopping, arts and culture, dining, outdoor recreation, and romance to attract more people Downtown to shop.
- Produce successful events for Downtown including the Annual Meeting, Walk and Dine, Realtor Downtown Tour, Living Exposed Gallery Crawl and Holiday/Light Up Night to attract and retain people to Downtown.
- Transition website data to Geocentric and launch an improved PDP website by the end of the first quarter of 2009. Launch with enhanced functionality – event calendar, searchable database, and GIS mapping while maintaining the current PDP brand identity.

### **Action Items**

- Aggressively market current Downtown **Transportation and Parking** initiatives. Include critical construction mitigation, alternative transportation, \$5 weekend parking rates and the PDP parking space reservation program.
- Produce a series of consistent collateral materials including: *The Ultimate Shop and Dine Guide, Downtown Made Easy Guide, Investment Board, Resident Resource Guide, Holiday Guide and Light up Night brochure* and others as necessary.
- Celebrate the 15<sup>th</sup> anniversary of the PDP throughout the year including brand elements, advertising, events and communications.
- Utilize our new e-survey function through C-Vent to measure the effectiveness of PDP programs including Clean and Safe, housing, office and business investment message and ongoing organization performance /satisfaction levels with stakeholders.
- Use the PDP website and weekly and monthly e-newsletters as key communication tools for Downtown stakeholders. Proactively monitor website activity and continue upgrades to improve user functionality and value.
- Coordinate a single membership event and ongoing PDP press conferences throughout the year.
- Investigate the appropriate role for the PDP to assure the continued operation of the Three Rivers Arts Festival and the Macy's Holiday Parade in Downtown Pittsburgh for 2010 and beyond.

## **Administration, Membership and Fundraising**

**Strategic Direction:** *Enhance the financial sustainability and organizational flexibility of the PDP to carry out its mission and advance the vision of a "Downtown Pittsburgh as one of America's great urban centers".*

### **Priority Action Items**

- Establish a PDP Membership Task Force and raise \$200,000 from investors in the PDP by retaining 90% of our investors in 2009 and strategically attracting new investors (a 10% increase).
- Review the organization's needs and negotiate a new lease either in our current location or a new central location.
- Secure final funding and work closely with the City of Pittsburgh Department of Planning to prepare a new Downtown Plan.
- Aggressively pursue \$94,000 in sponsorship of PDP products in 2009. Continue to refine and distribute a comprehensive, multi-year sponsorship strategy in August 2009 to secure next year sponsorship support.
- Submit a request to DCED for up to \$500,000 annually through the Neighborhood Partnership Program. The application is due November 1, 2009 for delivery in February 2010. Identify private sector partner(s), develop an MOU and submit the DCED application.

- Secure foundation funding to complete a study of the BID assessment methodology, cost and benefit and BID geography and begin the study by the 3<sup>rd</sup> quarter of 2009. Implement the study recommendations as part of the BID renewal process in 2011.

### **Action Items**

- Secure new Foundation funding to deliver specific projects aligned with the mission of the PDP and consistent with the PDP business plan.
- Resolve any outstanding issues identified in last year's audit report and be prepared with all necessary information for submission in the new IRS Form 990.
- Identify funding sources for a 3-year retail strategy and the preparation of a new Downtown Plan.
- Investigate other potential sustainable funding sources including contract for service opportunities and corporate, City, State and Federal funding.
- Through the Board Advancement Task Force to review needs of the PDP and make recommendations regarding enhancements to the Board of Directors, Executive Committee and Officers over the next three years.
- Identify a sustainable strategy for the PDP to grow as the Downtown CDC to implement the new Downtown Plan recommendations and enhance the quality of services it provides to Downtown stakeholders.

## RESOURCE REQUIREMENTS

The Pittsburgh Downtown Partnership assigns staff resources based on the requirements of the annual business plan. In order to maximize the effectiveness of the total resource mix, a percentage of certain staff may be assigned to PDP, TMA or BID in any given year.

### **President and CEO**

The President of the Downtown Pittsburgh Partnership is responsible for the fiscal health, program development, staff management, and accountability of the organization. The President will ensure that all requirements of the BID are fulfilled in a timely and professional manner. The President will provide management guidance to the Board of Directors, BID Committee and designated task forces. The President will lead in the development of this comprehensive Annual Business Plan for the entire organization.

### **Finance Director**

The Finance Director is responsible for the daily accounting functions of the PDP, maintaining all accounting records, reconciling bank account and records on a monthly basis, producing quarterly financial statements and for filing all needed payroll or other corporate reports. Normal procedures include the accounts payable requisition process, payroll, accounts receivable, and the system's record keeping process. The Director also serves as the computer network administrator including troubleshooting, problem solving and general upkeep of the organization's operating network.

### **V.P. of Marketing and Communications**

The V.P. of Marketing and Communications develops and implements the annual marketing plan, oversees the development and production of advertising and promotional materials, coordinates media activities, supports events and directs market research activities. The V.P. of Marketing promotes Downtown and the organization's activities within the community, working closely with the President to generate positive public relations stories about the work of the PDP/BID and the health of Downtown.

### **V.P. of Transportation and Parking**

The V.P. of Transportation and Parking will be responsible for the management of the TMA and parking issues associated with Downtown Pittsburgh. The V.P. of Transportation is responsible for the planning, development, and implementation of all activities and initiatives associated with transportation and parking.

### **V.P. of Housing and Economic Development**

The V.P. of Housing and Development will provide day-to-day administration of housing development and office retention, expansion and recruitment and the advancement of the Fifth and Market District. The V.P. of Housing and Development will work closely with the PDP President on defined projects that further the development of Downtown Pittsburgh, as well as long-term relationship building to affect local residential and commercial real estate professional interaction with Downtown opportunities and challenges.

**Economic Development Manager**

The Economic Development Specialist is responsible for all aspects of the Paris to Pittsburgh grant program, an effective PDP retail retention, expansion and recruitment strategy and support for all PDP economic development activity. The Economic Development Manager will report to the PDP President and CEO and work closely with the VP of Housing and Economic Development on the Vacant Upper Floors and housing efforts.

**Manager of e-Marketing and Promotions**

The Manager is responsible for all aspects of coordination, facilitation and content management of the PDP web site and production and distribution of the PDP electronic newsletter. The Manager will complete all promotional work to advance the PDP marketing action items including assistance with Market Square, retail promotions, events and collateral material.

**Program and Event Manager**

The Program and Event Manager is responsible for the implementation of PDP adopted strategy to revitalize Market Square and provide Downtown-wide event support at the direction of the Marketing Department including the day-to-day programming and operations of Market Square and ongoing event support for the annual series of PDP Downtown events administered through the PDP Marketing Department. The Manager reports directly to the VP of Housing and Economic Development.

**Receptionist/Administrative Assistant**

The Receptionist/Administrative Assistant is responsible to greet visitors; answer incoming calls; manage organization mail; type correspondence as required; set up meetings; organize Board and Executive Committee meetings, assemble and send out Board packets; order office supplies, pop, and coffee; help the marketing personnel with special events; manage the online parking reservations system; record all incoming checks in the Check Log; send out membership reminder letters quarterly; enter membership data in the database and on a membership spreadsheet; and send thank you letters to renewing and new members.

**Contract Staff, Consultants and Interns**

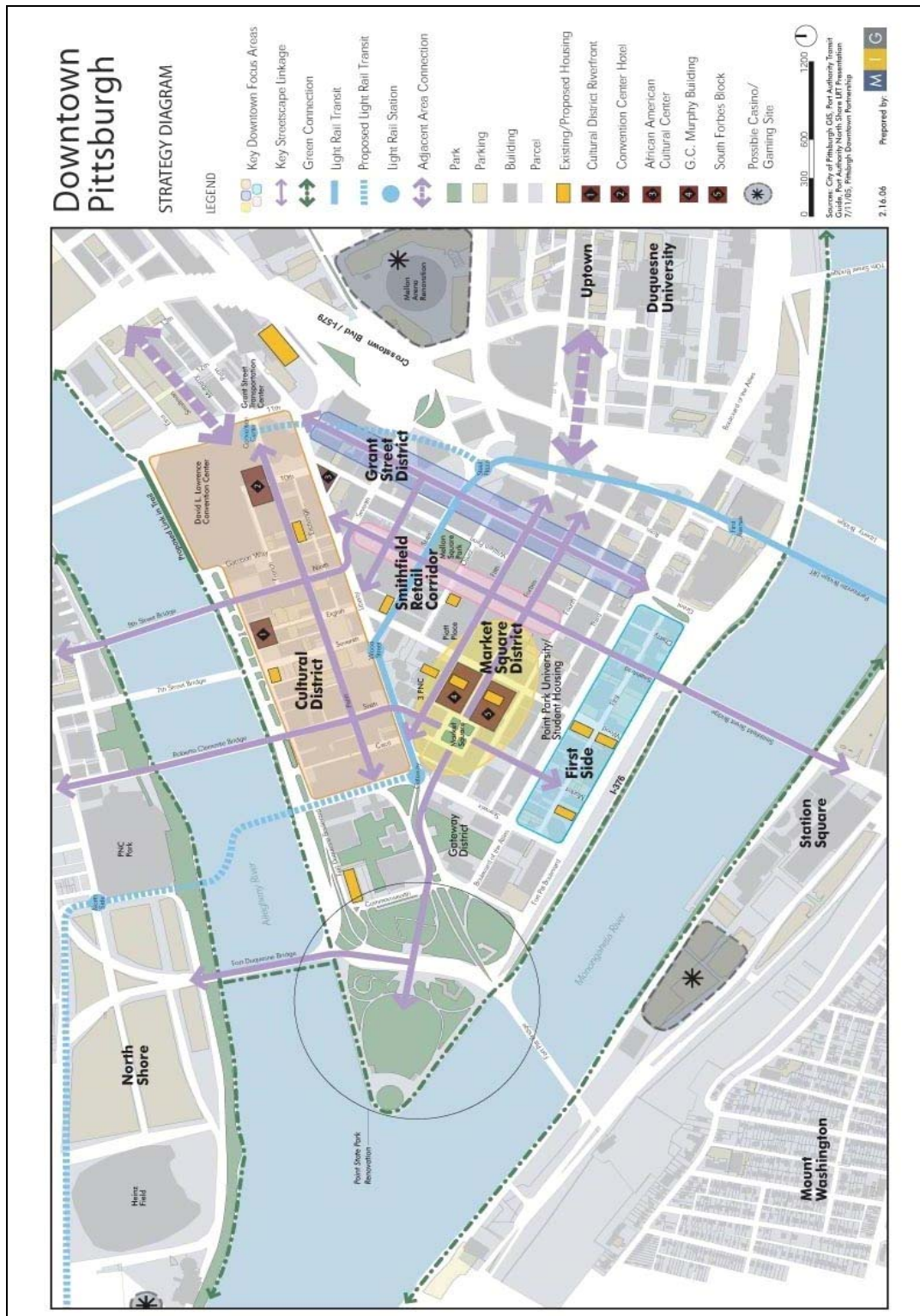
Contract staff may be used if the PDP cannot afford adequate staff, work requirements do not require a full-time employee, or peak workloads demand short-term assistance. Contract staff may also be used for specialized services such as security and maintenance. Where special expertise is required, consultants will be used as an appropriate alternative to staff resources.

## 2009 PDP Staff Allocation

The following chart represents the percentage *of time* allocated to PDP activities for each staff resource described above.

<b>2009 Staff Salary and Benefits Allocation</b>						
	<b>Operations</b>	<b>Eco. Dev.</b>	<b>Housing</b>	<b>Transportation</b>	<b>Marketing</b>	<b>Admin.</b>
President and CEO	25%	25%	5%	15%	10%	20%
Finance Director	10%	10%	15%	15%	15%	35%
VP of Marketing and Communications					100%	
VP of Transportation and Parking				100%		
VP of Housing and Economic Development		20%	80%			
Economic Development Specialist		80%	20%			
Manager of E-Marketing and Promotions					100%	
Program and Event Manager		20%	50%		30%	
Receptionist and Administrative Assistant	10%	10%	15%	15%	10%	40%

# Strategic Plan Graphic



## **(2009 PDP Budget)**

## **(2009 BID BUDGET SUMMARY)**