A Five-Year Strategic Plan
2014-2019

For the Penn Avenue Corridor

Mathilda St to Negley Ave
between the neighborhoods of Garfield, Bloomfield, Friendship and Lawrenceville

Prepared by Samantha McDonough

Penn Avenue Business District
Mathilda Street • Penn Avenue • Negley Avenue

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The Penn Avenue Corridor Five-Year Strategic Plan is a project of the Penn Avenue Stakeholders Committee, in partnership with Bloomfield-Garfield Corporation (BGC), the Friendship Community Group (FCG), the Community Technical Assistance Center (CTAC) and local residents of the neighborhoods of Garfield and Friendship, with financial support from Mainstreets Pittsburgh, a program of the Urban Redevelopment Authority (URA).

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* Jessica Rutherford (Friendship resident)
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To download a copy of the community plan online, please use this link: xx
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Our Vision Statement

Penn Avenue, clearly defined as the business district between Mathilda Street and Negley Avenue, seeks to reflect the diversity, vibrancy and changing needs of the area’s surrounding neighborhoods. We strive to be a dynamic and socially-inclusive community housed in a visually-distinct built environment.
The idea to create a strategic plan for Penn Avenue was first inspired by the changes made to the Main Streets program at the state level. It is a nation-wide program created by the National Trust for Historic Preservation to restore cities to bustling and vigorous urban environments, at the State level. Penn Avenue had been recognized as a Main Street by the URA-sponsored program in Pittsburgh for the past six years. Neighborhoods were now being asked to re-apply for Mainstreets designation, and part of the change in requirements for the application process included completing a five-year strategic plan along with some financial and organizational ones. We chose to consider the benefits that being Mainstreets designated could provide for our morphing district and to address the needs brought forth by our community partners.

In a series of discussions, the stakeholders, business owners, and Community Development Corporations who work in and around Penn Avenue, verbalized that they have been inspired by the recent burst of growth in our business district. After many lengthy conversations, among and between these groups, it was agreed upon that we needed a comprehensive plan that took into account community input to shape its continued growth in a way that was thoughtful and responsible.

Planning for Penn Avenue is not new. There have been a variety of planning efforts, convened by various stakeholder groups, including the Bloomfield-Garfield Corporation, Friendship Development Associates, and the East End Neighborhood Partnership. Each one included plans or hopes for the development of the Penn Avenue business district. Most recently planning work had been conducted under the direction of Mary Navarro, a consultant who

The Penn Avenue Arts Initiative was developed in the mid-90’s as an economic development strategy that built upon an earlier study that showed a much larger percentage of artists residing in the surrounding neighborhoods (known collectively as the ‘East End’ of Pittsburgh) than was previously thought. Those involved in the initial planning saw the opportunity to revitalize an economically distressed business corridor as an arts district. In 2012, a study was funded to review the Penn Avenue Arts Initiative (PAAI) and revisit the goals and strategies that would guide plans for its next phase of work. What followed in 2013 were a series of interviews and focus groups to examine past performance, perceptions and future opportunities for PAAI. Based on the research, recommendations were developed to guide the initiative’s next phase. The group is comprised of interested and committed volunteer stakeholders with important connections to Penn Avenue who can tap into their existing networks. Represented are: Bloomfield-Garfield Corporation (BGC); Friendship Community Group (FCG); the MainStreets Program, The Pittsburgh Glass Center, Kelly-Strayhorn Theater, Sprout Fund, Assemble, The Union Project, residents and business owners.
While this planning effort was still underway, it seemed clear that a complete and comprehensive plan should be created to build on Mary’s work to address all of the needs of Penn Avenue as a business district. We have incorporated Mary’s plan into this one and you can find her report in the appendices section of this document. What we found in our planning sessions is largely in concert with Mary’s findings and we believe that it is important to incorporate it into our document. This incorporation also highlights the way that the various groups have all committed to working collaboratively together to advance the vision for Penn Avenue. We know that partnerships are the only way to get where we’re going.

**Strategic Partnering**

We have considered the kinds of strategic partnering we will need to make all of our efforts and initiatives successful. Capitalizing on all of the institutions in and around Penn Avenue, the East End and the Greater Pittsburgh area we will work together to improve the lives of residents and support the vitality and vibrancy of the city. This is relative to the Main Street point number one, Organization, but takes it even further to consider not only the kinds of partnerships we require between businesses and stakeholders on Penn Avenue, but also positions us as a neighborhood within a growing and changing urban environment and recognizes the need to cooperatively work with organizations all over the City to comprehensively and responsibly revitalize Pittsburgh.

(Our potential partners are an inexhaustible list, this does not represent the whole.)
This plan has been guided by the **Main Street Eight Principles** (Comprehensive, Incremental, Self-Help, Partnerships, Identifying and Capitalizing on existing assets, Quality, Change, and Implementation) and the **Four Points of Main Streets:** Design, Organization, Economic Restructuring, and Promotion.

In **May of 2013**, the group of real estate and business **stakeholders on Penn Avenue**, known as the Stakeholders Committee, **voted in favor of seek funds to create a plan to address needs on the Avenue**, after the Mainstreets Manager, Samantha McDonough, had completed a workshop conducted by the Pennsylvania Downtown Center on Advanced Strategic Planning.

Through Josette Fitzgibbons, the board of directors at the **URA, voted to grant Penn Avenue**, through the fiscal sponsorship of the Bloomfield-Garfield Corporation (BGC), **funds to conduct a community driven planning process.** The stakeholders chose the **Community Technical Assistance Center (CTAC)** to assist in facilitating the process after reviewing a number of proposals from reputable consultants.

The Mainstreets Manager met with members of the CTAC team and **it was agreed that a steering committee should be formed.** Members were invited, based on suggestions from each of the surrounding community groups: Bloomfield Garfield Corporation (BGC), Friendship Community Group, Bloomfield Development Corporation and members of the Stakeholders Committee. This collaboration broadened our depth of experience and provided vital input from neighboring communities.

**In our efforts to market these meetings to the local residents and especially to bring more Garfield residents, a population often underrepresented in these discussions, to the table, we hired a group of canvassers to meet with neighbors in Garfield to personally inform them about the upcoming meetings, and the importance of attending. While the effort may not have been as successful in terms of drawing in larger numbers of residents to the meetings, it was success in the seed of the conversations and relationships that were fostered.**

**It is important to those of us who work on Penn Avenue to continue to work toward building those relationships and to seek to facilitate the needs and dreams of all of our residents in order to reach our vision and be the inclusive place we seek to be.**
We held three community input planning sessions.

The aim of the first community meeting was to move toward the authoring of a shared vision statement for Penn Avenue. We conducted the meeting with Karen as the facilitator following a brief presentation by the Mainstreets Manager highlighting the successes on Penn Avenue in the past decade. Minette Vaccariello conducted the brainstorming activity asking for the participants to come up with words or phrases that describe the kind of future they envision for Penn Avenue.
The second meeting was designed to get the community thinking about the kinds of programs and projects that they would like to see implemented on Penn Avenue in the four areas outlined by Mary’s group: Programming, Marketing, Business Development, and Physical Identity. These four areas were closely related to the four points of the Main Street program. In two separate groups we conducted group discussions and what emerged was a list of ideas and projects.

The final meeting focused on an exercise in prioritization to identify community priorities in terms of time, money and energy to be spend on projects in the near future. We presented the suggested projects back to our audience and conducting a ranking exercise to identify the projects they valued the most highly. Working from both ends - from vision and from projects, we developed our goals and strategies. We then worked with the steering committee to compile the vision, goals, and projects into this strategic plan.
The following goals create a framework that we will use to reach our vision of Penn Avenue. These 5 goals were extracted based on the data that we collected from our visioning and project-brainstorming efforts. These concepts reflect both our shared vision of the future and the work we feel is vital to get us to our vision.

1a. Solidify the District Identity

What’s in a name? We think there is a lot. Re-branding could be an important key to our full revitalization, and there are many reasons why. The number one reason? Penn Avenue is 8.7 miles long. It is very difficult to tell someone where your, slightly less than a mile, part of an 8.7 mile long street is, without even being able to identify it with your neighborhood. Penn Avenue sits between 5 distinct neighborhoods in our business district’s section (Garfield, Friendship, Bloomfield, Lawrenceville and East Liberty). Butler Street and Carson don’t have that issue, nor do Forbes and Fifth, even though they also stretch quite a distance within the city. It’s unclear to some of our own residents, so you can imagine a visitor might find it confusing. Having a distinct brand name will allow us to be identified as a destination for both local Pittsburgh visitors and out of town tourists alike.

In many circles Penn Avenue has been known as an arts district, mainly through the revitalization efforts of the Penn Avenue Arts Initiative. However, it was never really the name the district was given in a formal way. Today, the climate on the Avenue is a little different, and while it is more than clear that our communities support the role the arts has and continues to play on Penn Avenue, it’s also clear that Penn Avenue is so much more than just an arts district. Strongly represented are not only arts and related establishments and venues, but also growing numbers of non-profit’s and educational organizations, growing numbers of restaurants and a host of other service related professions.

We want a way to identify the Avenue without making any of our businesses or residents feel excluded or fringed for being non arts-related. This notion of re-branding Penn Avenue came forth both in Mary Navarro’s work, and in our brainstorming sessions for this plan. It is very clear that is a priority for our businesses and residents. It’s easier to talk about ourselves if we have a distinct name to do it with. Some of the examples we’ve been thinking about that reflect what we are looking for include the Pearl and Gaslight districts.

The projects associated with this goal include hiring a consultant to conduct a study to find the best name. Then we need to develop the branding for that name which includes hiring designers to create a logo for Penn Avenue and creating marketing materials like maps, brochures, letterhead, etc, as well as developing a vocabulary of branded business accessories like sandwich boards and window decals and stickers.
1b. Develop a Comprehensive Marketing and Communications Campaign

To have an effective marketing campaign that is an effective use of energy and resources to get your message out is incalculably valuable. Important in the success of any endeavor, it is about taking our assets and letting people know locally, regionally and even nationally what the Penn Avenue Corridor has to offer. This is everything from social media, maintaining a web presence, print media, to creating district wide events and promotions. We want to be able to attract shoppers, clients, activists, supporters investors, potential businesses and tourists, and we have to have a clear message to do it.

In the recent past, most of the marketing for Penn Avenue has been in the form of the monthly Unblurred flyer and web blasts. In the past year we have created some new events to bring people onto Penn Avenue and have looked into additional modes to promote what the Avenue as a whole has to offer. Including some radio spots, we used the City Paper and the Post-Gazette to promote the Arts in Motion event. Those kinds of methods make sense for quarterly or bigger-impact events, but financially don’t make sense for more regular events like the monthly Unblurred. Creating the right strategy of marketing and promotion will be invaluable as we move forward to be sure we are effectively using our resources to get our businesses out there.

Part of our strategy is to amp up and grow our web presence. In the past year we launched our new website dedicated to what’s happening on and around Penn Avenue. It includes a search-able business map with contact information. There is a page for event listings that any business on Penn Avenue is free to update. There is a blog section to highlight the news and businesses that we have. Some additions we hope to make include a section on real estate classified. There also needs to be a campaign that promotes that the website exists so it becomes well used as a resource.

2. Support the Arts Community

All of the research, including informal conversations had with Garfield residents when inviting them to our planning meetings, suggests that the arts is an important part of Penn Avenue’s identity, assets, and strengths. While we are moving in some ways away from the arts as the central focus to the work on Penn Avenue, supporting the creative disciplines who are represented on Penn Avenue is still a priority to our people, both on and off the Avenue. For many of our businesses, in terms of economic revenue, it is the one day out of the month that they are able to produce a reasonable profit. People in and around Pittsburgh have come to depend on Unblurred each and every month year in and year out for over a decade. Aside from that, we want to honor those who helped to build what our district has already become, and we want to help pave the way for a more diverse group of artists to join the ranks of our creative community. The arts community is understood as a keystone to the success of Penn Avenue’s growth and this plan seeks to support that community as an vital part of the Penn Avenue environment as it grows.

We want to provide opportunities that utilize the talent that we have in other kinds of projects that deal with visual enhancement and marketing/design needs. We want to support minority artists by providing links and access points
to the kinds of space and resources that they need to fulfill their own work within the context of the community. Aside from continuing to support the Unblurred events, classes and other events like Arts in Motion and the Art Car event, we also would like to support the additions of new events that support the creative interests and needs of a wider audience. For the kinds of interesting events already happening at venues like The Irma Freeman Center, and Most Wanted Fine Arts, but we need to be better at communicating out to the community that these kinds of events are available.

3. Visually Enhance the Public Realm

Aesthetics matter. Good design is important. Main Streets recognized this when it included Design as one of its four points. This goal seeks to support the aesthetic needs of the business district including the streetscaping, building facades, greening efforts and street clean-ups that attract pedestrian traffic. The visual elements of a place are not merely important because we like to look at pretty things, they are important because they help to define the place you find yourself in, as well as your attitudes and behaviors toward that place. This idea is supported both with the Knight Foundation report as well as the book by Charles Montgomery, “Happy City: Transforming Our Lives Through Urban Design”. Research has emerged that shows us that consciously and unconsciously our behavior is influenced by what our environment looks like.

In many ways the BGC has been working with the city to address these issues with the efforts employed in the years of planning for the Penn Avenue Reconstruction. PAAI also has attempted to address this with the Artist Loan and Grant Fund that it started to assist artists and other businesses with facade improvements and building renovations. Having clean streets that are attended to by residents, businesses and community volunteers, having vibrant and interesting art to enjoy and continuing to address the kind of blight that has been the result of past economic decline, are all vital to improving the perceptions and therefore attitudes and behaviors toward our district.

4. Create a Diverse and Vibrant Social Place

In our visioning sessions, it became clear that we all support a future where Penn Avenue is a social place, where people see and recognize each other, families feel comfortable bringing their children, and people of all cultures and socioeconomic backgrounds feel included and a sense of ownership. Everyone should feel a sense of place when they walk along Penn Avenue, one that they have a stake in maintaining the health of.

Penn Avenue is positioned between some very diverse places. Diverse in architecture, diverse in socioeconomic distribution and diverse in terms of population (race, age, ethnicity), and we cannot ever hope to “reflect the diversity, vibrancy and changing needs of the area’s surrounding neighborhoods” unless “we strive to be a dynamic and socially-inclusive community...”. What does that mean exactly? It means that Penn Avenue’s businesses and cul-
tural events should reflect the broad range of cultural interests and needs of the people who live here. Really being able to achieve that is highly complicated, but if we can get closer to its achievement in the next five years, we will become the “zipper” we had been imagined to be so long ago.

So now the question becomes, what can we do to get there? One of the most obvious first steps is to find out what those interests and needs are. Then we can create more opportunities for social engagement around those interests. We can also find ways economically to support more young African-American entrepreneurs having a chance to start a business on Penn Avenue.

5. Support the Growing Business Climate

The fabric of Pittsburgh is changing. More and more people nationally are getting wind that our city is the place to be and in turn are hailing from all over to find out what it’s all about. How can we tell? The rise in housing in the past year of 6.5% is pretty good indicator. Some of our city’s neighborhoods have already grown to relatively full capacity (think Lawrenceville and the South Side). While we also want our business district to reach its full potential, we feel strongly that our current small businesses who took a risk on Penn Avenue before it was profitable should not be pushed out due to rising costs associated with the rising cost of real estate. Our community values the small local businesses that we have and initiatives in this goal will help to address retention of those businesses as the district grows and expands.

In addition to retention, this looks at attracting businesses that the community feels a need for and strengthening the collaboration between the businesses who already exist here to continue the sense of community we have created. With strategies like a pop-up program and providing community held spaces as business incubators we will be able to test which businesses will really serve our communities’ needs.

As our business climate grows, we also have to take into consideration the kinds of traffic and pedestrian needs we will have. A plan to address our parking issues is one of the tactics that we would like to employ for this. Our support structure will also include help in forming business relationships, allowing our stakeholders to support each other and connecting our businesses with programs that they can use to seek technical assistance if needed.
### Goal #1a: Solidifying the District Identity

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactics</th>
<th>Examples</th>
<th>Year/ Priority</th>
<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Re-brand Penn Ave</td>
<td>Conduct a market study</td>
<td>1662 Campaign in LV</td>
<td>1/High</td>
<td>BGC, FCG, PAAI</td>
<td>Comprehensive report analyzing our strengths and weaknesses we can use to address needs..</td>
</tr>
<tr>
<td>Renaming the district to be more inclusive to the diversity of businesses and organizations</td>
<td></td>
<td>Examples: Pearl District, gas town, etc.</td>
<td>1/High</td>
<td>BGC, FCG, PAAI</td>
<td>A new name for the business district.</td>
</tr>
<tr>
<td>Create marketing Materials to use for promoting the new Penn Ave brand</td>
<td></td>
<td>Updated map and website, brochures, books, t-shirts, etc</td>
<td>Ongoing/High</td>
<td>PAAI, arts orgs, BGC, arts orgs, nonprofits</td>
<td>Greater and wider reaching awareness of businesses and events/classes.</td>
</tr>
<tr>
<td>Encourage district wide use of the Avenue brand</td>
<td>Create a vocabulary of branded business accessories</td>
<td>sandwich boards, window decals, additional trash receptacles, posters, etc</td>
<td>2/ Medium</td>
<td>Mainstreets, BGC, District businesses</td>
<td>A more cohesive looking business district.</td>
</tr>
<tr>
<td>Address District Signage/Markers</td>
<td></td>
<td>banners, creative lighting, gateways, etc</td>
<td>2-3/ High</td>
<td>Mainstreets, BGC, FCG</td>
<td>A visually distinct business district boundary.</td>
</tr>
</tbody>
</table>

### Goal #1b: Develop a Comprehensive Marketing and Communications Campaign

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Examples</th>
<th>Year/ Priority</th>
<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilize Internet media trends to promote Penn Ave regionally, nationally and internationally</td>
<td>Maintain website and update the site every three years</td>
<td>Regular data updates should happen on a weekly basis, complete overhaul every three years to remain tech relevant</td>
<td>2-5/ High</td>
<td>BGC, FCG, PAAI, Image-Box, Plumb Media, URA,</td>
<td>Remaining current, relevant and connected to our ever changing world so that we can keep up with communication.</td>
</tr>
<tr>
<td>Maintain social media outlets</td>
<td>Keep abreast and active with sites like Twitter, facebook, Flikr, etc to keep a &quot;buzz&quot; fresh</td>
<td></td>
<td>Ongoing/High</td>
<td>BGC, FCG, PAAI, Image-Box, Plumb Media, URA,</td>
<td>Remaining current, relevant and connected to our ever changing world so that we can keep up with communication.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Tactics</td>
<td>Examples</td>
<td>Year/Priority</td>
<td>Partnerships</td>
<td>Outcomes</td>
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<tr>
<td>Regularly and visibly distribute marketing materials</td>
<td>Share the business map more prominently</td>
<td>Make large poster-style versions to hang, maybe create map post stations that can be updated when map is</td>
<td>Annual/High</td>
<td>BGC, local businesses, PPND, URA, etc</td>
<td>A printable map resource to provide current business information to locals and city visitors and tourists.</td>
</tr>
<tr>
<td>Distribute marketing materials often to businesses in and outside of Penn Avenue</td>
<td>Coffee shops, Visit PGH, Greater Pgh arts council, URA, etc</td>
<td></td>
<td>Quarterly/Medium</td>
<td>BGC, FCG, URA, Main-streets</td>
<td>Our events and businesses being well publicized to a variety of diverse audiences.</td>
</tr>
<tr>
<td>Pursue other media outlets</td>
<td>Utilize ASP station for radio and web/podcast presence</td>
<td>Weekly show focussed on innovators and political discussions</td>
<td>3-5/Low</td>
<td>BGC, FCG, local businesses and orgs, foundations, etc</td>
<td>Our events and businesses being well publicized to a variety of diverse audiences.</td>
</tr>
<tr>
<td>Utilize print media strategically</td>
<td>Continue to use the Bulletin as a source of advertisement, also City Paper, Post-Gazette as well as local magazines</td>
<td></td>
<td>Ongoing/High</td>
<td>BGC, FCG, PAAI, arts orgs, retail businesses, non-profits, URA, Main-streets, etc</td>
<td>Careful and effective use of marketing resources so that our costs can be kept low.</td>
</tr>
<tr>
<td>Encourage district-wide promotions</td>
<td>Create Penn Avenue specific promos with business buy-in</td>
<td>Sale campaigns like our Kwanzaa gift cards, Brookline bucks, small shops day, etc</td>
<td>2-3/Medium</td>
<td>BGC, FCG, PAAI, arts orgs, retail businesses, non-profits, URA, Main-streets, etc</td>
<td>Pooling resources to create excitement and draw shopping traffic to the Avenue.</td>
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</tbody>
</table>

**Goal #2: Support the Arts Community on Penn Ave**

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Examples</th>
<th>Priority</th>
<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support existing Events</td>
<td>Continue to provide and strengthen marketing support for Unblurred.</td>
<td>Utilizing more strategic marketing efforts, more diverse locations, etc.</td>
<td>Ongoing/High</td>
<td>BGC, FCG, PAAI, arts orgs, retail businesses, non-profits, URA, Main-streets, etc</td>
<td>Growing an anchor event to be stronger.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Tactics</td>
<td>Examples</td>
<td>Priority</td>
<td>Partnerships</td>
<td>Outcomes</td>
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<tr>
<td>Support special quarterly events</td>
<td>Kwanzaa, GA/GI, Arts in Motion, Dia De Los Muertos</td>
<td>appendix x p.12</td>
<td>Ongoing/High</td>
<td>BGC, FCP, PAAI, arts orgs, retail businesses, non-profits, etc</td>
<td>Continue to hold more special types of events to draw wider audiences.</td>
</tr>
<tr>
<td>Initiate new events</td>
<td>after-school time (4-6), kid's themes?</td>
<td>appendix x p.12</td>
<td>2-3/High</td>
<td>PAAI, arts orgs, BGC, arts orgs, non-profits, local foundations.</td>
<td>Provide better communication to local families of youth-oriented events.</td>
</tr>
<tr>
<td>Create programming for seniors</td>
<td>Events that bring young an older folks together, Bingo, skill shares, soup night, “walk your senior”, etc.</td>
<td></td>
<td>2-4/Low</td>
<td>PAAI, arts orgs, BGC, arts orgs, non-profits</td>
<td>Addressing the needs of the older populations in our areas.</td>
</tr>
<tr>
<td>Support local artists</td>
<td>Publicize locally for submissions for public art projects, teaching opps, etc</td>
<td></td>
<td>Ongoing/Medium</td>
<td>PAAI, Main-streets, BGC, FCG, local businesses, non-profits.</td>
<td>Strengthening our local artistic economy.</td>
</tr>
<tr>
<td>Continue/expand programs that encourage/ provide artist live/work spaces</td>
<td>Upstairs/downstairs loan New artist housing</td>
<td></td>
<td>2-5/Medium</td>
<td>PAAI, BGC, URA, Allegheny Valley Bank, local foundations</td>
<td>Creating opportunities for young and upcoming artists to have live/work spaces.</td>
</tr>
</tbody>
</table>

**Goal #3: Visually Enhance the Public Realm**

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Promote habits that encourage perceptions of safety</td>
<td>Encourage storefront lighting</td>
<td>Educate and create assistance provisions for LED lighting</td>
<td>2-3/High</td>
<td>BGC, Main-streets, URA and the local businesses</td>
<td>A well lit street feels safer.</td>
</tr>
<tr>
<td>Have a visible team to clean-up Penn</td>
<td>Weekly/bi-weekly or monthly trash team to address litter</td>
<td></td>
<td>Ongoing/High</td>
<td>Mainstreets, BGC, FCG, Most Wanted Fine Art, GCAT, residents, local businesses, university volunteers, etc</td>
<td>Maintain cleanliness of street and foster feelings of community pride and ownership as well as safety.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Tactics</td>
<td>Examples</td>
<td>Priority</td>
<td>Partnerships</td>
<td>Outcomes</td>
</tr>
<tr>
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</tr>
<tr>
<td>Support the Clean Green and Screen Program</td>
<td>Continue to participate in the planning of additional G&amp;S sites on Penn Ave</td>
<td>Site-specific works of art addressing issues of blight, many have been created along Penn Ave.</td>
<td>Ongoing/ Low</td>
<td>BGC, GCAT, URA, Main-streets, ecodesigners guild., PAAI, GTECH</td>
<td>Additions to our public art portfolio and increase Penn Ave as a visually distinct place.</td>
</tr>
<tr>
<td></td>
<td>Create an artist/designer created project that enhances the blight of reconstruction</td>
<td>Attractive vinyl coverings for the barricades and walkways</td>
<td>1/ High</td>
<td>PAAI, BGC, FCG, Main-streets, URA, local artists, etc.</td>
<td>Aesthetic improvements to create outside interest for business traffic through construction.</td>
</tr>
<tr>
<td></td>
<td>Create more permanent public art sculptures and murals</td>
<td>Gateway projects, artist-designed lighting, building murals, etc.</td>
<td>Ongoing/ High</td>
<td>PAAI, BGC, FCG, local artists, local foundations, Sprout, national foundations, etc</td>
<td>Support the vision of Penn Ave as a unique and visually distinct place.</td>
</tr>
<tr>
<td>Develop/Update recommendations for facades and street scape improvements</td>
<td>Create a resource guide of local designers, architects, and builders</td>
<td>A brochure/webpage, updated regularly (annually for print) with business contact info</td>
<td>2-3/ Low</td>
<td>BGC, FCG, PAAI, Main-streets, local designers, architects and builders.</td>
<td>A resource for new business or building owners making improvements.</td>
</tr>
<tr>
<td></td>
<td>Encourage green standards in building</td>
<td>Programs/info to educate community in green building</td>
<td>2-5 / Medium</td>
<td>BGC, URA, Main-streets, local green builders and architects.</td>
<td>Increase in the amount of eco-friendly buildings.</td>
</tr>
<tr>
<td>Coordinate with City and County to support infrastructure improvements</td>
<td>Support the planning and implementation of Phase I and II for Penn Ave Reconstruction</td>
<td>Liaison and communication as advocates of the community between groups working on construction.</td>
<td>1-3/ High</td>
<td>BGC, City of Pittsburgh, PennDOT, local businesses</td>
<td>Responsible completion of the first two phases of Penn Ave reconstruction.</td>
</tr>
</tbody>
</table>
### Goal #4: Create a Diverse and Vibrant Social Place

<table>
<thead>
<tr>
<th>Strategy</th>
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<th>Examples</th>
<th>Priority</th>
<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create more opportunities on Penn Ave for diverse, community social engagements</td>
<td>Create a community space on Penn Ave</td>
<td>Large space (10,000 square ft) available for community and large scale social events indoors (Raw artists, indoor market, pop-up markets, etc.)</td>
<td>2-5/ High</td>
<td>PAAI, BGC, URA, City of Pittsburgh, local foundations, banks, etc.</td>
<td>Solution the shortage on affordable, community controlled event space for our area.</td>
</tr>
<tr>
<td>Create a community communication board</td>
<td>Perhaps at Bottom Dollar (similar to one at Whole Food’s)</td>
<td>2-5/low</td>
<td>Partnerships, BGC, FCG, Bottom Dollar, local businesses, residents</td>
<td>Consistent place for physical communication for residents and businesses.</td>
<td></td>
</tr>
<tr>
<td>Support/ Expand the Garfield Night Market</td>
<td>Coordinate the efforts with Unblurred, assist in marketing, etc.</td>
<td>Ongoing/ High</td>
<td>Garfield Night Market Committee, 6% place, BGC</td>
<td>Support and our neighboring communities with an event that draws a regional crowd.</td>
<td></td>
</tr>
<tr>
<td>Create social programming to highlight threads of Penn Ave</td>
<td>Create walking tours</td>
<td>Examples: studio tours, cemetery tour, non-profit tours, food tours, etc</td>
<td>3-5/ Low</td>
<td>BGC, FCG, Mainstreets, local businesses</td>
<td>Increase pedestrian traffic and awareness of businesses and talent.</td>
</tr>
<tr>
<td>Increase Cultural Diversity</td>
<td>Coordinate with PAAI to develop programming that relates to African American culture</td>
<td>Ongoing/ High</td>
<td>PAAI, BGC, FCG, local businesses, local sponsors</td>
<td>A vibrant Avenue whose social happenings reflect a wider range of cultural interest.</td>
<td></td>
</tr>
<tr>
<td>Support minority businesses, both established and starting</td>
<td>Assist with incubation, connect businesses to resources, etc</td>
<td>Ongoing/ High</td>
<td>BGC, URA, Mainstreets, University of Pgh, local foundations,..</td>
<td>A more representative business district.</td>
<td></td>
</tr>
</tbody>
</table>

### Goal #5: Support the Growing Business Climate

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Tactics</th>
<th>Examples</th>
<th>Priority</th>
<th>Partnerships</th>
<th>Outcomes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ensure community input around commercial development initiatives</td>
<td>Institute a regular planning forum</td>
<td>Institute a regular planning forum</td>
<td>2-5/ Medium</td>
<td>BGC, FCG, URA, City of Pittsburgh</td>
<td>A consistent opportunity for the community to have a voice in the development of the district.</td>
</tr>
<tr>
<td>Strategy</td>
<td>Tactics</td>
<td>Examples</td>
<td>Priority</td>
<td>Partnerships</td>
<td>Outcomes</td>
</tr>
<tr>
<td>--------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
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<td>--------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Create accessible data base/ online resource of available properties.</td>
<td>Create a conDe-volpe a plan to address vacant and abandoned properties.</td>
<td>Could be online or office main-tained.</td>
<td>Ongoing/ Medium</td>
<td>Partnerships, BGC, FCG, local businesses, residents</td>
<td>A resource for potential new stakeholders to make the process easier.</td>
</tr>
<tr>
<td>Support current businesses for retention and success</td>
<td>Develop a plan to work with current small businesses to help them not be priced out</td>
<td>Create a conDe-volpe a plan to address vacant and abandoned properties.</td>
<td>1-3/ High</td>
<td>Garfield Night Market Committee, 6% place, BGC</td>
<td>More of our commercial spaces being utilized for business.</td>
</tr>
<tr>
<td>Address barriers to district growth</td>
<td>Develop a plan to work with current small businesses to help them not be priced out</td>
<td>Send letters, meet with owners to discuss options, etc.</td>
<td>3-5/ Low</td>
<td>BGC, FCG, Mainstreets, local businesses</td>
<td>Increase pedestrian traffic and awareness of businesses and talent.</td>
</tr>
<tr>
<td>Encourage good business habits</td>
<td>Address regular hours with current businesses attract businesses who have a wider range of open hours.</td>
<td></td>
<td>Ongoing/ High</td>
<td>BGC, FCG, Mainstreets, local businesses</td>
<td>A more consistent business district that will lend to a better perception by shoppers.</td>
</tr>
<tr>
<td>Develop a parking plan</td>
<td></td>
<td></td>
<td>2-4/ High</td>
<td>BGC, FCG, URA, City of Pittsburgh</td>
<td>A plan that will address our parking needs.</td>
</tr>
<tr>
<td>Attract and support the additions of quality new business</td>
<td>Pursue acquisition of properties and developments to maintain community control to allow more affordable spaces be available to new businesses</td>
<td>Potential new businesses (retail, restaurants) and possible community space.</td>
<td>1-3/High</td>
<td>BGC, FCG, URA, City of Pittsburgh, local foundations, potential new businesses, Action Housing, etc</td>
<td>Community controlled commercial space.</td>
</tr>
<tr>
<td>Develop a coordinate plan to encourage/incu-bate a pop-up business program</td>
<td>Fashioned after the downtown pop-up project.</td>
<td></td>
<td>2-4/ Medium</td>
<td>BGC, FCG, URA, City of Pittsburgh, local foundations, potential new businesses,</td>
<td>The chance to incubate our new businesses to reduce risk while pursuing innovations.</td>
</tr>
<tr>
<td>Create ongoing programs to support small businesses</td>
<td>tax workshops, loan workshops, business plans</td>
<td></td>
<td>2-5/ Medium</td>
<td>BGC, FCG, URA, University of Pittsburgh</td>
<td>Resources to assist our businesses in their success.</td>
</tr>
</tbody>
</table>
Comparison Charts with Goals for Penn Avenue from Previous Planning Efforts
<table>
<thead>
<tr>
<th>Plan</th>
<th>Community Health and Safety Visions, Goal and Projects</th>
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<tbody>
<tr>
<td><strong>Garfield Community Plan 1999</strong></td>
<td>Need for coordination with housing initiatives of other adjacent communities/ Maintain Garfield representation in existing revitalization strategies in any new planning initiatives</td>
<td>Expand and support existing “after-school” programs which bring school age children to library resources in other neighborhoods</td>
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<td>Develop connections with other communities to encourage their use of the unique resources that Garfield offers</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue to bring arts education and activities to the community</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop a community green space plan for Garfield</td>
<td></td>
</tr>
<tr>
<td><strong>Importance of developing Penn Avenue Business District</strong></td>
<td>Support existing strategies for revitalization of Penn Ave</td>
<td>Support existing strategies for revitalization of Penn Ave</td>
</tr>
<tr>
<td></td>
<td>Develop resource directory of Garfield Penn Avenue Businesses</td>
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</tr>
<tr>
<td><strong>Importance of the Penn Avenue Arts Initiative</strong></td>
<td>Support and expand Penn Avenue Arts Initiative</td>
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<tr>
<td></td>
<td>Work with Garfield Business Association to attract neighborhood serving businesses</td>
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</tr>
<tr>
<td><strong>Broader Access to and preparation for college/ Adult education/ lack of non-athletic after-school activities/summer jobs</strong></td>
<td>Work in partnership with other organizations to bring after-school programs to the community</td>
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</tr>
<tr>
<td><strong>Garfield Community Plan 2030</strong></td>
<td>Develop mixed-uses along Penn Avenue; maintain urban fabric</td>
<td>Create a good quality pedestrian environment including street trees, lighting, furniture, and trash receptacles and improvements to sidewalks.</td>
</tr>
<tr>
<td></td>
<td>Create a framework that promotes preservation of ecological systems and overall sustainability</td>
<td>Increase Public open space and recreational opportunities</td>
</tr>
<tr>
<td></td>
<td>Local Food production</td>
<td></td>
</tr>
<tr>
<td><strong>Reflect Community Values</strong></td>
<td>Active participation can insure that the plan is “rooted” in the neighborhood</td>
<td></td>
</tr>
<tr>
<td><strong>Promote Sense of Security</strong></td>
<td>Promote safety and a good neighborhood image through design decisions that create “defensible” space.</td>
<td></td>
</tr>
<tr>
<td><strong>Friendship Community Plan 2011</strong></td>
<td>Friendship Supports good quality business districts on all sides of the neighborhood.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Strengthening the community through a renewed focus on youth, education, and community recreation.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop and maintain programs for adolescents</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Increase and Develop frequency of community activities</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Reduce Crime and improve the perception of public safety</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Market the neighborhood through events like Unblurred</td>
<td></td>
</tr>
<tr>
<td><strong>EEP Neighborhood Development Strategy</strong></td>
<td>Improve pedestrian and bicycle amenities</td>
<td></td>
</tr>
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<td></td>
<td>Improve/develop auto-oriented buildings on Penn to create pedestrian friendly facades</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Develop new restaurant with courtyard (Penn b/w Atlantic and Pacific)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Continue rehabilitating Bride Row</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Preserve and restore Rosemount Hugus Apartments</td>
<td></td>
</tr>
<tr>
<td><strong>EEP Penn Avenue Corridor Master Plan</strong></td>
<td>Recommendations for Arts Commercial District</td>
<td>Introduce benches and outdoor seating</td>
</tr>
</tbody>
</table>
## Penn Avenue Strategic Planning:

### Comparative chart from previous plans

<table>
<thead>
<tr>
<th>Plan</th>
<th>Organizational Visions</th>
<th>Penn Avenue Business Development</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Garfield Community Plan 1999</strong></td>
<td>Need for coordination with housing initiatives of other adjacent communities; Maintain Garfield representation in existing revitalization strategies in any new planning initiatives</td>
<td>Utilize Urban Zoning Code principles to support new housing strategies and commercial development representation in existing revitalization strategies in and new planning initiatives</td>
</tr>
<tr>
<td><strong>Garfield Community Plan 2030</strong></td>
<td>Importance of the Penn Avenue Arts Initiative</td>
<td>Support and expand Penn Avenue Arts Initiative</td>
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<tr>
<td><strong>Friendship Community Plan 2011</strong></td>
<td>Friendship Supports good quality business districts on all sides of the neighborhood.</td>
<td>Continue to develop a vibrant commercial community</td>
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<tr>
<td>EEP Neighborhood Development Strategy</td>
<td>Assemble properties to pursue block-long transformational mixed-use project (Penn between Mathilda and Millvale)</td>
<td>Acquire and rehabilitate high visibility property into apartments over retail space</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td>Develop iconic mixed-use gateway building with structured parking</td>
<td>Pursue facade improvement projects</td>
</tr>
<tr>
<td></td>
<td>Assemble properties to pursue block-long transformational mixed-use project (Penn between Mathilda and Millvale)</td>
<td>Acquire and rehabilitate high visibility property into apartments over retail space</td>
</tr>
<tr>
<td></td>
<td>Acquire/rehabilitate high visibility property into apartments over retail/studios (Penn and Evaline)</td>
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</tr>
</tbody>
</table>

- Utilize Urban Zoning Code principles to support new housing strategies and commercial development representation in existing revitalization strategies in any new planning initiatives.
- Support and expand Penn Avenue Arts Initiative.
- Continue to develop a vibrant commercial community.
- Acquire and rehabilitate high visibility property into apartments over retail space.
- Pursue facade improvement projects.
- Acquire and rehabilitate high visibility property into apartments over retail/studios (Penn and Evaline).
<table>
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<tr>
<th>Plan</th>
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<th>Economic Development</th>
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<td>Local Food production</td>
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<td>Develop a marketing strategy to attract businesses and customers to Penn Avenue.</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Work with businesses, property owners and customers to create a plan for economic vitality during reconstruction of Penn Avenue</td>
</tr>
<tr>
<td></td>
<td>Improve/develop auto-oriented buildings on Penn to create pedestrian friendly facades</td>
<td></td>
</tr>
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<td>Convert existing warehouse into artist cooperative with gallery space (5200 Penn Ave)</td>
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<td>Develop new restaurant with courtyard (Penn btm Atlantic and Pacific)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>New 3-story mixed use building with ground floor retail and office/residential above</td>
<td></td>
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<td>Acquire/rehabilitate high visibility property into apartments over retail/studios (Penn and Evaline)</td>
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</table>
### Youth Development

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<td>Friendship Community Plan 2011</td>
<td>Friendship Supports good quality business districts on all sides of the neighborhood.</td>
<td>Develop partnerships to increase summer youth employment opportunities</td>
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<td></td>
<td>Strengthening the community through a renewed focus on youth, education, and community recreation.</td>
<td>Increase public open space and recreational opportunities</td>
</tr>
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<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Develop and maintain programs for adolescents</td>
</tr>
</tbody>
</table>

### Education

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<td>Work in partnership with other organizations to bring after-school programs to the community.</td>
</tr>
<tr>
<td></td>
<td>Strengthening the community through a renewed focus on youth, education, and community recreation.</td>
<td>Develop a centralized adult education program such as computer literacy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Develop and maintain programs for adolescents</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Be developed and improved pedestrian and bicycle amenities</td>
</tr>
<tr>
<td>Plan</td>
<td>Organizational Visions</td>
<td>Employment</td>
</tr>
<tr>
<td>------------------------------------------</td>
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<td>Recommendations for Arts Commercial District</td>
<td>Develop new restaurant with courtyard (Penn b/wn Atlantic and Pacific)</td>
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**Penn Avenue Strategic Comparative chart from**

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<tr>
<th>Plan</th>
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<th>Arts Opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garfield Community Plan 1999</td>
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<tr>
<td>Friendship Community Plan 2011</td>
<td></td>
<td><strong>&quot;Green and Screen&quot;</strong></td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Convert existing warehouse into artist cooperative with gallery space (5200 Penn Ave)</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>New public art as interspersed objects</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Support the development of landscaping or art screen (green and screen)</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Public art with focal point axis at Gross</td>
</tr>
</tbody>
</table>

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<tr>
<td>Garfield Community Plan 1999</td>
<td>Importance of the Penn Avenue Arts Initiative</td>
<td>Support and expand Penn Avenue Arts Initiative</td>
</tr>
<tr>
<td>Garfield Community Plan 2030</td>
<td>Broadening Access to and preparation for college/Adult education/ lack of non-athletic</td>
<td>Work with Garfield Business Association to attract neighborhood serving businesses</td>
</tr>
<tr>
<td>Friendship Community Plan 2011</td>
<td>Create a framework that promotes preservation of ecological systems and overall</td>
<td>Develop partnerships to increase summer youth employment opportunities</td>
</tr>
<tr>
<td>Friendship Community Plan 2011</td>
<td>Friendship Supports good quality business districts on all sides of the neighborhood.</td>
<td>Continue to develop vibrant arts community</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Develop a marketing strategy to attract businesses and customers to Penn Avenue.</td>
</tr>
<tr>
<td>EEP Neighborhood Development Strategy</td>
<td></td>
<td>Develop new restaurant with courtyard (Penn b/wn Atlantic and Pacific)</td>
</tr>
</tbody>
</table>
Community Input Sessions
Please join us at a Community Meeting
to kick-off a Strategic Plan for the Penn Avenue Commercial District

brought to you by

Mainstreets Pittsburgh and the Bloomfield-Garfield Corporation

At this first of three planning meetings, we’ll take a look at

• past plans,
• the work that’s been done, and
• the work that’s still on our plates.

And we’ll give you a chance to add to the list!

Tuesday, September 24, 2013
St. Maria Goretti Activity Center
140 North Atlantic

(Save these dates for the final meetings! Oct. 15th and November 4th)

Please bring a dish to share at the potluck dinner starting at 6:00 PM

Childcare will be provided by reservation only

For questions, to confirm your attendance, to reserve childcare, or to get extra copies of this flyer to help spread the word, please call 412.837.9561
<table>
<thead>
<tr>
<th>Safe Streets (Physical)</th>
<th>Clean Streets</th>
<th>Necessities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sidewalks with safe/even pavement</td>
<td>Clean</td>
<td>A Clean Penn Avenue!! No trash on the streets!</td>
</tr>
<tr>
<td>Safe</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transportation</td>
<td>Welcoming Businesses, open and occupied</td>
<td>Access to affordable healthcare-conventional and alternative</td>
</tr>
<tr>
<td>Walkable</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Easily Accessible</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Residents Shopping regularly on Penn Ave</td>
<td>Storefronts fully occupied</td>
<td>Visual appealing!</td>
</tr>
<tr>
<td>Appealing Facades, restored, friendly</td>
<td>Open (not always open) hrs posted</td>
<td>Inviting</td>
</tr>
<tr>
<td>Welcoming</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diverse, Different Eclectic</td>
<td></td>
<td>Humming with Activity</td>
</tr>
<tr>
<td>Diverse, economically, socially racially</td>
<td>A vital and fully functioning business district</td>
<td>Results Driven Planning: ST-wins, LT-goals</td>
</tr>
<tr>
<td>We are not Walnut Street</td>
<td></td>
<td>Leader/ Commital</td>
</tr>
<tr>
<td>Diverse Nightlife Options</td>
<td>Unique</td>
<td></td>
</tr>
<tr>
<td>Bold, Character, Diverse</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unique- There are plenty of &quot;cookie cutter&quot; main streets. Let’s not be another.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Easy Customer Access</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Business: Diversity- “We are not Walnut Street”
Businesses (High End)
Demographics of residents
Keeping Unique Businesses Independently owned
Diversity with/ in terms of uniqueness
Book stores
clothing
Meet needs of residents
Diverse residents support variety of businesses
Culturally and economically diverse community

Diversity: Types of businesses
Affordability
Eclectic/ Uniqueness

Along with Diversity, want a fully occupied district

“move to the next rung”

What about the E. Liberty edge? ——> portal?
How do we define our district?
Local Free Shuttle
Residents: Business District can’t be all things to all people
need connectors

What are the Core needs?
Mobility Challenges
Who’s accountable for the businesses (not necessity of scale)
CDC seeking what the community wants
Identity/ Character
Parking=Issue
Church lot strategy?
Dual Tracking
Art Businesses- What do they need?
Clean and Safe
Maintenance? ——> Problem Landlords
Lighting
Police presence
How to make abandoned/dilapidated property owners accountable? (including landscaping?)
Communicating re: maintenance
Community Clean-ups?
Looking at economy of scale of trees, sidewalks, etc
Safety related to business activity (eyes on the street)
Trash cans on the way!
Artists: Places/ venues to show/sell
Local artists ——> platform to share craft - Education (outreach)
Opportunity to renovate (sweat equity)
Public Art (road to safer environment)
Web presence for artists
facebook= https://www.facebook.com/pennave.artsinitiative
website= www.pennavenue.org
use old sites to direct folks to the current pages
Artists want reassurance that the community values artists
How to not price out artists
PAAI phase I focussed on sweat equity/ownership
Infusion of arts related uses--> turn around
Please join us at our second Community Meeting
to create the Strategic Plan for the Penn Avenue Commercial District

Mainstreets Pittsburgh and the Bloomfield-Garfield Corporation

At this planning meeting we will share the vision statement created from our first meeting. We will also take a look at:

- past plans,
- the work that’s been done, and
- the work that’s still on our plates.

And we’ll give you a chance to add to the list!

**Tuesday, October 15, 2013**

St. Maria Goretti Activity Center

140 North Atlantic

(Save this date for the final meeting! November 4th)

Please bring a dish to share at the potluck dinner starting at 6:00 PM

Childcare will be provided **by reservation only**

For questions, to confirm your attendance, to reserve childcare, or to get extra copies of this flyer to help spread the word, please call **412.837.9561**
Penn Avenue Strategic Planning
Community Meeting
October 15, 2013
6:00 - 7:30 PM

Agenda

Registration/Refreshments

Welcome and Introductions

Penn Avenue Draft Vision Statement

Penn Avenue Planning Speed Dating

Next Steps

Draft Vision Statement

On Penn Avenue, we embrace the innovative power of the arts and the diversity of residents and we support unique businesses to create a vibrant, inclusive and safe place.

Please join us for the final Community Meeting on November 4th
Speed Planning: Background/Reference Information

1. Programming: What should happen on Penn Avenue?

Events: Do we want to continue to find support for these events?
- Arts in Motion - We held an arts and music fair on Penn Avenue in June 2013 with performers and vendors.
- Kwanzaa on Penn - Event held in December of 2012 with a candle lighting ceremony, West-African Dancers and a story-teller.

PAAI: There were five elements to the original PAAI strategy developed in the 1990s. Do we want to support the revitalization of any of these?
- Artist Homeowner Workshops
- Building Intervention Strategy
- Artist Loan and Grant Fund (This is our facade improvement and renovation program. Do we want to continue to seek funding to support this?)
- Youth Arts Micro-Grants

Ideas for PAAI that came out of a recent report from the effort to determine the next phase for PAAI:
- Institute a programming committee.
- Add a kid's focus to Unblurred in the hours leading before (4-6), the typical after-school time. (Kid’s Art Fest); occasionally theme the Unblurred around a book or other item.
- Partner with Night Market around particular events.
- Have a set of quarterly events that are strategic, attract new people and are larger in scale: GaGi, Arts in Motion, Farm to Table, Kwanzaa, MLK, or holiday light up night.
- Develop a system to identify, track and communicate with youth and families.
- Bring all the providers (like Assemble and Irma Freeman Center for Imagination) together to gauge interest in collaboration.
- Develop programming that relates to African American culture.
- Develop a community event using principles developed by Rick Lowe and train vendors for Pop-up Markets.
- Hire a person with appropriate skills to do outreach.

2. Marketing: How should we talk about Penn Avenue?

- Business listing resource: We have produced a map of Penn Avenue with the businesses listed. Is this something we want to reproduce each year? Bi-yearly?
- Media and Web Presence: We are nearing the launch of our Penn Avenue Website (found at www.pennavenue.org). It will be a place to find and list events, search business info and websites, blog, etc. We have a facebook page for the Penn Avenue Arts Initiative.
Speed Planning: Background/Reference Information

Marketing ideas from the PAAI report:

- Develop a robust strategic marketing and outreach plan to define communications goals, objectives, target markets, creative strategies, and the most effective communication vehicles for PAAI. This includes all written, spoken, and electronic communication with audiences
- Perform an audit on existing marketing; and
- Interface with MainStreets.
- Pilot “Today On Penn Avenue”: joint marketing program. Start with one day per month and increase as feasible and effective.

3. Physical Identity: What should Penn Avenue look like?

- Penn Avenue Reconstruction Phase I (from Mathilda to Evaline) includes new street face work including sidewalks, lights, seated benches, curb bump-outs, etc. Phase II (from Evaline to Graham) is currently in the planning stages. There is no plan for Graham to Negley.
- Clean, Green and Screen Initiative has produced some of the public artworks seen along Penn Avenue in unsightly lots, as well as the bench at Winebiddle. There are a few projects in the works currently, including one at South Aiken and Penn which will be installed soon. A partnership with gtech has been established for future work.

Physical identity ideas from the PAAI report:

- Focus on an area of the street not included in Phases 1 or 2 of the street reconstruction plans; emphasize the Negley Avenue Gateway.
- Develop a youth public art project for area of the street not included in Phases 1 or 2.
- Look at other places within the arts district that are known for their identity: Columbus, Short North; Pearl District; Gaslight District; and Project Row Houses.

4. Business Development: How do we attract new businesses and grow the ones we have?

- Form Stakeholders Group (somewhat like a business association).
- Stakeholders have informed much of the work done on Penn Avenue this year including the map, the Arts in Motion event, and the decision to engage in this five-year plan.
• Vision statement needs to be more active
• Talk about mix of uses versus only “unique” ones
• What about visual character?
  • Statement should talk about experience of the street?
• Reword “innovative power of the arts”
• A safe place attracts people
• Should be a place where you don’t have to think about safety
• Self-sustaining
• Serving the needs of diverse residents
Programming

- Night Market Event
- Annual signature event?
- Mural Tour
- “passport”- some take-away?
- Group public art project
  ✴ make it into a Christmas card!
  ✴ Friendship/Garfield
- Build on Unblurred
  ✴ (Decide if new activity happens on 1rst Friday or new date and time)
- How do people know about opportunities to rent or buy on Penn Ave?
  ✴ art space?
- Video projection onto Bride’s Row
- Small Theater company events/ performance
- 1st Friday pre-event (Children’s programming)
- 1 public domain event per Unblurred
- Use the coned-off dead space (a la “parking day”)
- Beer tasting/wine tasting event?
- Winter months indoor events (maybe empty storefront?)
- 4800 Penn
  ✴ Community Space
- Flux type event?
- Artist Talks in gallery spaces (Author’s poets, etc as well)
- Create or coordinate more programs for youth
  ◦ Idea for coordinated youth activities (like Unblurred) on a designated time/day, maybe a Saturday morning
  ◦ Incorporate a car-free aspect
- Incorporate a car-free aspect into non-youth programs too, close Penn or another street?

- Continue First Friday Unblurred

- Convene a free flea market (like Share Fair) with food (maybe food trucks?) available

- Continue/expand programs that encourage and provide assistance for artists to own their own homes/buildings
  - Workshops that involve prospective buyers, financers, and detailed information about available properties – encourage live/work spaces

- Create programs for small business owners that go beyond Citylab’s recent series (past an introduction to the topics)
  - Examples of topics: accounting, legal
  - Should be on-going technical assistance, not one-time workshops
  - GPAC, SCORE

- Create programs for seniors – Daytime events in underused spaces/storefronts (bingo, etc.)

- Make more opportunities for pop-up businesses – a coordinated program to incubate businesses

- Continue Night Market

- Continue GA/GI
**Marketing**

- Map (Annual)
- Website Coming (Blog on website-use community bloggers) Maintenance
- Refer to Penn Avenue as a business district (not arts district) or create alternative identity
- Work with CMU or Pitt students to do projects similar to the Waffle House
- Create logo or consistent visual identity
- Print Identity
- Represented at VisitPittsburgh.com
- Online be on Apps
- Uniform identity
- Logo incorporated into marketing materials of other businesses (restaurants, etc)
- Who are we trying to draw?-marketing campaign different depending on audience
- How do we get all the neighbors to support the plans?
- Cemetery tour? (full of history)
- Reach Upper Garfield (residents feel left out)
- Radio Show- broadcast onto the web- podcast (ASP station)
- Communicate more consistently and with many outlets (print, social media, Pop City) about programming, available spaces, how to get involved, and the vision for Penn Ave
- Keep abreast and communicate to the community and outside about the accomplishments of businesses, people in the community, and “native sons”
  - For example: several people involved in projects on Penn Ave made this years “40 Under 40” list
- Some concern was voiced about the recent negative news in the Bulletin (heroin bust, eyesore of the month) and how it presents Penn Ave to those who have less familiarity

- Share the recently–made business map on the Ave more prominently
  - One idea was big signs on the street like mall navigation
    - Develop the map further with an artist
    - Explore interactive options
    - Continually update, maybe quarterly
    - Inverse whiteboard?

- Continue to follow the 4 Main Streets pillars

- Make space for a community board in the new Bottom Dollar
**Physical Identity**

- Penn Avenue Reconstruction - Still no plans from Graham to Negley
- Lots of Murals, More Public Art, Make it our identity
- Style Guide and Deign Consultation
- Gateways, define entry and exit and markers for the district
- Common Business Accessories, Sandwich boards
- Historic Pittsburgh??
- LED lighting in businesses or coach lighting education
  * Encourage building lighting of facade and interiors
- Sign and Light Program
- Green and Screen, work with artists for vacant buildings and construction areas (vinyl covering)
- Build bus shelters
  - There could be space for community boards
- Install more trash cans
- Some wanted fewer bump-outs, some like them
- Continue to keep Penn human-scale with small details, work to make parts of Penn that are not (Children’s home, area near Penn/Negley) more human-scale
- We should focus on Penn/Negley
  - Create a defined gateway
  - Use large lots for art events during Unblurred
  - Build bus shelters
- Define gateways (Penn/Mathilda and Penn/Negley)
  - “Welcome to”
  - Should incorporate an art object
Penn Ave Meeting #2 Notes

- Vertical silhouette
- Lots of color, bright
- Involve lights
- Should incorporate green (color/plants) to reflect the community’s greenery, one of the community’s strengths
- Work towards visual continuity between the gateways

- Develop the community’s green-ness
  - Build a permeable parking lot and some permeable sidewalks to lead other neighborhoods

- Make Penn more visually continuous
  - Focus on density and eliminating “missing teeth” like parking lots and the large, not human-scale setback of the Children’s Home

- Create a youth public art project
- Work towards safe spaces for all users (young, old, pedestrians, cyclists, drivers, all hours)
Business Development

- Working with the businesses we love to be sure they are not priced out (Quiet Storm?)

- Ways to make for rent or for Sale spaces clear

- Parking plan needed

- Commercial eyesore of the month

- Space wanted section of the website

- Vacant spaces:
  - Offer and promote technical assistance for property owners
  - Code enforcement
  - Nice letters with escalating tactics
  - pop-up businesses

- Need a regular planning forum for neighborhood input on plans (model on ss forum)

- Have walking tours led by volunteers on a variety of topics
  - Architecture
  - Cultural history
  - Public art

- Maintain a catalog of available spaces
  - Prices
  - Square footage
  - Continuous updates
  - Make it easily accessible
  - Coordinate with business owners
  - Get help with this, as it will be a lot of work

- Get staff to clean the street like PDP does Downtown
  - Could CISP be involved (Jason Sauer)?
Penn Ave Meeting #2 Notes

- Youth community service
- Attract a breakfast restaurant
- Encourage more businesses to be open during the day/ attract business that will be (like a breakfast restaurant)
- Encourage more businesses to be open at night
  - Attract bar(s) that will be good neighbors
- Encourage galleries to be open more and have regular hours
  - Use the positive experience of Artica/Mostly Mod as an example
- Have more coordination between businesses
  - For hours
    - Coordinated promotions (Bike Pgh discount, Shop Late Night Lawrenceville)
    - Cooperative branding
- Ensure the Ave is consistently lit, especially where reconstruction does not reach
- Work to secure funding for reconstruction Graham→Negley
- Create design specs for the corridor
Please join us at our final Community Meeting
to create the Strategic Plan for the Penn Avenue Commercial District

brought to you by Mainstreets Pittsburgh and the Bloomfield-Garfield Corporation

At this final planning meeting we will be asking for you to help us choose and prioritize which projects we will use for our five year plan.

Please don’t miss this one, it’s the most important one to attend!

(The final document will be drafted and available on our website by December 31, 2013 @ www.pennavenue.org)

Monday, November 4, 2013
St. Maria Goretti Activity Center
140 North Atlantic

Please bring a dish to share at the potluck dinner starting at 6:00 PM

Childcare will be provided by reservation only

For questions, to confirm your attendance, to reserve childcare, or to get extra copies of this flyer to help spread the word, please call 412.837.9561
Penn Avenue Strategic Planning
Community Meeting
November 4, 2013
6:00 – 7:30 PM

Agenda

6:00 – 6:15 Registration/Refreshments

6:15 – 6:30 Welcome and Introductions

6:30 – 6:45 Presentation: What’s Been Done on Penn Avenue

6:45 – 6:50 Revised Penn Avenue Vision Statement

Penn Avenue’s innovative arts community reflects the vibrancy of the area’s residents and sparks a diverse range of businesses. Together, these elements add up to a dynamic, inclusive community housed in a visually-distinctive built environment.

6:50 – 7:25 Prioritizing Projects

7:25 – 7:30 Next Steps
Penn Ave Strategic Planning Meeting #3  
November 4, 2013  
Suggested Projects for Prioritization

**Programming**

<table>
<thead>
<tr>
<th>Project</th>
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<tbody>
<tr>
<td><strong>Continue Night Market Event</strong></td>
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<tr>
<td><strong>Quarterly events</strong></td>
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<tr>
<td>• Kwanza</td>
</tr>
<tr>
<td>• GA/GI</td>
</tr>
<tr>
<td>• Arts in Motion</td>
</tr>
<tr>
<td>• Dia de los Muertos</td>
</tr>
<tr>
<td>• Christmas card event</td>
</tr>
<tr>
<td><strong>Continue First Friday Unblurred</strong></td>
</tr>
<tr>
<td>• Include children’s programming/pre-event</td>
</tr>
<tr>
<td><strong>Create a community space on Penn Avenue</strong></td>
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<tr>
<td><strong>Artist Talks in gallery spaces (writers, others)</strong></td>
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<tr>
<td>• Create/coordinate more programs for youth</td>
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<tr>
<td>• Coordinated youth activities (like Unblurred) on a designated time/day, maybe Saturday morning</td>
</tr>
<tr>
<td><strong>Convene a free flea market with food available</strong></td>
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<tr>
<td><strong>Create programs for seniors</strong></td>
</tr>
<tr>
<td><strong>Walking tours (volunteer-led)</strong></td>
</tr>
<tr>
<td>• Cemetery</td>
</tr>
<tr>
<td>• Architecture</td>
</tr>
<tr>
<td>• Cultural history</td>
</tr>
<tr>
<td>• Public art</td>
</tr>
<tr>
<td><strong>Develop a high-quality community space</strong></td>
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<tr>
<td><strong>Have a visible team to clean Penn Ave regularly like in Downtown</strong></td>
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</table>
## Marketing

<table>
<thead>
<tr>
<th>• Develop marketing strategy</th>
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</thead>
<tbody>
<tr>
<td>• Who are we trying to draw? Create different marketing campaigns based on audiences.</td>
</tr>
<tr>
<td>• How can we reach Upper Garfield?</td>
</tr>
<tr>
<td>• Communicate more consistently and through many outlets about programming, available spaces, how to get involved, and Penn Ave’s vision.</td>
</tr>
</tbody>
</table>

| • Share the business map more prominently on Penn, update periodically |
| • Maintain new website and continue to develop online presence |
|   • Develop a community blogging forum |

| • Work with CMU or Pitt students to do projects similar to the Waffle House |
|   • The Waffle Shop was a neighborhood restaurant that produced and broadcast a live-streaming talk show with its customers and operated a changeable storytelling billboard on its roof. |

| • Create a consistent Penn Ave identity through visual branding/logo |
| • Utilize ASP station for web/podcast broadcasts |
| • Create communication boards |
|   • Community board in the new Bottom Dollar (like Whole Foods) |
|   • Happening on Penn boards along the Ave (like Friendship boards) |

| • Encourage coordinating promotions (like Bike Pgh discount and Shop Late Night Lawrenceville) and cooperative branding |
### Physical Identity

<table>
<thead>
<tr>
<th>Action</th>
<th>Description</th>
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<tbody>
<tr>
<td>Develop a Penn Ave Reconstruction plan for Graham to Negley</td>
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<tr>
<td>Develop a Style Guide for the streetscape and offer Design Consultations with local architects</td>
<td></td>
</tr>
<tr>
<td>More Public Art</td>
<td>Make it our identity</td>
</tr>
<tr>
<td></td>
<td>Lots of Murals</td>
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<tr>
<td></td>
<td>Explore a youth public art project</td>
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<tr>
<td>Define the district with signage, especially at Gateways (Penn and Negley)</td>
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<tr>
<td>Create common business accessories (examples: sandwich boards or flower baskets/boxes)</td>
<td></td>
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<tr>
<td>Encourage businesses to use LED lighting (for cost-efficiency) on storefronts to keep the street lit after dark and to keep businesses visible to passers-by</td>
<td></td>
</tr>
<tr>
<td>Expand the Green and Screen program</td>
<td>Work with artists on vacant buildings and construction areas</td>
</tr>
<tr>
<td>Support green efforts in the district (plant life and environmental sustainability)</td>
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</tbody>
</table>
### Business Development

- Develop a plan to work with businesses to help them not be priced out
- Create and maintain a comprehensive list of spaces for rent or sale
  - Spaces wanted section of the website
  - Prices
  - Square footage
  - Continuous updates
  - Coordinate with business owners
- Parking plan
- Convene a regular planning forum for neighborhood input on plans/development similar to the South Side Planning Forum
  - South Side Planning Forum brings together the Community Council, the Chamber of Commerce, the Neighborhood Association, and the Brashear association to address major neighborhood issues and events. They also convene a voluntary (unless referred by the City) Development Review Committee that reviews plans and ensures that developments are appropriate for the neighborhood.
- Attract a breakfast and lunch restaurant
- Develop a plan to address vacant and abandoned spaces
  - Offer and promote technical assistance for property owners
  - Enforce codes
- Create a strategy to encourage better business habits
  - Attract a mix of businesses that will keep Penn active during the day and evening
  - Encourage galleries to have regular hours, encourage coordination of hours
- Continue/expand programs that encourage and provide assistance for artists to own their own live/work spaces
  - Coordinate workshops that involve prospective buyers, financers, and detailed information about available properties
- Create ongoing programs for small businesses that go beyond Citylab’s recent series past an introduction to the topics (example topics: accounting, legal)
- Develop a coordinated program to encourage/incubate pop-up businesses
Penn Avenue Arts Initiative

The Next Phase

Research Findings and Recommendations
Prepared by Mary Navarro, consultant
September 2013
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In late 2012 Friendship Development Associates (FDA) and Bloomfield-Garfield Corporation (BGC) undertook a study to review the Penn Avenue Arts Initiative (PAAI) and to determine goals and program plans for its next phase of development. A consultant was hired and in early 2013 undertook a series of stakeholder interviews to understand past performance, perceptions and future opportunities for PAAI. Based on interviews and a focus group held between January and March 2013 and further meetings of the Planning Committee held between March and August 2013, information has been gathered and recommendations have been developed to guide the development of the next phase of the Penn Avenue Arts Initiative.

Background
The Penn Avenue Arts Initiative was developed in the mid-1990s as a combined economic development, arts and Mainstreets strategy. It is “part of a larger community development strategy that intertwines neighborhoods, commercial and cultural projects [and] is a joint-project between the Bloomfield-Garfield Corporation (BGC) and the Friendship Development Associates (FDA).”

In 1996 an Artists & Cities Study showed that one third of all artists living in Pittsburgh resided in three zip codes that border Penn Avenue. This information formed the basis of a strategy to guide the redevelopment of the Penn Avenue corridor between Negley Avenue and Mathilda Street. The two Community Development Corporations (CDCs) that straddled this section of Penn Avenue — Friendship Development Associates (FDA) and Bloomfield-Garfield Corporation — collaborated on this project with the staffing located at FDA. The premise of this initiative was that the arts could be an economic generator.

1 http://friendship-pgh.org/paai/
There were five elements to the original PAAI strategy developed in the 1990s:

- Artist Homeowner Workshops
- Building Intervention Strategy
- Artist Loan and Grant Fund
- Marketing Support
- Youth Arts Micro-Grants

In 1998 *Unblurred*, a Friday night gallery opening event was begun, and in 2002 a Youth Arts Coordinator was hired.

When fully staffed and funded, PAAI was an economic development strategy and an arts strategy. Of the 16 buildings identified in the original intervention strategy, 15 were purchased and rehabilitated by artists. Many new businesses and other entities were drawn to the Avenue, including restaurants, non-profits, and other arts facilities such as the Pittsburgh Glass Center and the Dance Alloy building. Vacancy along Penn Avenue was reduced from 78% to 21.3%.  

Other accomplishments include:

- Converted nearly 150,000 sf vacant property into artist live/work space
- Attracted nearly $56.5 million in investment along Penn Avenue
- Awarded over $60,000 to nearly 60 artists who empowered over 600 youth in classes and workshops
- Disbursed over $100,000 in matching grants and nearly $130,000 in loans through the Artist Loan and Grant Fund
- Named as part of the “Top 50 Cultural Forces of the Decade” in Pittsburgh by the Post-Gazette
- Over 40 artists, arts organizations and arts businesses have affordable and/or long term leases
- Other businesses, residents and building owners benefited
- The vacancy rate per square foot was reduced from 43% to 18%
- Vacant storefronts were reduced from 53% to 28%
- The façade matching grants program awarded $137,000 in grants
- 25 facades renovated; this represents one fifth of the Avenue

There has been a significant amount of public and foundation support for this Initiative led by the McCune Foundation in 1998, including:

- McCune Foundation, $300,000 for Building Intervention Strategy, Artist Loan and Grant Fund, Youth Micro-Grants, Penn Avenue Arts Festival, Video Documentation
- LISC: Building Acquisition Funds, $325,000 in loans and $50,000 grant
- Roy Hunt Foundation: $75,000
- Richard King Mellon Foundation: $250,000
- Heinz Endowments: $50,000 youth programs
- CDBG Funds: $10,000 per year
- Home Renovation Program, first-time homeowners assistance (How much?)
- URA Matching Funds: several grants totaling over $78,000

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2 Rudy Bruner Application
Other accomplishments include:

- Penn Avenue Arts Initiative Phase 2
- Building Intervention Strategy
- Artist Loan and Grant Fund
- Marketing Support
- Youth Arts Micro-Grants
- Unblurred
- Artist Homeowner Workshops
- Rudy Bruner Application
- Artist Loan and Grant Fund, Youth Micro-Grants, Penn Avenue Arts Festival, Video

Current Situation

Over the course of PAAI there have been changes in the structure and staffing. Originally housed at FDA with a full-time staff member, PAAI is now housed at BGC with a shared part-time staff member who is also the Mainstreets Manager. PAAI is in a maintenance mode and there is limited staff time and budget. At one time, the Mainstreets strategy was one in the same as the PAAI strategy. As time has gone on and both programs have matured, the goals and strategies remain complementary but each have become more specialized.

The research has indicated that there is an opportunity to build on the strong base that is a result of the first phase of PAAI, its successes and lessons learned. There is a substantial base of arts organizations, artists, galleries and other arts facilities on Penn Avenue that help to identify it as an arts district. (See Appendix A). Other businesses – retail, restaurants and cafes - have come to the Avenue and feel that being associated with the arts district is a positive feature for their businesses. However there is little coordination of activities and collaboration amongst groups, although this is changing with the recent institution of monthly stakeholder meetings organized by the Mainstreets manager.

The building intervention strategy has been effective, however, the low-hanging fruit has been “harvested” and the buildings that remain need a targeted economic development strategy. Property values have increased, some buildings have inflated prices, and some have ownership or environmental issues. Activity is scattered along the 2.8 mile, nine block Avenue. BGC would like to control some of the key properties and guide their development to match their objectives. Completing the real estate/community development on the Avenue will take a focused and strategic approach. BGC is interested in keeping this role on their portfolio. Currently, a consultant is working with a committee from FDA to determine the disposition of their real estate assets.

Research Findings

Programming

The strongest and most visible program of PAAI is *Unblurred*. This event takes place during the evening of the first Friday of every month when the galleries and other businesses are open. Many galleries take advantage of this influx of visitors to schedule openings or closings of exhibitions. The April *Unblurred* is also GA/GI Festival.

Programming is the area with the most comments and discussion. There are a wide range of constituents that could benefit from program activity including arts organizations and galleries, residents, and other businesses. It is generally agreed that:

- *Unblurred* is great but additional organized activity is needed
Daytime activities are needed to draw (new) people to the street
Family activities are needed to serve a broader range of residents and visitors
Programming needs to be tailored to target markets
Joint programming needs to bring value added and not “cannibalize” individual programming
Programming can be the key to attracting underserved populations and others that “don’t feel Unblurred is for them”
Garfield has not been served as well as it can be

The following excerpt from a recent Heinz Endowments Cultural Vitality Study reinforces what was heard during the interviews:
“The following are key themes that surfaced in conversations.
• Race and class are strong determinants for perceptions of “where people belong” in Pittsburgh.
• Pittsburghers frequently tend to stay within their comfort zones when it comes to participating in the arts.
• People often look to the arts for validation—affirmation of history and identity.
• Arts and culture can sometimes be used to further exclude and marginalize groups that have been historically disenfranchised.
• Lower income populations face barriers when it comes to accessibility to arts opportunities.
• Cuts in arts education in schools have long-term negative effects on arts participation.
• Marked differences in how some workshop participants felt about arts and cultural opportunities largely followed racial differences with several white participants generally feeling that arts and cultural opportunities were ample and robust and black participants more apt to recognize gaps and needs for more relevant and accessible arts and cultural experiences.”

Activities for Youth and Families
The initial PAAI strategy had a programmatic element to provide arts activities for youth. This goal was achieved but was not sustainable. For the activities that did take place, interviewees felt they were successful. However, activities were opportunistic and sporadic and dependant upon funding streams that were not always large enough or consistent enough for this to be considered an integrated program.

There is a tremendous range of interest and talented artist-educators on the Avenue. Many of the arts organizations have a youth focus, including the Irma Freeman Center, Assemble, the Pittsburgh Glass Center, Kelly-Strayhorn/The Alloy Studios, amongst others. Youth and family arts programming could address some of the identified outreach and diversity issues, could provide additional income and stability for the artists on the Avenue, and could become a hallmark of the Avenue.

Diversity and Inclusion: “The Zipper”
Penn Avenue is a street that acts as a dividing line between two different neighborhoods. Whereas in other neighborhoods the main street is the center, – Penn Avenue in East Liberty and Butler Street in Lawrenceville – Penn Avenue divides Friendship and Garfield. One of the original objectives for PAAI, although not as clearly stated, was that Penn Avenue could become “the Zipper” or the place where the two
neighborhoods could come together. This has been the least fulfilled of the original goals and remains an opportunity for PAAI.

There are a variety of reasons given why this did not occur. However, it was stated by all participants that it is important for Penn Avenue and PAAI to serve both neighborhoods and its residents.

Identity – Name Recognition
The identity and recognition of PAAI run the full range from people who know the program and its goals to those with little to no knowledge of PAAI and/or its programs. People who have been recipients of the original initiative have high praise for the programs, the staff and the support. For those who are new to the Avenue and have not taken advantage of the grant and loan funds, there is little recognition or understanding of PAAI.

*Unblurred* has higher name recognition than PAAI. Some people thought PAAI was *Unblurred*.

Other identifying characteristics include: Authentic, not cohesive, not clear, diverse, grass roots, not exclusive – “not Shadyside”. There was a wide difference of opinion on whether PAAI serves both sides of the avenue or not.

This discrepancy in identity is due to a number of factors including: change in leadership and staffing over time, the shift from FDA to BGC, and low levels of marketing and communications.

Marketing and Communications
Marketing and Communications were identified as key activities for the new PAAI committee. There is very limited budget for current marketing efforts, and no communications policy is in place. The Mainstreets staff person does what she can with a very limited budget of approximately $300 per month. Loan repayments are used to fund the marketing.

Also, there are several PAAI Facebook pages and no clear go-to place for information on PAAI. However, with a new Penn Avenue website launching in November 2013 and the new street map, some of the confusion will be resolved.³

Physical Identity
It was generally agreed that the physical look of the Avenue needs to be improved. Some basic maintenance functions have been deferred due to the upcoming street reconstruction. There is an existing Penn Avenue Reconstruction Committee that has been meeting regularly and has enjoyed success at securing enhanced design standards.

Current Leadership Structure
It was felt that the current leadership structure for the Penn Avenue Arts Initiatives is confusing, and there is an “Alphabet Soup” of organizations. It is unclear if there are

³ See [www.PennAvenue.org](http://www.PennAvenue.org)
gaps and/or overlaps in responsibilities. The current leadership is also considered to be “white” and “old” and there was a desire to broaden its base racially and in age range.

Geographic Area
There was discussion about expanding the geographic area of the initiative to include other key cultural institutions like the Kelly Strayhorn Theater and the Union Project. However, the decision was made not to expand to include other institutions or programs, rather to look at them as potential strategic partners. PAAI’s current service area is long and it would diffuse efforts and be unwieldy to expand at this time.

Recommendations
The overarching goal for the Penn Avenue Arts Initiative is to:

Utilize the power of the arts to increase the vitality and socioeconomic diversity of Penn Avenue and make the street a socially friendly place.

Structure
For the next Phase of PAAI it has been agreed that it makes sense to split the economic development role and the programming, marketing and communications role. The two functions will be closely coordinated and synergistic. MainStreets will continue to have an important role albeit different than PAAI. BGC will develop and manage the economic development and revitalization strategy. A revamped PAAI committee will build on the role of the arts as a defining element of Penn Avenue, through marketing, promotion and collaborations. Mainstreets will continue to have its goals and objectives that support and are supported by the above two strategies.

Mainstreets is in the process of a five-year strategic planning process that will further help to identify and differentiate roles and goals for the various partners. However, listed below is a general differentiation of responsibilities of each of the three partners in the overall Penn Avenue Plan.

Taking key points from five current studies and plans\(^4\), and the current strategic planning process, BGC will develop a revamped, targeted economic development strategy for Penn Avenue and will engage residents from both sides of the Avenue in that planning; and Mainstreets will continue in their role to keep the street clean and safe and promote business activity. The new BGC Mainstreets Strategic Plan will be completed by December 2013.

The new PAAI Role and Strategy will include the following:
- Support and coordinate with the BGC Economic Development Strategy and Mainstreets (do not splinter efforts)

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\(^4\) Bloomfield- Garfield Corporation Twenty Year Plan (completed in 2010), FDA Strategic Plan 2011-2016; East End Planning: Penn Avenue Corridor Master Plan 2008; Friendship Community Plan (2011); Penn Avenue Street Reconstruction Plan (2008); Penn Avenue Corridor Urban Catalogue & Streetscape Program (2009)
• Utilize strength of existing artists and arts organizations in the District
• Provide activities, events and programming to help create markets for artists, residents and businesses
• Provide a strong marketing and communications function
• Develop a leadership team of 8-12 committed individuals
• Develop their own identity and new name
• Secure necessary staff and budget
• Utilize The Pittsburgh Glass Center or another institution acts as fiscal sponsor (do not form a separate 501c3 organization)
• Connect, collaborate, convene, coordinate, curate, catalyze

Four Big Ideas

In order to more fully develop the potential of Penn Avenue as a vibrant arts district, four major areas of opportunity have been identified: Programming; Marketing and Communications; Physical Identity; and Partnerships. These strategies will be implemented by a leadership group charged to deepen relationships with the arts, neighbors, businesses and others on the Avenue; to coordinate efforts working toward common goals; and to collaborate with partners on the Avenue and beyond. See High Priority Goals and Objectives Matrix for detail.

1. Programming: Bring more people to the street/neighborhood and build community through the arts.

Programming Recommendations:
• Enhance the existing programming with strategies relevant to identified target markets and broad community agendas
• Utilize existing talent on the Avenue and augment as necessary
• Provide arts opportunities for families and children in a thoughtful and coordinated way that appeals to all adjacent neighborhoods and others
• Develop more daytime activities
• Offer activities that are easily accessible for a first-time visitor
• Determine a funding stream to help support high priority projects

There is an opportunity to better coordinate the programming. Currently these producers and presenters do not meet regularly as a group nor do they have a good sense of what others are doing.

2. Marketing and Communications: Create a strong identity for Penn Avenue and PAAI, its programs, staff and goals.

Marketing and Communications Recommendations:
• Create a strong identity to bring value and positive recognition to Penn Avenue and adjacent neighborhoods
• Rebrand PAAI: it is no longer an initiative and a new name will help to identify its new role. Brainstormed names include the “Bend” and Black Horse Hill
• All marketing materials need to be coordinated and have a cohesive, reinforcing look
• Get more/better media coverage

3. **Physical Identity**: Penn Avenue is a welcoming place – and you can find everything you need on the Avenue.

Physical Identity Recommendations:
• Use the upcoming street reconstruction as an opportunity to create a sense of cohesion, attractiveness and further promote Penn Avenue’s role as an arts district
• Pilot a public art program to work in an area of the Avenue that is not part of the street reconstruction
• Construction is due to commence in October 2013 and be completed in December 2014

4. **Strategic Partnerships**: Develop strategic partners for youth-serving organizations, which can provide programming to reach the above goals, and develop other strategic partnership as needed.

Although there is depth of talent on the Avenue, it is believed that there is value in creating strategic partnerships to help achieve some of the above-mentioned goals. Partnerships can bring added value to existing resources, create a comfort level on the part of all residents, and help to bridge the gap between the galleries, the residents and other businesses.

Possible Partners include:
• Artists and arts organizations in the District
• Anchor Arts Organizations in the area (Pittsburgh Glass Center, Kelly Strayhorn Theater, Union Project)
• August Wilson Center Fellows
• YouthWorks
• Hip Hop on L.O.C.K.
• Center of Life
• Others to be determined

**Leadership Structure, Staffing and Budget**
The core group deeply discussed pros and cons of options based on the need for: 1) a cohesive strategy that bridges the arts and community development fields; 2) also requires significant skill and expertise in both areas; and 3) needs to be on the ground and close to the action.

It has been determined that the community development and Mainstreets function will remain at the CDC level and that a new leadership group will be formed to guide the implementation of this plan.
The Pittsburgh Glass Center has agreed to act as fiscal agent for any grants for this new initiative.

It will still be necessary to address the confusion over the leadership of PAAI and the “Alphabet Soup” of organizations involved.

At a meeting with some funders it was suggested that the group:
- Develop a “wish list” of ideas and
- Do a “transition plan” for the next year or two
- With the aid of consultants and contract personal, conduct some “experiments” before staff is hired.
- “Design and do” at same time — develop programs and relationships over time.

Therefore, there is no overall budget for the new PAAI, but funding will be secured for high priority projects as the opportunities arise. A budget was developed for two high priority projects and is located in Appendix C as a budget example.
High Priority Goals and Objectives

Below are listed high priority goals and objectives that can be accomplished within the next 12 to 18 months:

<table>
<thead>
<tr>
<th>1.PLANING</th>
<th>AUDIENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>GOAL 1 Programming</td>
<td>“Build Community” through the arts. Bring more people to the street and neighborhood.</td>
</tr>
<tr>
<td></td>
<td>• Neighbors: Bloomfield, Garfield, Friendship with a focus on those currently underserved and underrepresented</td>
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<tr>
<td></td>
<td>• Including all age groups: children and families, teens, young adults, adults and seniors</td>
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<tr>
<td></td>
<td>• East End residents</td>
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<tr>
<td></td>
<td>• City and regional</td>
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<table>
<thead>
<tr>
<th>Strategies Goal 1</th>
<th>Tactics</th>
<th>Outcomes, Metrics, Research needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop programming relevant to particular target markets. Refer to The Heinz Endowments’ Cultural Vitality Study (HCVS)</td>
<td>1. Institute a programming committee. 2. Add a kid’s focus Art Fest to Unblurred in the typical after-school time (4-6 PM); occasionally theme the Unblurred around a book or other item 3. Partner with Night Market around particular events 4. Have a set of quarterly events that are strategic, attract new people and are larger in scale: GA/GA, Arts in Motion, Farm to Table, Kwanzaa, MLK, or holiday light up night 5. Develop a system to identify, track and communicate with youth and families 6. Bring all the providers together to gauge interest in collaboration</td>
<td>1. Conduct study of who and how many are attending programs currently, how they make their choices of what to attend, where do they look to find information for decision-making; Establish goals, Re-test. 2. Increase cultural vitality of Penn Avenue and adjacent neighborhoods. Vitality can be seen and felt – more people, more energy 3. Increase socio-economic diversity of who attends events. 4. Create the sense that you can get “everything you need on the Avenue” 5. People will come because of the energy and reputation – you don’t know exactly what you will find but you come because it is welcoming, socially attractive, and you feel comfortable</td>
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</tbody>
</table>
## I. PROGRAMMING

<table>
<thead>
<tr>
<th>GOAL 2 Programming</th>
<th>AUDIENCES</th>
</tr>
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<tbody>
<tr>
<td>Increase cultural diversity</td>
<td>• Neighbors: Bloomfield, Garfield, Friendship with a focus on those currently underserved and underrepresented</td>
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<tr>
<td></td>
<td>• Including all age groups: children and families, teens, young adults, adults and seniors</td>
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<tr>
<td></td>
<td>• East End residents</td>
</tr>
<tr>
<td></td>
<td>• City and regional</td>
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<table>
<thead>
<tr>
<th>Strategies Goal 2</th>
<th>Tactics</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Help people to move beyond their &quot;comfort zone,&quot; (HCVS*)</td>
<td>1. Develop programming that relates to African American culture</td>
</tr>
<tr>
<td>2. Race and class are strong determinants for where people belong. (HCVS)</td>
<td>2. Develop a community event using principles developed by Rick Lowe and training vendors for Pop-up Markets</td>
</tr>
<tr>
<td>3. Arts can validate – affirm history and identity (HCVS)</td>
<td>3. Hire an appropriate person to do outreach</td>
</tr>
<tr>
<td>4. Arts can further exclude and marginalize(HCVS)</td>
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*Heinz Cultural Vitality Study

<table>
<thead>
<tr>
<th>Outcomes, Metrics, Research needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. From Programming Goal 1 above with focus on cultural diversity</td>
</tr>
</tbody>
</table>
### 2. MARKETING AND COMMUNICATIONS

<table>
<thead>
<tr>
<th>GOAL 1 Marketing and Communications</th>
<th>AUDIENCES</th>
</tr>
</thead>
</table>
| Create a strong identity for Penn Avenue and PAAI, its programs, staff and goals | - Neighbors: Bloomfield, Garfield, Friendship with a focus on those currently underserved and underrepresented  
- Including all age groups: children and families, teens, young adults, adults and seniors  
- East End residents  
- City and regional |

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tactics</th>
<th>Outcomes, Metrics, Research needed</th>
</tr>
</thead>
</table>
| 1. Rebrand PAAI: it is no longer an initiative and a new name will help to identify its new role  
2. All marketing materials will have a coordinated, cohesive, reinforcing look  
3. Get more/better media coverage | 1. Develop a robust strategic marketing, outreach plan to define communications goals, objectives, target markets, creative strategies, and the most effective communication vehicles for PAAI. This includes all written, spoken, and electronic communication with audiences;  
2. Perform an audit on existing marketing; and interface with Mainstreets.  
3. Pilot “Today On Penn Avenue” joint marketing program; start with one day/month and increase as feasible and effective. | 1. Broaden the reach, impact, and support base for PAAI  
2. Segment the audience enough to understand who is coming to what activity  
3. Increase attendance at events  
4. Create name/brand recognition.  
5. Increase number of and distribution of Unblurred flyers |
### 3. PHYSICAL IDENTITY

<table>
<thead>
<tr>
<th>GOAL</th>
<th>AUDIENCES</th>
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</thead>
</table>
| Penn Avenue is a welcoming place. | • Neighbors: Bloomfield, Garfield, Friendship with a focus on those currently underserved and underrepresented  
• Including all age groups: children and families, teens, young adults, adults and seniors  
• East End residents  
• City and regional |

<table>
<thead>
<tr>
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<th>Tactics</th>
<th>Outcomes, Metrics, Research needed</th>
</tr>
</thead>
</table>
| Use the upcoming street reconstruction as an opportunity to create a sense of cohesion, attractiveness and further promote Penn Avenue’s role as an arts district. | 1. Focus on an area of the street not in Phase 1 or Phase 2 of the street reconstruction plans, especially the Negley Avenue Gateway.\(^5\)  
2. Develop a youth public art project to work on the above project.  
3. Look at other places with an identity that are known for arts district: Columbus, Short North; Pearl District; Gaslight District, Project Row Houses. | 1. “Know” when you have entered the district.  
2. Create a positive sense of identity that draws people to the Avenue. |

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\(^5\) See Appendix B, Street Reconstruction Schedule
<table>
<thead>
<tr>
<th>PARTNERSHIPS</th>
<th>GOAL</th>
<th>AUDIENCES</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1. Develop strategic partners for youth serving organizations, which can provide programming to reach the above goals. 2. Develop other strategic partnership as needed.</td>
<td>1. Arts organizations and artists on Penn Avenue 2. Arts organizations and artists in adjacent neighborhoods. 3. Other high priority partners. 4. Local youth</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Tactics</th>
<th>Outcomes, Metrics, Research needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Joint programming brings value-added to existing programming and does not “cannibalize” existing programming. 2. Build on existing wealth of artists and arts organizations on Penn Avenue. 3. Address issues caused by the cuts in arts education in schools that have had negative effects on arts participation. (HCVS)</td>
<td>1. Develop an audit of current activities. 2. Develop a coordinated system of age-appropriate, relevant arts activities for youth. 3. Coordinate and collaborate with existing organizations. 4. Have one to two key partners for each major event – make it manageable and do-able.</td>
<td>1. Local Youth will feel well-served by the programs. 2. Ensure that all artist teachers are trained and best practices are followed.</td>
</tr>
</tbody>
</table>
Benchmarked Cultural Districts

Of the four districts identified, the one that seems closest in size and scale to PAAI is Short North in Cleveland. It is linear in shape and is also similar to PAAI. Gastown and the Pearl District are much larger. Gastown (Vancouver, B.C.) is comprised of 100 commercial buildings and 500 businesses, and is a National Historic Site (Canada). The Pearl District (Portland, Oregon) comprises 100 city blocks and 245 acres – and they consider themselves to be a small downtown neighborhood. Project Rowhouses (Houston) is located within a primarily residential neighborhood and is the only art activity within that neighborhood.

Vancouver Gaslight District: Gastown

From the Website: http://www.gastown.org/

Gastown is the historic and cultural heart of Vancouver and is the city’s oldest neighbourhood establishing itself in 1867. Designated a National Historic Site, you can find block upon block of grand Victorian buildings hold memories of Gastown’s reign as Canada’s third-largest city and one of the most cosmopolitan. Today, these historic aesthetics prove a glorious backdrop for today’s urban lifestyle.

It’s no surprise Gastown as named 4th Most Stylish Neighbourhood in the World in 2012. Gastown is the epicenter of Vancouver’s creative talent and independent businesses in design, culture, food, and fashion. The neighbourhood crackles with energy, with its dynamic streetscape, cutting edge boutiques and design stores, one-of-a-kind galleries, and award winning dining scene make it Canada’s coolest community. It sets the trends for the future while respecting its unique past. Gastown is the original Vancouver.

Gastown Business Improvement Area

Gastown is Vancouver’s oldest neighbourhood, officially incorporated as the City of Vancouver in 1886. The Gastown Business Improvement Area covers the commercial and retail district running North South along Cordova Street and Water Street and East-West between Richards and Columbia Street. The area is an expression of both the city’s cultural heritage and of the social fabric that is Vancouver. Gastown is enriched with 100 commercial buildings and approximately 550 businesses including cutting edge galleries, award winning restaurants, independent fashion boutique, and new media companies. As Vancouver’s oldest neighbourhood, Gastown is known for its well-preserved historic buildings. Almost every building in the BIA has heritage designation, and was designated a National Historic Site in 2009.

Gastown is governed by a 16-member board of directors. The Executive director is Leanore Sali.
The Pearl District is a world-renowned icon of urban renaissance, straddling gentrification and revitalization with delicate balance via the incorporation of New Urbanism in its evolution. The Pearl is a young neighborhood, its most recent incarnation established in the early 1990’s. Its modern persona is heavily influenced by the tenets of New Urbanism, which prizes mixed-use, walkability, diversity, human scale and conservation. Well-designed urban neighborhoods should operate as networks that increase social capital for their residents. The influence of these ideas on the development of the Pearl is apparent in nearly every block. At the street-level, buildings display visual variety, the neighborhood boasts small parks and small schools, several buildings have LEED status (meaning they are designed to use fewer resources) and residents benefit from a variety of food, entertainment, civic involvement, transportation, employment and home options.

The Pearl is a small, downtown neighborhood. It is located in the northwest quadrant of Portland, OR nestled between Downtown, the Willamette River and the Northwest neighborhood, encompassing approximately 100 city blocks and covering 245 acres. Its boundaries are formed by W Burnside Street on the south and NW Broadway to the east. The Fremont Bridge frames the north end of the Pearl, becoming the Interstate 405 Freeway that cradles its western boundary. The softer boundaries of the neighborhood are NW 9th Ave to the east and Northrup to the north. Development is not as dense beyond those streets, therefore few people venture any further east or north.

The Pearl is an industrial neighborhood that has evolved into an urban neighborhood. Originally part of the 1869 Couch Addition, the neighborhood housed rail yards, warehouses, breweries and a residential development around the North Park Blocks. As transportation patterns increasingly shifted away from rail and toward automobiles and highways, the district emptied. Around the mid-20th century, its low rents attracted artists and business start-ups. By the end of the same century, the Pearl was the focus of multiple urban design studies, committees and commissions intent on creating a dense, walkable, multi-use neighborhood that would epitomize the concept of urban renewal.

Several people and organizations have been involved in the Pearl’s successful evolution. The foremost leader of the Pearl’s planning is the award-winning Hoyt Street Properties. In 1994, Hoyt, in cooperation with the City of Portland, began development of 34 acres with the primary goal of bringing high-density housing to the neighborhood. As of 2012, Hoyt has developed 11 multi-level residential communities and coordinated the retail space on the ground floors of their buildings as well as the Pearl’s park development, making the company responsible for overseeing one of the largest urban developments in the country.

Another factor contributing to the Pearl’s unique development strategy is its inclusion in the River District Urban Renewal Area (RDURA). The RDURA was created by the Portland Development Commission (PDC) in 1998 with the intention of developing high-density, mixed-use urban residential neighborhoods. The RDURA oversaw the redevelopment of the Brewery Blocks, the development of the Pearl’s three parks, the
addition of the 10th and 11th Street Portland Streetcar routes and the financing of over 1,000 low income housing units.

Organization Overview
The Pearl District Neighborhood Association (PDNA) is one of Portland’s 95 Neighborhood Associations. We are volunteers who live, work, or own property in the Pearl District. We work together to keep the neighborhood clean, safe, and fun.

Neighborhood Committees
We currently have three active committees. Each committee is assigned tasks to make our community a better place to live and visit.

- Livability Committee
- Planning, Transportation, & Design Review Committee
- Communications Committee

Join the PDNA (Pearl District Neighborhood Association)
Any individual who resides, owns property, owns a business or is the designated representative of a nonprofit in the Pearl District is eligible for membership in the Association. View this map of the Pearl District or enter your address at Portland Maps to see if you are within the neighborhood boundaries.

Membership does not cost anything – we simply provide a means to handle neighborhood issues and bring information to everyone in our district. See our bylaws for specific information about how the PDNA is organized.

Project Row Houses
From the Facebook site: https://www.facebook.com/projectrowhouses The website projectrowhouses.org

Project Row Houses is a non-profit arts organization established by African-American artists & community activists in Houston’s Third Ward.

Mission
To transform community through the celebration of art and African-American history and culture.

Company Overview
PRH began in 1993 as a result of discussions among African-American artists who wanted to establish a positive, creative presence in their own community. Artist and community activist Rick Lowe spearheaded the pursuit of this vision when he discovered the abandoned 1 1/2 block site of twenty-two shotgun-style houses in Houston’s Third Ward. The shotgun houses became the perfect opportunity to purs... (see Facebook page for balance of description).
Row Houses CDC

From the Website: http://www.rowhousecdc.org/

Row House CDC was established in 2003 as a sister corporation to Project Row Houses (PRH) in direct response to PRH’s vision to “create community” in Houston’s Northern Third Ward. Row House CDC’s mission is to develop housing for low-to-moderate income residents, public spaces, and facilities to preserve and protect the historic character of the Third Ward. However, our interests extend far beyond low-income housing, and include strengthening, sustaining and celebrating the life of the Third Ward community. Row House CDC’s target area is the northern section of Third Ward which is bounded by McGowen on the north, Alabama on the south, Scott on the east and Hwy 288 on the west.

The 74-acre district was developed in 1993 as a classical small-scale residential neighborhood, with a grid pattern of 35 blocks served by four major thoroughfares. Civic institutions own about 50% of the area land (38 of 74 acres) and include Riverside General Hospital, Ryan Middle School, Blackshear Elementary, numerous churches, Project Row Houses, and Row House CDC. The remaining 220 lots are used for housing, small retail shops, or are vacant. Residential development includes classic bungalow architecture featuring pier and beam foundations, front porches, and clapboard siding.

The neighborhood includes major institutions, shops and stores; an indigenous musical heritage: churches, schools, parks; and a mix of historic homes, many of which are in the African-American “shotgun” style originally developed by freed slaves (and their descendants) over 100 years ago. Row House CDC envisions creating a careful blend of homes, including restored historic residences and architecturally compatible new structures offered for rent and for sale. The community will be woven together with streetscape promenades and greenway pedestrian paths to identify and reinforce the historic and artistic character. The Row House District will showcase the creative arts and a broad array of cultural and social programs. Working in tandem with current residents, institutional stakeholders, and philanthropies, Row House CDC will preserve and enhance the spirited character of this unique Houston neighborhood.

Project Row Houses (PRH) is a neighborhood-based nonprofit art and cultural organization in Houston’s Northern Third Ward, one of the city’s oldest African-American communities. PRH began in 1993 as a result of discussions among African-American artists who wanted to establish a positive, creative presence in their own community.

Artist and community activist Rick Lowe spearheaded the pursuit of this vision when he discovered the abandoned 1 1/2 block site of twenty-two shotgun-style houses in Houston’s Third Ward. The shotgun houses became the perfect opportunity to pursue the creation of a new form of art. They had two key elements: 1) a beautiful form recognized by the renowned Houston artist Dr. John Biggers to be filled with
architectural, spiritual, and social significance, and 2) a need for social action among the community to bring the project to life.

Short North
From the Website: http://www.shortnorth.org/

The Short North Arts District Gallery Hop occurs every first Saturday of each month, and thousands of visitors converge on the strip to see new art exhibits and add to their growing collections. With dozens of galleries and non-traditional exhibit spaces, it’s Columbus’ favorite night of the month to celebrate art. Though many shops are open earlier, the Gallery Hop officially starts at 4PM and runs to 10PM with restaurants and bars staying open considerably later.

In the galleries and shops... On a typical Hop, over 40 galleries and non-traditional art venues (think restaurants, boutiques, and salons) spotlight the best of established and emerging Ohio-based artists. They also feature the works of nationally- and internationally-acclaimed artists. To see the feature exhibits please visit Gallery Exhibits.

On the streets... performers settle into the many nooks of the District to entertain the throngs of Short North fans. Saxophonists, singers, improvisational dance troupes, even stilt walkers and stage characters add to the unforgettable experience. You will also find vendors selling their hand-crafted one-of-a-kind items.

Gallery Hop Vendors & Performers
If you are interested in being a street performer or vendor, please download the 2013 Gallery Hop guidelines and application

Arch City: history repeating itself

In 1888, Columbus was known nationwide as "Arch City" when arches (shown here) illuminated the city as it celebrated the centennial of the creation of the Northwest Territory. Since Ohio had been the first state carved out of the Territory, Columbus was chosen to host the commemorative event. Knowing that 300,000 people would be descending upon the city (population 80,000), Columbus set out to make a statement by constructing a series of arches throughout downtown not only to light the streets but to dazzle the visitors.
Over the years, however, repair costs mounted and lampposts became the norm. By 1916, the arches disappeared altogether, and it would be nearly 100 years before they made their return.

Today, there are 17 high-tech arches spanning High Street, which are the architectural signature of the Short North. The 21st century twist is LED technology, which adds the excitement of evening light shows, running on the hour, after dark.

The individually programmable lights can be turned any of a million colors. The arches now provide a mile-long rainbow that has become the hallmark of the district.
Additional Interview Comments

Programming:
- Use key moments and events to survey people
- Be purposeful in the choices, be strategic
- Ensure a variety of foods and places to sit especially during events
- Need to secure appropriate funds for events (Last year Kwanzaa budget was 5K)
- Open mic night, comedy night
- Hold a potluck dinner in the winter months with an art activity at each evening
- More Events
- Have studio tours featuring local artists designed to bring people into the neighborhoods: “up the hillsides”
- Daytime Activities
- Flea market
- Black Artists
- WAMO advertising
- Events
- Engage Seniors
- Dance
- Music
- “Common Place”
- More family events
- More kids events
- “Trick Them”
- Change people’s habits
- Local talent/local musicians
- Movies
- Performance/Programming Space
- Meeting Place
- Bike sharing on Saturdays
- Community boutique – coop open all the time that serves all residents and has regular hours
- Pop-up stores
- Can be beyond arts activities
- Storefront activation
- Outdoor spaces and places to gather
- Artist housing
- Flex space
- Shuttle buses connecting the street during events
- Attract famous artists to come
- Do something outrageous
- Story book conversation
- Create “new” initiative
- Coordinate with “Art All Night”
- Create a map for the night (Note: there is one, make it better)
- Do something on Saturdays for all ages – on a regular schedule
- Create a parking system – possibly work with Children’s Hospital and shuttle
- What are other opportunities to work with Children’s Hospital?
Marketing and Communications:
- New Penn Avenue website will help this effort
- Get into Thursday event sections of PG and Trib
- Pitch stories to Diana Nelson Jones
- Initiate a modest charge to be included in Unblurred marketing materials; create levels based on size and type of organization
- Develop Social Media campaign
- Distribute Unblurred flyers further in advance
- Develop kiosks/sandwich boards to create visibility

Physical Identity:
- The street is so long – create nodes of (specialized) activity
- Reinforce “urban experience” – not predictable
- Branding
- Banners
- Decorative lights
- Activate vacant spaces
- More outdoor seating/green spaces

PAAI Role:
- Connect
- Collaborate
- Community place
- Cross paths
- Common place
- Convene
- Coordinate
- Curate
- Program
- Attractor
- Image Creator
- Identity Generator
- Catalyze
- Conduit

PAAI Values:
- Inclusive
- Supportive
- Grassroots
- Authentic
- Partner
Interview Participants

- Sheila Ali, Irma Freeman Center
- Brett Boye, Irma Freeman Center
- Nina Barbuto, Assemble*
- Jeffrey Dorsey, Union Project*
- JarmeCLE Fairclough, Garfield resident
- Mark Fairclough, Garfield resident
- Josette Fitzgibbons, URA Main Streets Coordinator
- Mac Howison, The Sprout Fund*
- Jeff Catalina, Verde
- Bob Jones, Garfield resident, Garfield Gators
- PJ Maloney, BGC Board Member*
- Heather McElwee, Pittsburgh Glass Center*
- Samantha McDonough, BGC Main Streets staff*
- Michele Morris, FDA Board member, Friendship resident*
- Laura Jean McLaughlin, artist
- Caitie O’Hara, Friendship resident*
- Sarah Dieleman Perry, PPND
- Eve Picker, 6%
- Laurel Shaw Randi, McCune Foundation
- Rick Swartz, BGC*
- Elliott Williams, Catapult
- Chris St. Pierre, Garfield resident
- Janera Solomon, Kelly Strayhorn Theater*

Planning Committee Members - *

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6 See Appendix D, Interview Questionnaire
## Appendix A: Businesses on Penn Avenue

**Garfield-Friendship Commercial District: 4800-5500 Penn Ave.**  
**Business Inventory, Oct 2013, Provided by FDA**

<table>
<thead>
<tr>
<th>ADDRESS</th>
<th>BUSINESS NAME</th>
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<tr>
<td>4736 Penn</td>
<td>aspStation</td>
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<td>dbaZone</td>
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<td>K-2 Convenience Store</td>
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<td>ImageBox</td>
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<tr>
<td>5401 Penn</td>
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<td>Salt of the Earth</td>
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<td>5530 Penn</td>
<td>Monro</td>
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<td>Evolve Architects</td>
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<td>5530 Penn</td>
<td>Renaissance and Baroque Society</td>
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Friendship Development Associates
Appendix B: Street Reconstruction Schedule

TRAFFIC CONTROL PHASING SCHEDULE

- **Phase 1:** August 2013 - December 2013
- **Phase 2:** December 2013 - April 2014
- **Phase 3:** April 2014 - September 2014
- **Phase 4:** September 2014 - December 2014

Penn Avenue Arts Initiative Phase 2
Penn Avenue Arts Initiative Phase 2
## Appendix C: Budget Example

<table>
<thead>
<tr>
<th>Penn Avenue Arts Initiative</th>
<th>Youth Arts</th>
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<tr>
<td>Consultant, Researcher - $8,000 Research opportunities, barriers, provide program recommendations Pilot Implementation $13,000 Programming support, materials &amp; supplies, snacks, other as research indicates Marketing and outreach $4,500 Project Manager $3,000 Meeting management, coordination, oversight PGC Fiscal Agent Fee $1,500 Total $30,000</td>
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<table>
<thead>
<tr>
<th>Public Art</th>
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<tr>
<td>Program Planning (OPA) $10,000 Develop project concept, artist guidelines, artist selection process, oversight and technical advice Artist Fee $10,000 To develop concept, develop plans to enable additional funding Outreach, Youth Support $4,000 Prototype, Fabrication Plans $10,000 Project Manager $4,000 Meeting management, coordination, oversight PGC Fiscal Agent Fee $2,000 Total $40,000</td>
</tr>
</tbody>
</table>
Appendix D: Interview Questionnaire

Name ________________________________ Date ____________

1. What is your involvement with Penn Avenue/PAII?

2. What is your perception of PAAI – its value generally and to you (strengths. weaknesses)

3. Do you receive services/benefits from their programs? (What is PAAI? Are you familiar with the key elements/programs of PAAI?)

4. Should there be more or other programs, or stay the same?

5. Are there youth-serving opportunities?

6. Who does PAAI serve? Is it OK as it stands? Should/can it be broadened?

7. What are the opportunities for Garfield residents be served by PAAI? What does Garfield want?

8. What are the opportunities for Friendship residents be served by PAAI? What does Friendship want?

9. How can non-residents be served by PAAI?