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# THE FACE OF OAKLAND'S FUTURE: ORGANIZATIONAL STRATEGIC PLAN.

DECEMBER 2020



**OAKLAND  
BUSINESS  
IMPROVEMENT  
DISTRICT**

The Face of Oakland's Future: Organizational Strategic Plan.



## Table of Contents

Strategic Plan Intro Letter	3
Plan Participants	4
Strategic Plan	5
Major Programs & Objectives	6
Gateways & Activity Centers Map	10
Areas for Place Management Focus	10
Budget	11

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This Organizational Strategic Plan builds on a 25-year history of hard work and progress. The Oakland Business Improvement District was founded in 1999 to ensure the Central Oakland business district was clean, safe, and vital. Since then, the neighborhood's anchor institutions — University of Pittsburgh, UPMC, and Carnegie Mellon University — have grown and together formed a center of innovation that is recognized throughout the world.

For Oakland to thrive as a world class center of innovation, it requires a place

management organization that sets the standard for growth and innovation as the face of Oakland's future. This plan is our roadmap to reinventing OBID as the place management organization that will ensure Oakland's place as Pennsylvania's global center.

This plan is the product of a year of hard work by dozens of community leaders. We are grateful to everyone for their passionate and consistent participation in large leadership meetings, small work groups, and a series of virtual visits to peer organizations in Philadelphia's University City District, as well as downtowns in Berkeley, California and in Iowa City, Iowa. Business and property owners, cultural organizations, local government and the "ed's and med's" all came together to strongly endorse this plan. Our thanks to everyone.

Our collective plan envisions a broader and more comprehensive organization to shape and activate Oakland's public life. It outlines priorities of Public Space Experience, Business Vitality, Partnerships, and Identity. Most of all, it envisions an exciting face for Oakland's innovative future.

**We are excited to grow forward together!**

Kelly McBroom, *Chairperson*

Georgia Petropoulos, *Executive Director*

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## THE FACE OF OAKLAND'S FUTURE

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## Plan Participants



### Board of Directors

Kelly McBroom, *Chairperson*, Dollar Bank  
 Adrienne Walnoha, *1st Vice-Chairperson*, Social Artistry Consulting  
 Ron Levick, *2nd Vice-Chairperson*, Property Owner  
 Brandon Smith, *Secretary*, Fuel and Fuddle Restaurant  
 John P. Krolicki, *Treasurer*, UPMC  
 Margaret Bell, UPMC  
 Joseph Bettinger, Retired Owner of Hieber's Pharmacy  
 Jasbir Bhargal, Property Owner/ Prince of India Restaurant  
 Laurel Chiappetta, Yoga U Pgh  
 Jill Curry, Hilton Garden Inn  
 Derek Dauphin, Pittsburgh Department of City Planning  
 Molly Finnell, Murland Management LLC  
 Michael Glasser, Medical Center Opticians  
 Henry Horn-Pyatt, Mayor's Office, City of Pittsburgh  
 Janine Johnson, Eat'nPark Hospitality Group  
 Richard Kaplan, Carnegie Library of Pittsburgh - Main  
 Robert E. Kelly Jr., John C. R. Kelly Realty, Inc.  
 Councilman Bruce A. Kraus, Pittsburgh City Council District 3  
 Pete Leventis, Property Owner  
 Jennifer March, Family House Inc.  
 Maury Mendelovich, Chik'n and Stack'd Restaurants  
 Mark Musolino, AVENU/ REVV Oakland

Tyler Perlmutter, Pinecrest LLC  
 Monica Rattigan, University of Pittsburgh  
 Todd Reidbord, Walnut Capital  
 James N. Schmitt, UPMC  
 Paul A. Supowitz, University of Pittsburgh  
 Phyllis Wechsler, Property Owner  
 Rand Werrin, Property Owner  
 John M. Wilds, Oakland Rotary of Pittsburgh  
 Andrew G. Wilson, Carlow University  
 Ting Yen, Sushi Fuku and Fuku Tea Restaurants

### Leadership Team: Partner Stakeholders

Betsy Momich, Carnegie Museums of Pittsburgh  
 Rick Siger, Carnegie Mellon University  
 Stan Caldwell, Carnegie Mellon University  
 Kyle Chintalapalli, Allegheny Conference on Community Development  
 Jayne Miller, Pittsburgh Parks Conservancy  
 Heather Sage, Pittsburgh Parks Conservancy  
 Shawn Fertitta, Pittsburgh Parks Conservancy  
 Councilwoman Erika Strassburger, Pittsburgh City Council District 8  
 Emilie Yonan, Office of City Councilwoman Erika Strassburger  
 DaVonn Brown, Office of City Councilwoman Erika Strassburger  
 Jan Kortz, Phipps Conservatory and Botanical Gardens

Joe Reed, Phipps Conservatory and Botanical Gardens  
 John McCabe, Soldiers & Sailors Memorial Hall and Museum  
 Tom Petrone, South Craig Street Business Association/ Irish Design Center  
 Jenna Cramer, Green Building Alliance  
 Noah Shaltes, Green Building Alliance  
 Sean Luther, Pittsburgh Innovation District  
 Councilman R. Daniel Lavelle, Pittsburgh City Council District 6  
 Martell Covington, Office of Pennsylvania State Senator Jay Costa  
 Ann Ogoreuc, Allegheny County Economic Development  
 Brosha Tkacheva, Office of City Councilman Bruce A. Kraus

### Staff

Georgia Petropoulos, Executive Director  
 David Pirozzi, Marketing & Communications Coordinator  
 Lynn Dang, Marketing & Communications Intern  
 Medha Kadri, Social Justice Advocate  
 Aaron Henderson, Curator

### Consultants

BDS Planning & Urban Design  
 Brian Douglas Scott, Gabriel Silberblatt, Ishmael Nuñez, and Valerie Tran.  
 Elisco Advertising's Creative Café  
 John Elisco, and Melanie Gross.

# THE FACE OF OAKLAND'S FUTURE: ORGANIZATIONAL STRATEGIC PLAN.

## FUTURE PLACE MANAGEMENT CONCEPT FOR CENTRAL OAKLAND

### Strategic Plan

#### Oakland: Pennsylvania's Global Center

- **Vision** — Set the standard for growth and innovation
- **Mission** — Ensure Oakland's place as Pennsylvania's global center
- **Values Statement** — Reframe the experience of commercial, retail, office and residential environments, while dismantling oppression, embracing diversity, promoting diverse business and creating spaces for social, racial and economic justice

#### Priority Goals:

- **Public Space Experience** — Celebrating Oakland together  
Oakland's public realm will be a dynamic, dense, and interconnected place that features a terrific pedestrian environment.
- **Business Vitality** — Inspiring Oakland's entrepreneurs  
Oakland will be an innovation hub where research meets industry and new companies are conceived, incubated, scaled in place — and where existing neighborhood-serving businesses can bring prosperity to local operators.
- **Partnerships** — Convening Oakland's leaders  
Oakland's aspirations are much larger than any one industry, organization, or institution. The next generation of Oakland will be forged by a coordinated collective of major actors working on shared goals.
- **Identity** — Promoting Oakland's innovation economy  
Oakland will be known as a regional economic engine and one of the premier innovation hubs of North America.

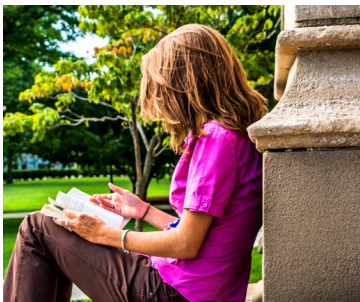


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## Major Programs & Objectives

# PUBLIC SPACE EXPERIENCE:

Oakland's public realm will be a dynamic, dense, and interconnected place that features a terrific pedestrian environment.

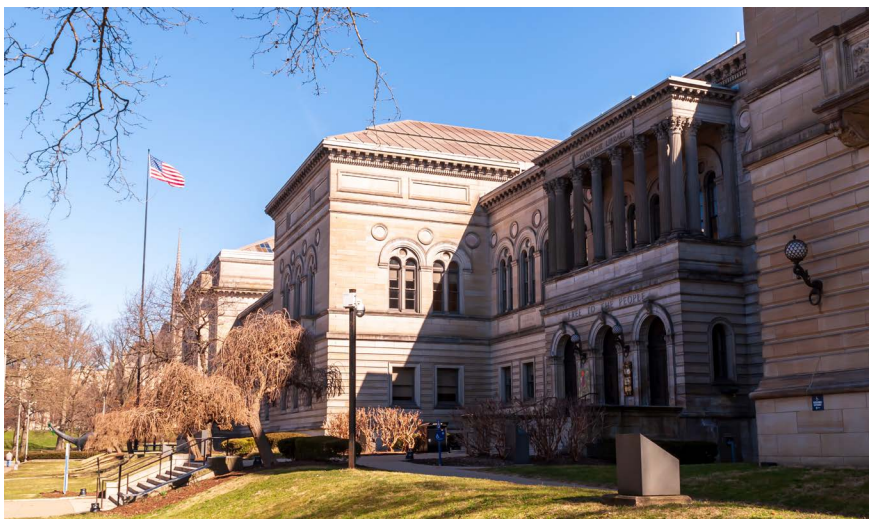
- **Gateways.** Design, fund and implement compelling gateways for Oakland's core.
- **Schenley Plaza.** Activate Schenley Plaza with a myriad of activities, food, and music.
- **Public Realm.** Activate Oakland's plazas, green spaces and sidewalks.
- **Public Art.** Enrich Oakland's core with mind blowing public art and colorful banners and signage.
- **Clean & Safe.** Maintain clean and safe public areas for everyone to enjoy.
- **Design & Development Review.** Create Oakland design standards and guidance to influence new development proposals.
- **Regional Transportation.** Improve Oakland's connections to the airport and throughout the region through transit, ride sharing, information, and wayfinding.
- **Parking & Circulation.** Make it easier to do business in Oakland through parking supply and management, shuttle services, and ride sharing.
- **Accessibility.** Champion universal access to all of Oakland.



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<https://factice.im>



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## Major Programs & Objectives

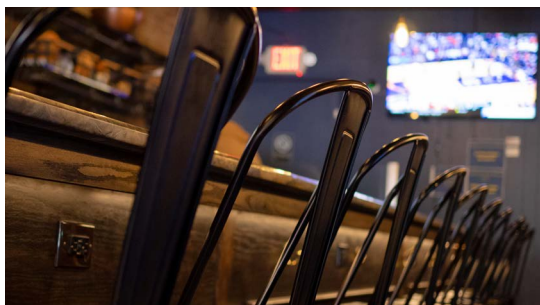


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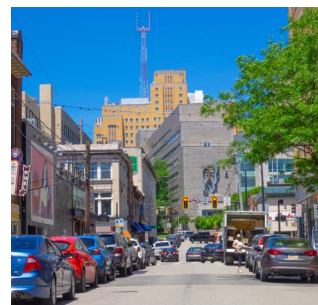


Photo credit: Jeff Miskis, Factice, <https://factice.im>

## BUSINESS VITALITY:

Oakland will be an innovation hub where research meets industry and new companies are conceived, incubated, scaled in place — and where existing neighborhood-serving businesses can bring prosperity to local operators.

- **Retail Corridors.** Curate Oakland's retail corridors (Forbes, Fifth, Craig) as specialized districts, with unique niches at special places (elements: offices away from ground floors; Forbes & Meyran as an upscale restaurant destination; targeted recruitment; master leases; matching funds; etc.). Provide technical assistance to individual property owners on the business mix within their buildings
- **Business Resource Center.** Establish a one-stop-shop for all business needs.
- **Pop-ups.** Work with Pitt & UPMC to provide space for pop-up and start-up businesses.
- **Diverse Entrepreneurs.** Encourage and support minority and women entrepreneurs.
- **Shared Purchasing.** Organize Oakland's collective buying power to help small businesses provide better products and services at competitive prices.
- **Supportive Infrastructure.** Support small businesses by managing curbside uses, deliveries, fleets, and other services to make more efficient use of limited space.
- **Regional Transportation.** Improve Oakland's connections to the airport and throughout the region through transit, ride sharing, information, and wayfinding.
- **Parking & Circulation.** Make it easier to do business in Oakland through parking supply and management, shuttle services, and ride sharing.
- **Oakland Entrepreneur Fund.** Establish an Oakland Entrepreneur Fund to seed and scale new local retail businesses.

## Major Programs & Objectives

# PARTNERSHIPS:

Oakland's aspirations are much larger than any one industry, organization, or institution. The next generation of Oakland will be forged by a coordinated collective of major actors working on shared goals.

- **Reinvent OBID.** Reposition and rebrand OBID as the central go-to convener of stakeholders around Oakland's complex public/private/partnership issues
  - Umbrella organization with multiple parts (i.e., clean & safe; arts; transportation; public space, etc.)
  - Include all of Oakland's mixed-use public realm, including the Fifth/Forbes Corridor, Craig Street, Baum Center, and ... (some of this will be beyond current — or future — assessment district boundaries).
- **Housing.** Champion and fundraise to support a diversity of housing in Oakland.
- **Neighborhood Services.** Champion supportive services for Oakland as a complete neighborhood, including schools, daycare, grocery stores, parks, and amenities.
- **Race & Social Justice.** Advocate for equity in all things across race, gender, abilities, national origin, sexual orientation, etc.
- **Advocacy.** Be a voice for Oakland's businesses, residents, students, and property owners on public and private policies related to small business, transportation, public safety, and other issues.
- **Human and Social Services.** Partner with housing and services providers to make sure Oakland has adequate affordable housing and supportive services for all residents.

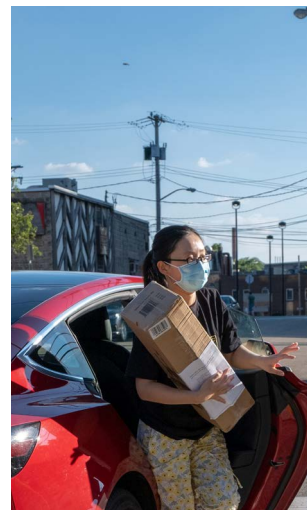


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## Major Programs & Objectives

# IDENTITY:

Oakland will be known as a regional economic engine and one of the premier innovation hubs of North America.

- **Re-inventing OBID's Branding to align with "Pennsylvania's Global Center"**
  - o Wayfinding, signage, kiosks, websites, street signs, concerts, festivals, an Oakland Visitor Center, and other activities.
  - o Multiple languages; responsive to many cultures.
  - o Local, regional, and national audiences.
  - o Center for Academic/ Research/ Innovation; think tanks; thinker/innovator speaker series; national & international organizations; summertime conferences.
  - o Wedding industry, including bakeries, planners, designers, etc.
- **Events.** Support an annual schedule of events of all sizes, managing some and encouraging events by others. (International Art Lighting Festival).
- **Arts & Culture.** Celebrate Oakland's arts and culture (STEAM; not just STEM), collective programming, outside as well as inside, art in co-working and co-living spaces, start-ups.
- **Institutions.** Work with the institutions to be sure that Oakland's brand is prominent throughout their campuses and facilities, as well as their marketing and outreach.
- **Oakland Media.** Create an Oakland blog, news outlet, and cable news show.



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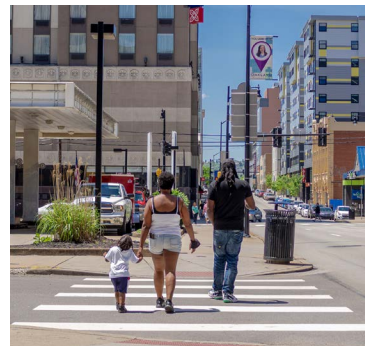


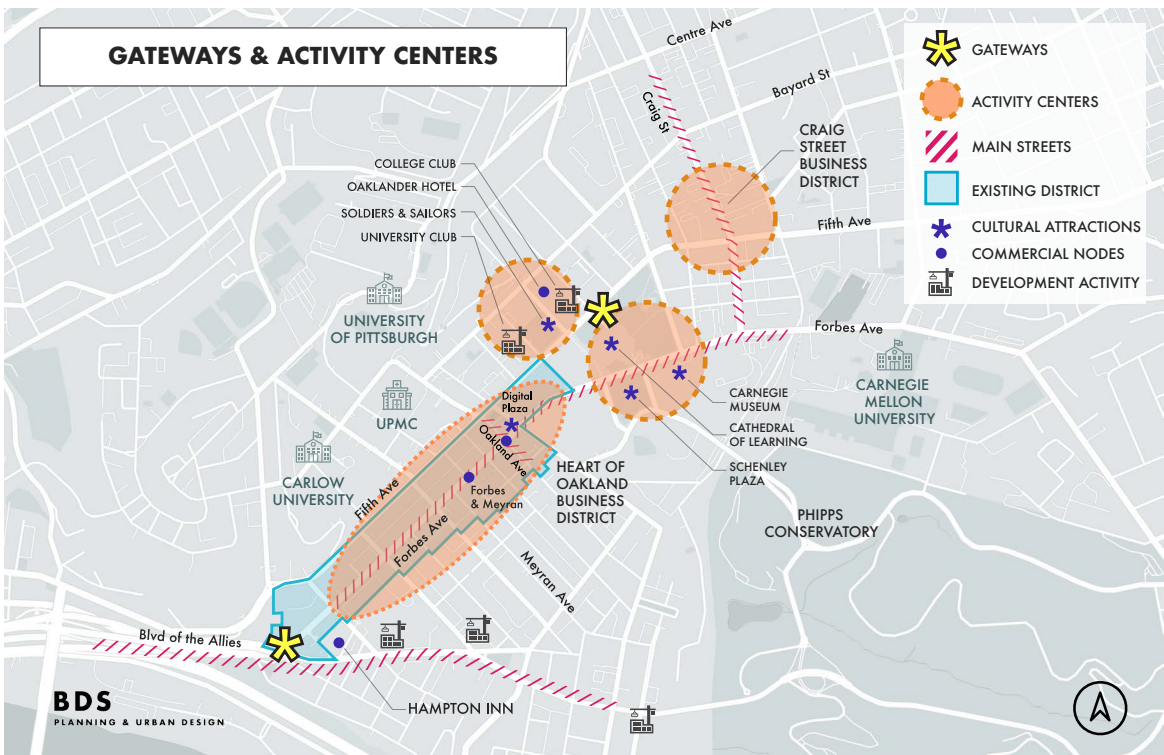
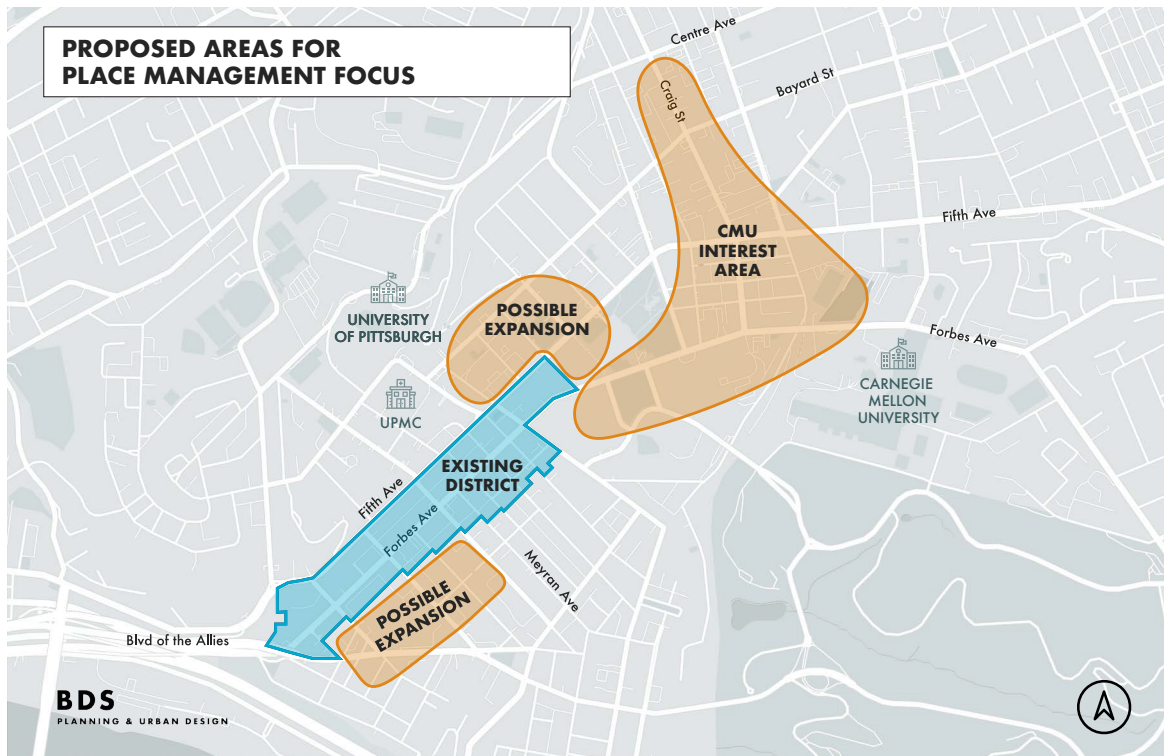
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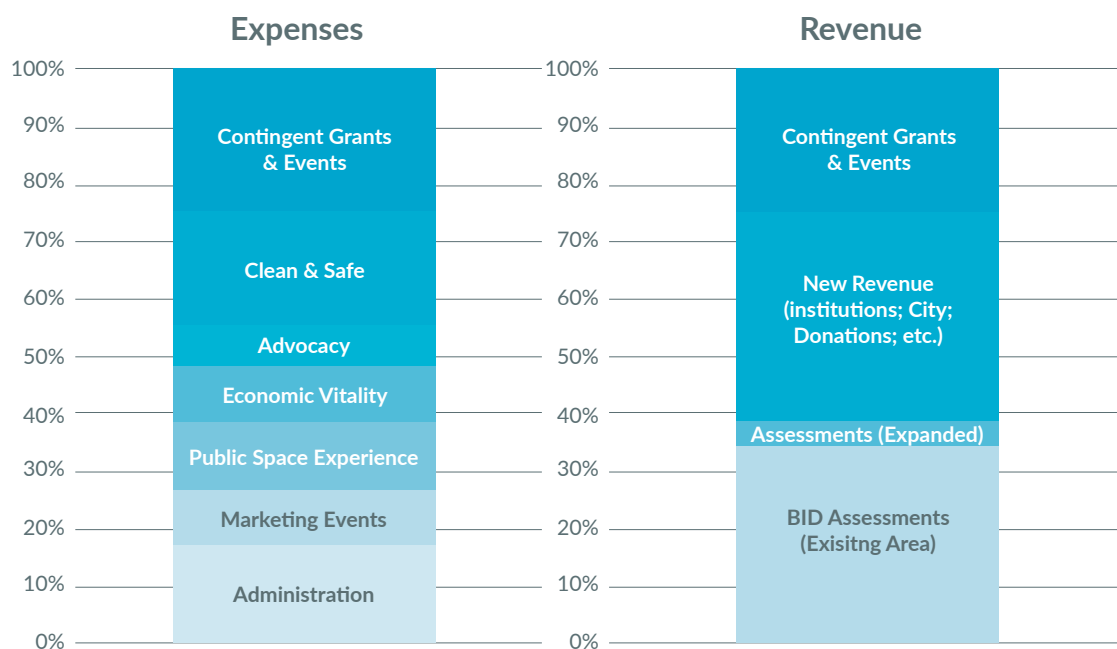


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## Budget



## Conceptual Future Budget

REVENUE		
BID Assessments (existing area)	\$700,000	35%
BID Assessments (expanded area)	\$75,000	4%
New / Expanded Revenue (institutions; donations, etc.)	\$725,000	30%
<b>Total Basic Expenses</b>	<b>\$1,500,000</b>	<b>75%</b>
Events	\$300,000	15%
Grants	\$200,000	10%
<b>Total Contingent Revenue</b>	<b>\$500,000</b>	<b>25%</b>
<b>GRAND TOTAL REVENUE</b>	<b>\$2,000,000</b>	<b>100%</b>

EXPENSES		
Clean & Safe Contract (expanded area)	\$396,250	20%
Public Space Experience (expanded area)	\$223,750	11%
Economic Vitality	\$200,000	10%
Marketing & Events	\$197,500	10%
Advocacy	\$140,000	7%
Overhead + Administration	\$342,500	17%
<b>Total Basic Expenses</b>	<b>\$1,500,000</b>	<b>75%</b>
Events	\$300,000	15%
Grants	\$200,000	10%
<b>Total Contingent Expenses</b>	<b>\$500,000</b>	<b>25%</b>
<b>GRAND TOTAL EXPENSES</b>	<b>\$2,000,000</b>	<b>100%</b>

The Oakland Business Improvement District would like to thank the Henry L. Hillman Foundation for their generous support of this planning effort and of the development of our Strategic Plan.