



THE OFFICE OF THE MAYOR-ELECT
BUILDING A NEW PITTSBURGH

SUBCOMMITTEE REPORT

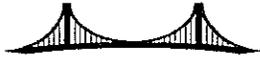
Subcommittee Name	Arts, Culture & Tourism (Economic Development) #1
Subcommittee Chairperson	David Pankratz
Title of recommendation	Re-Branding Pittsburgh to the World (and Ourselves)
Describe the recommendation	This would create and launch a national communications campaign showcasing Pittsburgh: a) as a top living, working, tourism, and retirement destination with world-class cultural offerings, a favorable standard of living, and a growing community of creative entrepreneurs and adventurous thinkers, and b) as an area that honors its industrial past and high-tech future, welcomes LGBT communities, and embraces weirdness (in, e.g., a giant rubber duck, corpse plant, and yarn-bombed bridge)
Immediate or long term?	Long-term, with many immediate steps to take
How will this address our challenges or reach our goals?	It will dispel Pittsburgh's persistent image as a dirty, undesirable steel town, grow the population, and attract and retain individuals whose spending will collectively promote innovation, support cultural institutions, create jobs in local businesses, and generate tax revenues
What are the obstacles to implementation?	Integrating multiple campaign messages, overcoming persistent images of Pittsburgh, prejudice toward some communities, and maintaining campaign momentum
Who needs to be involved?	The Mayor and his chief of staff, Visit Pittsburgh, representatives from our cultural, economic, and livability communities, a major marketing/advertising company, and a publicist with national/international press contacts
What city resources need to be invested?	Start-up funds, ongoing implementation funds, and staff time
What will be different if the recommendation is adopted?	1. a new way for Pittsburghers to think of themselves 2. a new contingent of visitors and residents investing in our city, leading to significant economic impact
Describe any background materials that you consulted	www.keeapaustinweird.com www.iloveny.com www.visitcalifornia.com www.philadelphiagaytourism.com
Have other cities implemented this recommendation?	Austin, Portland, New York City, Toronto, and Philadelphia
Are there any other considerations?	Many communications campaigns by cities focus only on tourism. Pittsburgh's campaign would also focus on rehabilitating its image and attracting permanent residents.



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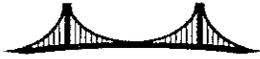
Subcommittee Name	Arts, Culture & Tourism (Economic Development) #2
Subcommittee Chairperson	David Pankratz
Title of recommendation	Creative Placemaking to Revitalize Our Neighborhoods
Describe the recommendation	This would foster initiatives to re-purpose our neighborhoods' under-utilized buildings and public spaces into: a) live/work/retail places and innovation incubators for artists and creative entrepreneurs, and b) places that feature public art and stimulate cultural activity (such as "Barge Art Park," a floating barge/sculpture park/green space and performance venue). Key support systems would include: a) a new and enforced public art policy, b) a clearinghouse of available properties and spaces, and c) an open proposal process for "creatives" to access low cost/rent-to-own spaces, facilitated by escrow income for renovations, tax credits, a revolving loan fund, new zoning regulations, and community planning forums. Selection criteria will value initiatives rooted in the local cultural traditions of residents.
Immediate or long-term?	Longer-term to support participatory, sustainable processes
How will this address our challenges or reach our goals?	It will help revitalize neighborhoods, build social capital, increase public safety, and support small businesses
What are the obstacles to implementation?	Collaboration among partners, financing, minimizing potential gentrification, and metrics to measure success
Who needs to be involved?	City Planning, URA, artists, non-profit arts/ tourism service organizations, Economic Development, CDCs, foundations
What city resources need to be invested?	<ul style="list-style-type: none"> • Capacity to off-set forgone tax revenues, and • Staff time to help facilitate cross-agency and cross-sector collaboration needed to achieve success
What will be different if the recommendation is adopted?	Our neighborhoods and public spaces will become places of cultural vibrancy, economic opportunity, innovation, cultural tourism, and social capital development
Describe any background materials that you consulted	Reviewed case study research by the National Endowment for the Arts and the MIT Department of Urban Studies
Have other cities implemented this recommendation?	Brooklyn's "3 rd Ward", San Jose, Houston, Cleveland, Buffalo, Shreveport (LA), Chicago, and Los Angeles
Are there any other considerations?	This idea builds on discussions underway in our community development and arts-funding foundation communities.



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SUBCOMMITTEE REPORT

Subcommittee Name	Arts, Culture & Tourism (Economic Development) #3
Subcommittee Chairperson	David Pankratz
Title of recommendation	Supporting Cultural Tourism in Our Neighborhoods
Describe the recommendation	This initiative will facilitate cultural tourism throughout Pittsburgh's culture-rich, diverse neighborhoods via a one-pass admission program for visitors and students that features a docent-led free trolley running a loop throughout the city, bolstered by an interactive cultural calendar, special brochures, walking tour maps, and a "BurghArt" App
Immediate or long term?	Immediate to intermediate
How will this address our challenges or reach our goals?	The initiative will both promote "staycations" among residents and entice visitors to stay here longer and thus stimulate local economies, while also building awareness and appreciation of under-explored local cultural traditions, history, public art, and architecture, thereby adding to our neighborhoods' revitalization
What are the obstacles to implementation?	Securing cooperation among cultural institutions seeking to offset potential losses from reduced admission rates.
Who needs to be involved?	City Planning, Visit Pittsburgh, neighborhood-based cultural institutions, a transportation provider, and Web and App designers
What city resources need to be invested?	Revenues from, e.g., a drink tax and/or ARAD to offset costs for a trolley, Web and App development, and brochure design/printing
What will be different if the recommendation is adopted?	Visitors, students, and other residents will become aware of the unique neighborhoods of Pittsburgh, while cultural venues and nearby businesses will benefit from cross-promotion opportunities and increased net revenues.
Describe any background materials that you consulted	--The New York Pass www.newyorkpass.com and Apps --Savannah GA's DOT, a free shuttle service taking visitors to cultural attractions throughout the city http://www.connectonthedot.com/ --Oakland, CA's free bus service to area attractions: http://www.meetdowntownoak.com/shuttle.php
Have other cities implemented this recommendation?	Savannah, GA, Oakland, CA, London, and New York City
Are there any other considerations?	This recommendation focuses on neighborhood-based cultural destinations rather than sporting events.



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SUBCOMMITTEE REPORT

Subcommittee Name	Arts, Culture & Tourism (Economic Development) #4
Subcommittee Chairperson	David Pankratz
Title of recommendation	Large-Scale Iconic Images and Civic Symbols for Pittsburgh
Describe the recommendation	This recommendation could take one (or more) of 3 forms: --redevelopment of the Clemente Bridge into a cultural marketplace akin to the Ponte Vecchio in Florence, Italy --a Landmark Tower with a Gondola over the Ohio to Mt. Washington that: a) visitors can climb to experience the view, b) incorporates a Ferris Wheel, and c) honors our area's steel/glass/aluminum heritage, and --development of Mt. Washington's Grandview Ave. as our Rodeo Drive, with shopping/culinary/cultural attractions
Is this an immediate or long term recommendation?	Long-term, with time to build out infrastructure
How will this address our challenges or reach our goals?	This recommendation would leverage our city's physical assets, build interactive links between downtown, the North Side, and Mt. Washington, and trigger economic multiplier effects by drawing tourists nationwide
What are the obstacles to implementation?	--infrastructure costs, and --effective collaboration among City and County agencies, private developers, architects, engineers, and vendors
Who needs to be involved?	City and County agencies (planning, zoning, economic development), URA, Visit Pittsburgh, private developers, the arts and culture community, structural engineers, corporate sponsors, architects, and creative entrepreneurs working together and led by a cross-sector Task Force.
What city resources need to be invested?	Funds for an initial feasibility/market potential study and ongoing marketing and maintenance dollars
What will be different if the recommendation is adopted?	Tourism and hotel occupancy will increase, as will employment opportunities for residents and tax revenues
Describe any background materials that you consulted	This recommendation emerged from the personal and professional experience of subcommittee members in the restaurant business, tourism, marketing, economic development, and arts management.
Have other cities implemented this recommendation?	Large-scale iconic images and civic symbols can be found in St. Louis, Seattle, Paris, San Francisco, and Florence.
Are there any other considerations?	--impacts on the amount and flow of automobile traffic, and --accounting for changing seasons and weather conditions



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SUBCOMMITTEE REPORT

Subcommittee Name	Arts, Culture & Tourism (Economic Development) #5
Subcommittee Chairperson	David Pankratz
Title of recommendation	Promoting Pittsburgh's Food Culture
Describe the recommendation	This initiative would create a unified approach to promoting the many (though currently disconnected) elements of Pittsburgh's genuine, unique food (and spirits) scene--its growers, artisan producers, farmers markets, community gardens, crafters, purveyors, events, and venues--in response to trends showing that one-third of travelers choose a destination based on its unique food culture, while integrating the food scene into existing cultural resources.
Immediate or long term?	Coordination and promotion could commence immediately
How will this address our challenges or reach our goals?	The initiative will: --attract tourists whose travel spending is guided by the quality of a city's food culture --offer residents new opportunities to explore and enjoy the area's rich culinary heritage, and --help Pittsburgh attract new professional "talent"
Obstacles to implementation?	Ongoing leadership and coordination will be needed
Who needs to be involved?	--Associations (Slow Food Pittsburgh, Farm to Table Pittsburgh, Western PA Restaurant Association, Pittsburgh Public Market, Citiparks Farmers Market, etc.) --Local restaurants/chefs/purveyors who focus on local food --Local food bloggers and pop-up food event presenters --Tourism resources: Visit Pittsburgh, Burgh Bits and Bites --Arts/culture organizations interested in food collaborations
What city resources need to be invested?	A City government champion for the initiative as well as inter-agency cooperation
What will be different if the recommendation is adopted?	Food tourism will become part of the overall economic development strategy of the City of Pittsburgh and region
Describe any background materials that you consulted	World Food Travel Association, food culture/tourism blogs and websites, articles on the growth of the Pittsburgh food scene in the past decade, and articles on initiatives that effectively integrate food culture with arts events
Have other cities implemented this recommendation?	New York City, San Francisco, Napa Valley, Austin, Portland, Boulder, Houston, and Covington, KY
Are there any other considerations?	This is not about "gourmet," elitist food. It's about our authentic local scene, from the Strip to farm-to table innovators to our area's distinguished history of agriculture, distilling, and brewing, as well as our many cultural assets.