



community  
education  
growth

ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT  
2002

3 rivers: **one future**

# The Allegheny Conference Agenda

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The Allegheny Conference on Community Development is a private leadership group dedicated to improving the quality of life and economy of the southwestern Pennsylvania region. In the year 2000, the Conference committed itself to leading and supporting initiatives designed to achieve the following visionary objectives:

**Infrastructure:** Make southwestern Pennsylvania's infrastructure for economic development and quality of life competitive with other regions.

**Amenities:** Develop amenities that will make southwestern Pennsylvania one of the top regions in the country for attracting and retaining young, skilled, mobile workers.

**Technology:** Make southwestern Pennsylvania one of the top locations in the U.S. for businesses based on new technologies.

**Education:** Ensure that all ten year olds in southwestern Pennsylvania are proficient in reading, writing, and mathematics.

**Fiscal Health:** Eliminate structural deficits in the budgets of the region's largest governments.

In pursuing each of these objectives, the Conference has sought to develop and support strategies and tactics that:

- are **regional**, building upon the assets which exist in all ten counties in southwestern Pennsylvania, and improving the economic status and quality of life for citizens in every county;
- are **inclusive**, promoting economic and leadership opportunities for minorities and women, and fostering an environment that embraces international businesses, visitors, and workers;
- are **collaborative**, working in partnership with other civic organizations; supporting the leadership efforts of public officials at the local, state, and federal levels; and involving the general public as appropriate; and
- are **cost-effective**, helping to make southwestern Pennsylvania a competitive region for businesses, workers, and visitors.

The Conference annually considers additional objectives that respond to opportunities and challenges brought to its attention by board members, public officials, or other civic agencies.

During the years 2003 through 2005, the Conference will be working to advance the *3 Rivers: One Future* plan described on pages 35-36 in order to achieve its visionary objectives.

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**Community, Education, Growth:  
Setting The Stage**

# I. Community, Education, Growth: Setting The Stage

## Introduction



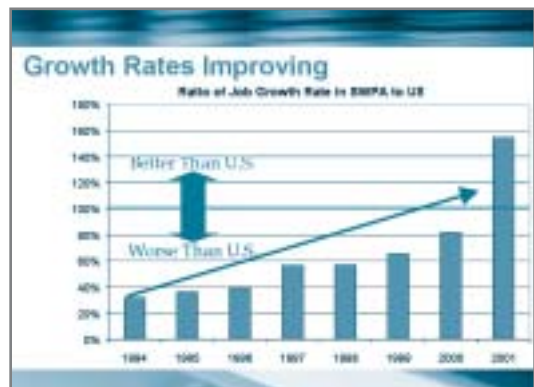
### C.J. Queenan, Jr.

*Senior Counsel, Kirkpatrick & Lockhart LLP, and Past Chairman,  
Allegheny Conference on Community Development*

It is my pleasure to present the Conference's 2002 Annual Report. In this document, you will read about a number of important projects and initiatives in which the Conference has been proud to play a role. The Allegheny Conference serves as a mechanism for private sector leaders to direct their energy and resources toward improving the economy and quality of life in southwestern Pennsylvania.

In 2000, we announced that the Conference with your help, had adopted a new agenda to guide our work. That agenda is summarized inside the front cover.

In pursuing this agenda, the Conference Board has tried to adhere to four guiding principles. We have sought to be regional, building on the assets of all of the counties in southwestern Pennsylvania. We have sought to be collaborative, working in partnership with other leaders and agencies, both public and private. We have sought to be inclusive, promoting opportunities for women, minorities, the new economy sector, and the international community. And we have sought to be cost effective, using resources wisely to achieve results for our region.



Our region has made significant progress over the past eight years in turning our economy around, beginning with the initiatives launched in 1994 and supported by many individuals and agencies through the Working Together Consortium. Job growth in the region steadily approached national job growth rates between 1994 and 2001.

In fact, southwestern Pennsylvania was one of the few regions in the entire nation to grow manufacturing jobs between 1994 and 2001.

Even with the lackluster economy in 2002, there were successes. The Pittsburgh Regional Alliance and economic

development officials across the region have been able to land firms such as AMTECH, DIODETEC, and Lake Region Medical.

Substantial progress has also been made on a number of important initiatives that will improve our region's competitiveness for the future. This report details activities related to education, technology development, infrastructure, and amenities. A few of these are of such importance that I want to focus on them here:

Water is one of our greatest natural resources; in fact, the watershed in southwestern Pennsylvania is the most reliable of any in the nation. But we need to keep it clean.

Carnegie Mellon President Jared Cohon and 60 regional leaders issued a report in the spring of 2002 laying out a plan for addressing the threat that aging and inadequate water and sewage systems pose to our economy and quality of life. A ten-county, public-private coalition is now working to educate the public and to obtain federal and state assistance in addressing this expensive, but important challenge.



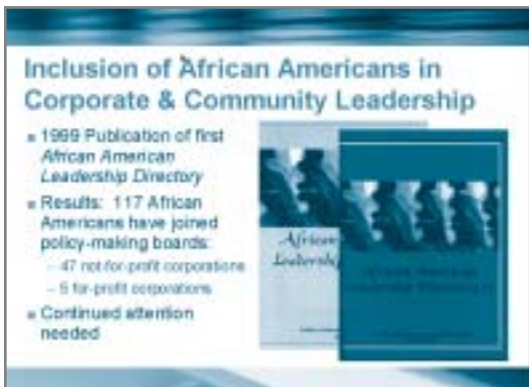
Tourism is one of the best ways to get people here to see what this region has to offer. And we can get them here by promoting the unique attractions we have in Pittsburgh, the Laurel Highlands, and the rest of the region.

The War for Empire Consortium is organizing a national marketing effort centered around southwestern Pennsylvania's outstanding collection of French and Indian War historic sites.

The Consortium has assembled over \$9 million for national programming, including production of a documentary film about the war, it is forming a seven-state coalition to advocate for federal funding, and in October 2002, it was able to acquire an original manuscript from George Washington describing his early travels and battles in southwestern Pennsylvania.



We have made progress in promoting inclusion of African Americans at a leadership level. Over the past three years, 87 additional African Americans have joined policy-making boards of 47 not-for-profit and 5 for-profit local corporations. But continued attention to this is needed.



The Urban League published the second edition of its African-American Leadership Directory in the spring of 2002. I urge you to take advantage of this resource to increase the diversity in your own organization.

Events of the past decade, and especially the past year, have shown us that our world is a global community, one that is increasingly diverse. We can see the change taking place within our own region.

We need to welcome the energy and ideas that newcomers can bring. Our 2001 report noted that the greatest challenge that southwestern Pennsylvania has faced in the past two

decades has been the loss of so many of our young people. In the next section, Esther Barazzone and others report on the work that they have done since then to insure we reverse this trend in the decade ahead.



**Community:  
Attracting and Retaining Young People**



## II. Community: Attracting and Retaining Young People

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### *Southwestern Pennsylvania: Something for Everyone*

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#### **Ian McCullough**

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*Boston native and Carnegie Mellon University graduate*

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Several regions around the country are well-known for providing the kind of diverse, exciting activities that young people want in a place to live and work:

Boston, and the exciting atmosphere around its world-class universities. Austin, with its hopping music scene. Seattle, with its outstanding recreation activities.

But when I was deciding on a place to live, I picked southwestern Pennsylvania, which offers something for every taste. I came to Pittsburgh

to study at Carnegie Mellon University and returned to my home state of Massachusetts after graduating in 1999.

I decided this summer to move back to Pittsburgh because high-tech job prospects are better here -- even Boston grapples with the issue of how to attract and retain creative young people.

Young people don't put southwestern Pennsylvania on the same list as places like Boston or Austin, but they should. People here and around the country just don't know everything this region has to offer.



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#### **Christiane D. Leach**

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*Coordinator at The Brew House*

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I was raised in Pittsburgh, but have left this region many times. I've gone from Alaska and New Mexico to New York and Toronto, only to discover each time that Pittsburgh's unique arts community is worth returning to. Despite its conservative reputation, Pittsburgh is oddly open to new ideas. I continue to live here -- where I can afford to live while making art and producing cultural events.

To truly succeed, this region needs to grow more than just jobs. We need to shine a spotlight on the creative and exciting lifestyle that exists here in southwestern Pennsylvania. It is time to recognize, respect, and support the many lesser-known cultural amenities that not only attract people to this region, but also have the power to put this area on the map, nationally and internationally.

This region is ripe and ready to take on the responsibility of new and fresh ideas. There are many others like myself who are working hard to make this region not only an attractive place to visit, but a place where creative young people want to put down roots.

We don't have to imitate New York or Philly. We are stepping into a new era, and there is an excitement of our own in the air that is electric. Many may not be able to feel it. Some would like to keep the lid on it. But many of us are feeding the fire. Before us, we have all the potential and the tools we need for success.

But we must build bridges between the youth and arts community and foundations and corporations, to create a culture that is inclusive and open to new ideas. We must not work alone in promoting southwestern Pennsylvania. We need to cross-pollinate to make it all grow together, shedding our past and becoming what we already are — unique.

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## Southwestern Pennsylvania: The Need for Youth and Diversity

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### Esther Barazzone

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*President, Chatham College, and Member, Board of Directors, Allegheny Conference on Community Development*

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Southwestern Pennsylvania is a more attractive and exciting place for young people than many of us might realize. But it can be even better than it is, and more importantly, it must become much better, if we are to be successful in attracting and retaining those young people who are key to our future.

This has been a priority for the Allegheny Conference over the past two years. The Conference established an objective of making this one of the top regions in the country in terms of the kinds of amenities valued by young people.

But before we could work to achieve that goal, we needed to more clearly define it, and we needed to do so with the input of young people.

In January 2002, I was asked by the Allegheny Conference's Committee on Amenities to help shape an agenda for attracting and retaining young people. More than 100 people – many of whom are between their early 20s and early 40s and are already important community and business leaders – worked together to define the issue. Our goal was to develop a prioritized action agenda that the Conference, and other individuals and organizations throughout the region, could embrace. We called this effort the Task Force on Young People.



Our major conclusion is one which cannot be overstated: Workforce development is as important to our future as job development. At a time when we have focused greatly on creating new, high-quality jobs in our region, we are at serious risk of not focusing sufficiently on attracting, developing, and retaining the workforce to fill those jobs.

If current demographic trends continue, there is a very real possibility that we will have a serious workforce shortage by the year 2010 – potentially as large as 125,000 workers. Addressing this shortage is even more daunting because there are fewer young people overall in the nation. Between 1990 and 2000, the number of people between the ages of 20 and 34 declined by over 5% nationally.

Unfortunately, our region starts with a double disadvantage. We have the smallest proportion of young people of any major region in the country.

And we had one of the largest decreases in 20-34 year olds of any major region over the last decade.

Because of these facts, the single overarching message from our Task Force is that we need to engage in a sustained, focused, regional effort to make southwestern Pennsylvania a location of choice for young people.

In planning that effort, we also need to recognize that the young people we must attract, retain, and advance will be different from the region's traditional labor force and leaders. During the 1990s, people of color, women, and immigrants accounted for 85% of the net growth in the U.S. labor force. We cannot afford to limit ourselves, intentionally or unintentionally, to select population groups – we will need young people from all segments of the population in the future.



Once again, we are not starting from a position of strength. Southwestern Pennsylvania is one of the least diverse regions in the nation. We have one of the smallest minority populations of any region and one of the lowest rates of international immigration.



Numbers are only part of the story. Advancement and leadership opportunities are another. Neither African Americans, women, nor people of international origin currently occupy a significant number or a significant level of leadership positions in corporate or community activities. We urge redoubling our existing commitments to increase the leadership and advancement opportunities for African Americans.

Similar efforts should also be extended in all sectors for women and for those more recent immigrants now called New Americans. Diversity must be inclusive of race, ethnicity, gender, and national origin.

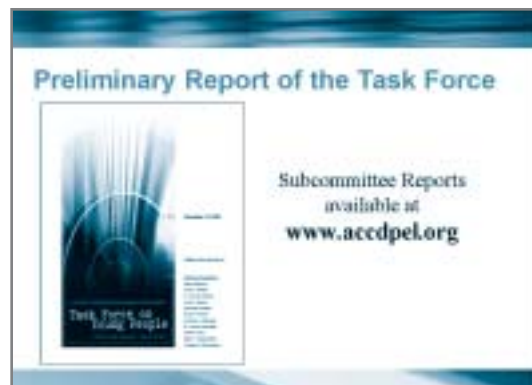
Also vitally important is the creation of an overall “culture of diversity”, one which encompasses a genuine respect for all things that make us different: appearance, ability, values, beliefs, behavior, and lifestyle.

To develop our action agenda, eight separate subcommittees examined ten key issues, ranging from jobs and housing to image and engagement. Their charge was to digest and synthesize the excellent research that already exists on these subjects; to create a common language and framework to facilitate further community discussion; and to identify specific action recommendations.

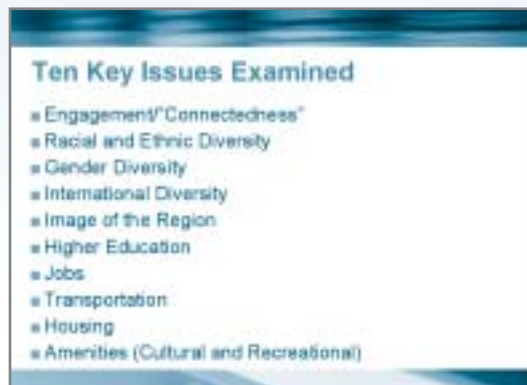
Then the Task Force Steering Committee took all of the many recommendations developed by the sub-committees and identified six priorities for immediate action.

Some of those priority actions build on activities that are already underway, such as image development, marketing, and talent recruitment. Others call for more fundamental changes in the way our civic, governmental, and business sectors operate.

The Task Force's preliminary report is but a starting point. Each subcommittee produced a detailed report, and those reports have been posted on the Allegheny Conference website – [www.accdpel.org](http://www.accdpel.org). Their quality and thoughtfulness is impressive, and I urge you to read them.



The issues we face around attraction and retention of young people are not unique to Pittsburgh. Even places like Boston are trying to address similar issues. Although we looked for regions that could serve as models, we didn't find any. This gave us the hope that southwestern Pennsylvania could, in fact, become a model for the rest of the country.



We start with a strong advantage over many regions. More than 130,000 students, many from other parts of the country, attend colleges and universities in our region, and many stay on after graduation. Southwestern Pennsylvania's colleges and universities can and must be strong partners in both economic and workforce development efforts.

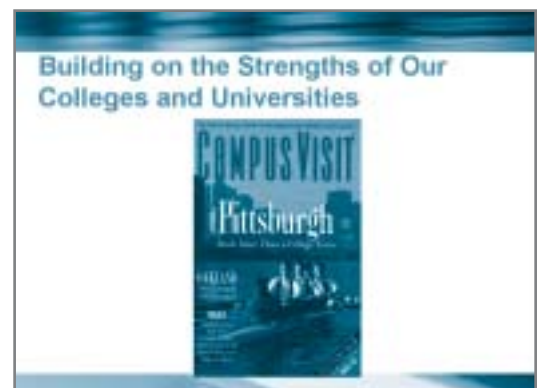
This fall, we collectively launched a marketing campaign called "Pittsburgh: The College City" to help attract the best and brightest students from across the country.

There are many other great new initiatives already underway to help attract young people and, equally importantly, to keep

them here. New marketing tools, a new focus on the fabric and life of neighborhoods, new entertainment and arts programming, new user-friendly transit options, and new vehicles for making great ideas come to life are just a few.

The common element is that they are projects conceived by the very talented young people we want to attract and keep in the region.

The first priority recommendation of the Task Force is to make the attraction and retention of youth a priority project for the region and its top-level leaders across all sectors. And young people must be directly involved in the process, along with those of us who are merely "young in mind." We propose the creation of a "Next Generations Consortium", along the successful model pioneered by the Working Together Consortium during the 1990s.



The Next Generations Consortium would be a broad, community-based vehicle to ensure that action is taken on recommendations developed by the Task Force and others. It would help us use a "youth lens" to prioritize all of our economic development initiatives. It would measure regional progress in addressing the critical issues involved in attracting and retaining young people.



The work of the Task Force over the past year has demonstrated just how important a broad-based approach is. I had the privilege of working with some very creative young people from a wide range of backgrounds. Their commitments and efforts to make this a better region are impressive. I want to thank them and all the members of the Task Force for the many hours they spent developing the report.

Among the many people who took part are Ray Obenza, who worked on the Subcommittee on Engagement and Connectedness, and Arthur Sheffield, who worked on one of our Subcommittees on Diversity.

## Young Leaders Getting Involved



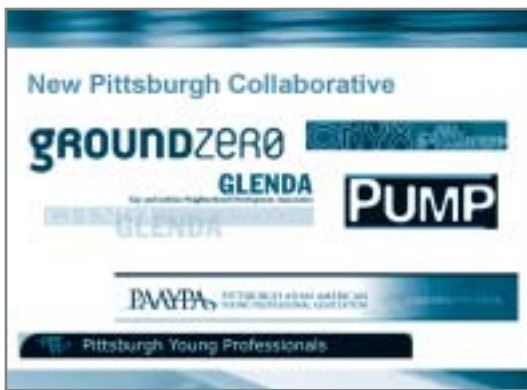
### Ray Obenza

*Gay and Lesbian Neighborhood Development Association (GLENDA), and Member, Task Force on Young People*

When I was asked to speak about our work at the Conference's 2002 Annual Meeting, I said, "Just in case you're not aware: While on the Task Force I was representing several young volunteer groups, but one in particular: GLENDA – the Gay and Lesbian Neighborhood Development Association."

I expected to be shown to the door. Instead, the reaction was a pretty nonchalant, "That's cool..."

That's the kind of attitude that our Task Force is calling for. In my interactions with my peers on the Task Force and with young leaders involved in PUMP, Pittsburgh Young Professionals, Ground Zero, GLENDA, Onyx Alliance, Pittsburgh Asian American Young Professionals Alliance, and others that are part of the New Pittsburgh Collaborative, I've heard time and again that the leadership in southwestern Pennsylvania doesn't consider the needs and opinions of the young people in the region.



The Task Force concluded that to attract and retain young talent, civic leaders must look at the region through what we're calling a "youth lens."

This is more than the existing leadership adopting a youth perspective, more than simply considering how local policies and practices affect young people. It also means that the region's youth and young talent must be included in conversations about the future of the region, in city planning, transportation, local amenities, local policies, and initiatives.

I am thrilled by the call for a "Next Generations Consortium" to help make this happen. We need to establish a sense of connectedness between the diverse young residents of southwestern Pennsylvania and the region itself, so that they feel they are a part of its heart, soul, mind, and future. So that a student, laborer, or young professional in the region can walk, bike, drive, or even skate board around and say, "This region reflects my values, my interests, and what motivates me."

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Young people have shown they want to be involved. The "Pittsburgh Homecoming" project in the fall of 2002 was aimed at bringing expatriates back to southwestern Pennsylvania over the Thanksgiving holiday to learn more about what their old hometown is like today, and hopefully, lure some of them back.

Members of Ground Zero, PUMP, and Pittsburgh Young Professionals helped create the program, and they worked with Allegheny Conference members Giant Eagle, West Penn Allegheny Health System, and other local corporations, civic groups, and government agencies to make it happen.



It was just a small step, but it shows that diverse groups can have common concerns – and can work together productively to solve them.

Other priority items on the region's civic agenda also speak to the needs of young people. Developing technology jobs, improving Oakland, ensuring that children can get adequate education to prepare them for life – these are just some of the things identified as very important by young people contributing to the Task Force.

There are many other specific recommendations included in the Task Force preliminary report, and I encourage you to review them, comment on them, and most importantly, help make them happen.

I am pleased that civic leaders are now realizing that not only do young people need to be heard, but we also need to be included among the leaders in the process of building the region's future. The Next Generations Consortium would be a public commitment by government and business leaders, and civic and non-profit institutions to work in partnership with the region's youth and young leaders, to make attraction and retention of young people a priority, and to take immediate action.



So the opportunity is here. The time is now for us to step up to the plate. Some of us will learn that being one of many decision makers is not easy. And we'll have to be willing to stay in the game to achieve an outcome that we can all be proud of and can all own together.

I'll admit, when I joined one of the subcommittees for the Task Force, I didn't expect much. In fact, I was concerned that we could be simply going through the motions and that the overall recommendations would not fully reflect my opinions or those of my peers. I feared the recommendations might be pretty much token with little substance.

I was rather surprised and greatly pleased when I discovered the recommendations truly do reflect the sentiments of the diverse young people who stepped up, showed up, represented their peers, and offered thoughts and suggestions. I'm deeply encouraged by the openness that I've experienced in the last several months and especially encouraged by the even more awesome region that we have an opportunity to create together.

If there's one notion I consider most important, it's that this Task Force was merely a starting point. Now it's time for more of us to step up and show up. The invitation is in our hands, and I hope you'll RSVP with me.

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## Embracing Diversity



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### Arthur Sheffield

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*President, Onyx Alliance, and Member, Task Force on Young People*

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One aspect can't be overlooked in the effort to attract and retain young people in the region: the need to create a culture in southwestern Pennsylvania that welcomes diversity in all its various forms – age, gender, race, ethnicity, lifestyle, and country of origin.

Promoting diversity is not simply the right thing to do. It is vital for the economic future of our region. Across our nation, young professionals value diversity as an end unto itself. Young people tend to prefer diversity, both in the workplace and in the communities where they choose to live.

Furthermore, diverse populations substantially increase the hiring pool of young talented employees. Regrettably, women continue to be underrepresented among the region's workers. In addition, southwestern Pennsylvania can no longer afford to ignore and marginalize minority populations such as African Americans and the immigrant communities that account for the bulk of population growth and increasing talent pool within the United States.

While attending college in Washington D.C., I saw firsthand the benefits of a region that has a strong African American professional workforce, something that is sorely lacking here in southwestern Pennsylvania. Yet, Pittsburgh is competing for talent with regions such as Washington, Atlanta, Austin, and Seattle, all of which have vibrant, visible, and successful ethnic and minority communities.

Pittsburgh is a charming city with outstanding potential. However, this region also has a growing negative reputation across the country as being an area where *who* you know is more important than *what* you know. This unfortunate circumstance has to change so that the doors of opportunity are unlocked and opened to everyone.



The members of minority or under-represented communities living here lead the way for others like themselves. If they have a sense of being welcome and appreciated as equal partners in building and shaping the future of our region, then they will point out southwestern Pennsylvania as a desirable place to settle. If they feel excluded, unwelcome, or disadvantaged, they will point the way out of town.

It is discouraging to women and minority professionals when they look around their workplace and do not see a significant number of people like themselves. I know this from experience.

After graduating with a degree in architecture from Howard University, I returned to Pittsburgh where I had previously worked as a summer intern. During my first year of employment, a number of local architects, both African-American and Caucasian, advised me to relocate and build my career in another city – Atlanta, Chicago, Charlotte, etc. I was told that Pittsburgh is a closed society and that it would be extremely difficult for an African-American architect to be successful here. Ever the optimist, I preferred to think of southwestern Pennsylvania as an untapped market for minority professionals.

Some efforts are currently underway. A small group of African-American corporate executives began meeting informally two years ago to help develop and guide a new generation of minority business leaders. Today, the African-American Senior Corporate Executive Group has approximately 20 members, and in early November, held its second day-long symposium on corporate advancement, which attracted about 250 African-American professionals.

That's a positive step. But more – much more – is needed.

For this reason, the Task Force on Young People is recommending that the region focus on increasing diversity, placing an emphasis on diversity in the workplace. The Task Force recommends creation of a CEO Roundtable on Diversity. The CEO Roundtable would consist of representatives from the region's major corporations and its small- and medium-sized businesses. It should also include women, minority representatives, and leaders from international communities. The name CEO Roundtable captures the key goal – top decision makers have to understand the problem and be willing to deal with it at a senior level.

We believe that, with the support of the Allegheny Conference members and others in the business community, the CEO Roundtable could serve as a visible champion for workplace diversity in the region, setting specific goals, tracking and regularly announcing progress toward those goals, and organizing ways to share best practices and provide technical assistance so individual corporations can help achieve those goals. It will be a way for the region to hold itself accountable for real progress in this area. And it should be a key initiative supported by the Next Generations Consortium.

The Task Force on Young People was a very positive step toward a critically important goal – bringing people with diverse backgrounds together to take the steps needed to attract and retain young people. I would like to thank Esther Barazzone for the countless hours she put into organizing and leading the Task Force. And I hope to have the opportunity to work with everyone to make the Task Force’s recommendations a reality.

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## *Diversity and the Region’s Economic Future*

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### **Sunil Wadhvani**

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*CEO, iGate Corporation, and Member, Board of Directors,  
Allegheny Conference on Community Development*

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iGATE has a 16-year history of delivering the full spectrum of IT solutions and e-business services to companies both large and small, all around the world. iGATE, formed in 1986, employs more than 4,000 on five continents, representing 50 different nationalities. We have more than 400 employees here in southwestern Pennsylvania.

Starting with just a handful of employees in 1986, the rapid growth of our business required us to hire thousands of employees in a span of just a few years. At one point, we were hiring people at the rate of 200 per month. We learned firsthand the challenges of addressing workforce shortages. We recruited from America, the Philippines, India, South Africa – anywhere that we could find the talent we needed.

For us, hiring a diverse workforce wasn’t a nice thing to do – it was a necessity. And providing the kind of environment that could retain those employees was also a necessity.

What iGate has faced as a company is what southwestern Pennsylvania will increasingly face as a region – that growth cannot occur without the ability to attract and retain a quality workforce.

We need to start now to build our region’s future workforce.

We need to provide the kind of culture and amenities that will attract and retain young men and women from diverse backgrounds.

And we need to make a commitment to action at the highest levels of government and business.

I endorse the Task Force’s recommendation for creating a CEO Roundtable on Diversity. A number of companies in our region are already pioneering best practices in encouraging a diverse workforce, through initiatives such as mentoring programs and special development programs, and promoting and hiring people of color, women, and internationals at the highest levels. Other companies that have not yet addressed diversity in a proactive way can learn from their example. I believe that proactively recruiting and developing a diverse workforce will help their bottom line as well as advance the region’s overall goals.

The CEO Roundtable could serve as a mechanism for business leaders to encourage and assist others to see the importance of encouraging diversity in their workforces. It could establish and encourage effective mechanisms for sharing best practices among firms and for helping firms which aren’t large enough to have formal programs. It could help to foster interaction of employees and managers across business lines, building on what the African-American Senior Corporate Executive Group has started. And it could help insure that individual firms get community-wide support in their efforts to attract young, diverse talent.



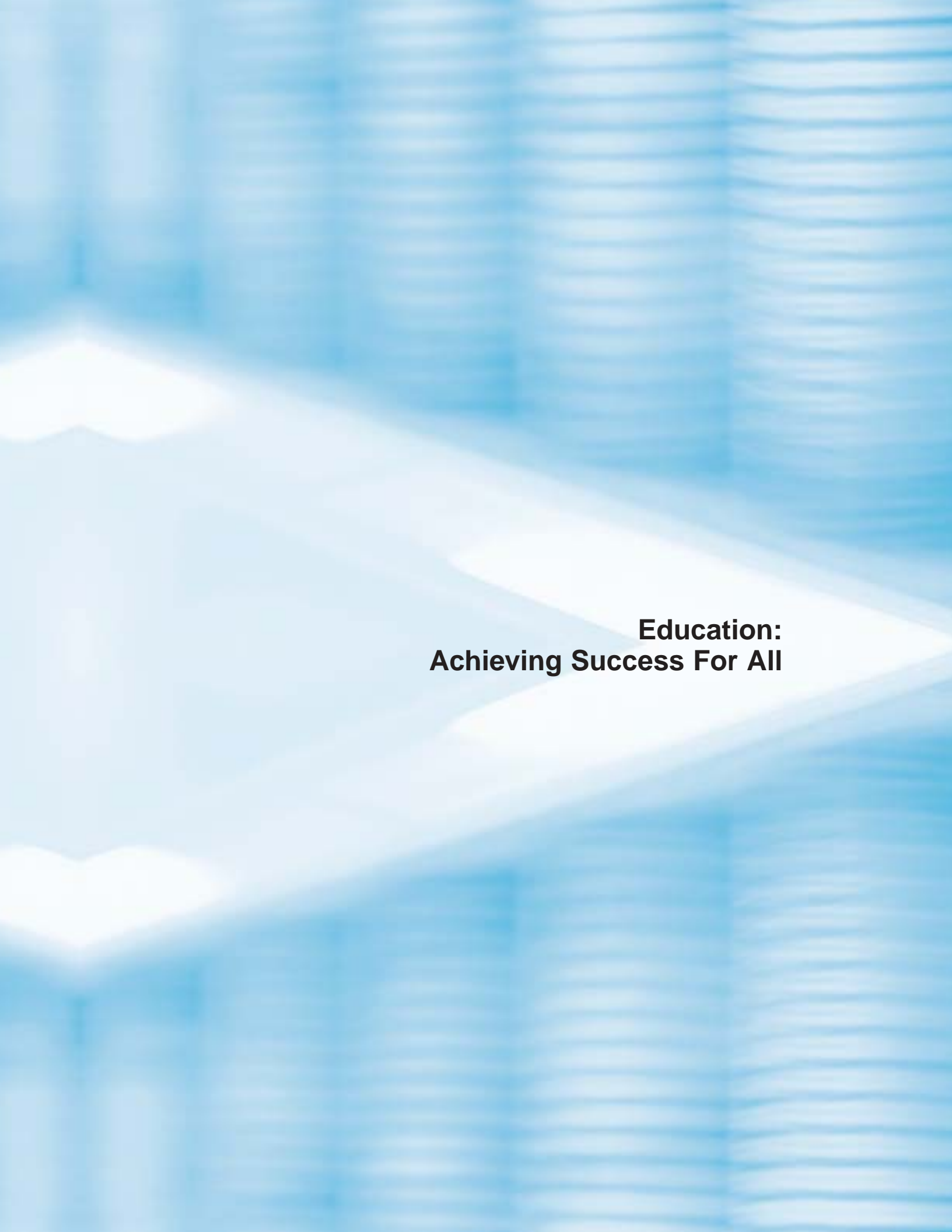
The CEO Roundtable would be an important step, but it is only one part of the overall regional focus on attracting and retaining young people. Talented young people are not only the workers of the future, but many of them will be the entrepreneurs that create the companies of the future. But the first step is to get more of those budding entrepreneurs here, and to keep them here.

I want to commend Esther Barazzone and the dozens of talented young people like Ray Obenza and Arthur Sheffield who served on the Task Force on Young People for raising awareness about this critical issue, and for bringing forth a series of practical recommendations that we can use to address it.



**Creating a  
CEO Roundtable on Diversity**

- Serve as a visible champion for workplace diversity in the region
- Set specific goals and track progress
- Organize ways to share best practices and provide technical assistance to help corporations achieve those goals
- Involve heads of major corporations and small- and medium-sized businesses, including women, African Americans, and people of international origin



**Education:  
Achieving Success For All**

# III. Education: Achieving Success For All

## How Our Children Are Doing



### Murry S. Gerber

*Chairman, President and CEO, Equitable Resources Inc.,  
and Member, Board of Directors,  
Allegheny Conference on Community Development*

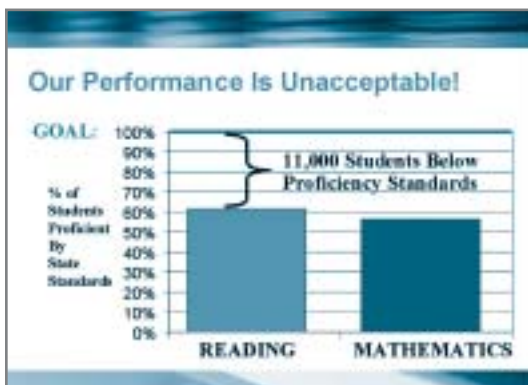
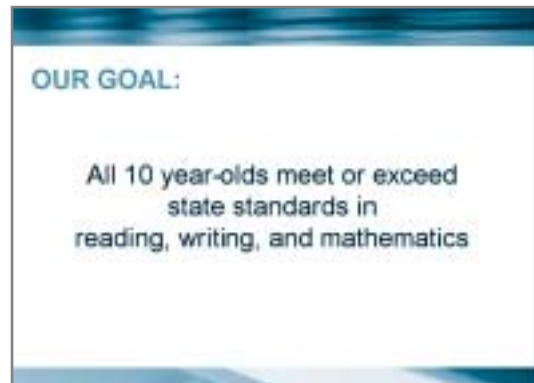
Both the Allegheny Conference and the Education Policy and Issues Center, which we call EPI-Center for short, are committed to seeing that every 10-year-old in southwestern Pennsylvania becomes proficient in reading, writing, and math. Our goal is 100%, with no children left behind.

The goal is focused on 10 year-olds because children need strong basic skills during elementary school in order to be successful later on. Fifth grade is the first point at which Pennsylvania administers a statewide performance test.

How do you think we're doing today? Would you guess that 90% of our fifth graders are meeting proficiency standards today? 80%? 70%?

Well, brace yourself. Only 62% of the fifth-graders in southwestern Pennsylvania are meeting state proficiency standards in reading, and only 56% of them are meeting proficiency standards in mathematics.

Let's simplify it even further – more than a third of our ten year-olds can't read adequately, and almost half of them can't do math as well as they should.



The percentages don't reveal the full magnitude of the problem. These results mean that more than 11,000 children every year are not reading at the level they could and should. At that rate, if we don't intervene, more than one hundred thousand children will enter the workforce without basic skills between now and the end of this decade. We're facing a workforce shortage in the future. If the kids we graduate from our schools aren't literate, our workforce problem will be even worse.

Many of us think that the schools where we live are different. Well, brace yourself again – the fact is that even in the best school districts in the region, only 85% of the 5th graders are proficient. And even in those best districts, the proficiency levels in some elementary schools are below 80%. At the other end of the spectrum, we have several school districts where only 20% of the 5th graders are meeting proficiency standards.

I hope you're wondering right now how the schools where you live are doing. Most people don't know, even though all of the data are available on the Internet. When they find out – if they find out – they're shocked. And they want to do something about it.

Some people would like to criticize the state test or the way the state sets proficiency standards. But experts familiar with the tests will tell you that the state test and its proficiency levels are, if anything, less stringent than well-accepted national tests.

**Wide Range of Performance**

School District	5th Graders Proficient Reading	5th Graders Proficient Math
Upper St. Clair	85.7%	75.5%
Fox Chapel Area	75.3%	71.2%
Beaver Area	73.1%	77.2%
Yough	70.1%	54.9%
Gateway	62.7%	53.2%
Pittsburgh	38.1%	33.5%
Duquesne	20.3%	16.0%
Aliquippa	18.5%	17.3%

It's certainly true that some kids don't do well on tests. But no one can believe that the 40% of our 5th graders are merely poor test takers.

Some would say schools can't expect to achieve 100% proficiency. Well, there are some school buildings in our region where 95% or more of their children are achieving proficiency, including some with significant populations of low-income children.

And some would say we need to spend more money if we want kids to do better. But the fact is that Pennsylvania ranks 10th in the nation in educational spending per pupil, and the

schools in southwestern Pennsylvania spend slightly more than the state average. It is true that some of our school districts struggle to make ends meet, but for most, insufficient spending is not an excuse for poor performance.

My colleagues on the Allegheny Conference and on the EPI-Center agree with me that our region and our schools have to do better. Much better. We've asked every school system in southwestern Pennsylvania to publicly affirm their commitment to achieving the goal of academic success for all children by age 10. Fifty-seven school districts across the region have made that commitment. A few have refused. The rest have not responded. I hope that you will encourage your school system, your school board, your school superintendent, to go on record that this is a goal they intend to achieve.



I don't mean to imply that it will be easy to achieve the goal. The Conference and the EPI-Center are working with school districts to help them use data and quality management processes to improve their performance. Six corporations have committed to loan executives to help school districts, and I hope more will do so.

Seventeen school districts in six counties will implement the Value-Added Assessment System to help them analyze performance and identify areas needing correction.

**Help is Available to Improve School Performance**

- Six corporations loaning executives with expertise in quality management
  - Highmark and Avonworth School District
  - Mellon Financial and South Fayette School District
  - PNC and South Side Area School District (Beaver Co.)
  - Equitable Resources, Giant Eagle, Duquesne Light committed and ready to help others

But tests and data can only point the way. Schools and teachers will have to do better. And so will parents and students. Parents will need to make it clear that they have high expectations and work with their children before they start school and after they're in school.

We will not solve this problem quickly. There is no silver bullet or quick fix. We will need to work hard to make measurable progress each and every year.

## Pursuing the Goal



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### William E. Trueheart

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*President and CEO, The Pittsburgh Foundation, and Member,  
Board of Directors, Allegheny Conference on Community Development*

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I came to Pittsburgh in 2001 after heading the national office of Reading Is Fundamental, the country's oldest and largest children's and family literacy organization, and I've been deeply engaged in education and public policy for more than three decades.

When I first learned of the goal for educating 10 year-olds, I was impressed that the leaders of any region in this nation would be so bold and motivated to challenge themselves – and their fellow citizens – with such a critically important and fundamentally sound goal.

And that goal – that every 10 year-old be proficient in essential educational survival skills – is the proper goal to set. Anything else – anything less – is not responsible or acceptable. We owe it to the children of southwestern Pennsylvania – and to our nation – to champion this goal. The goal is achievable. Our biggest obstacle is low expectations on the part of some teachers, some counselors, some community leaders, and, sadly, some parents.

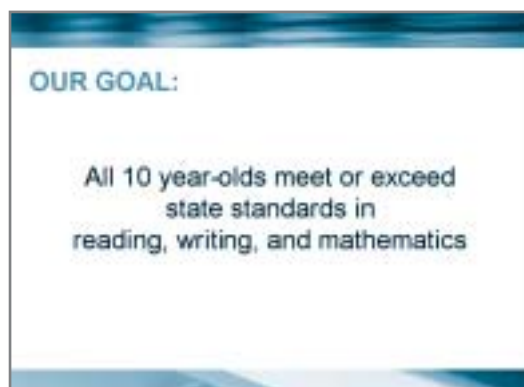
Clearly, students learn differently, and each student achieves at a different level at different times. But given the way we define proficiency in reading, writing, and mathematics, all 10 year-olds – save for the most developmentally challenged – can and should be able to reach those minimum standards.

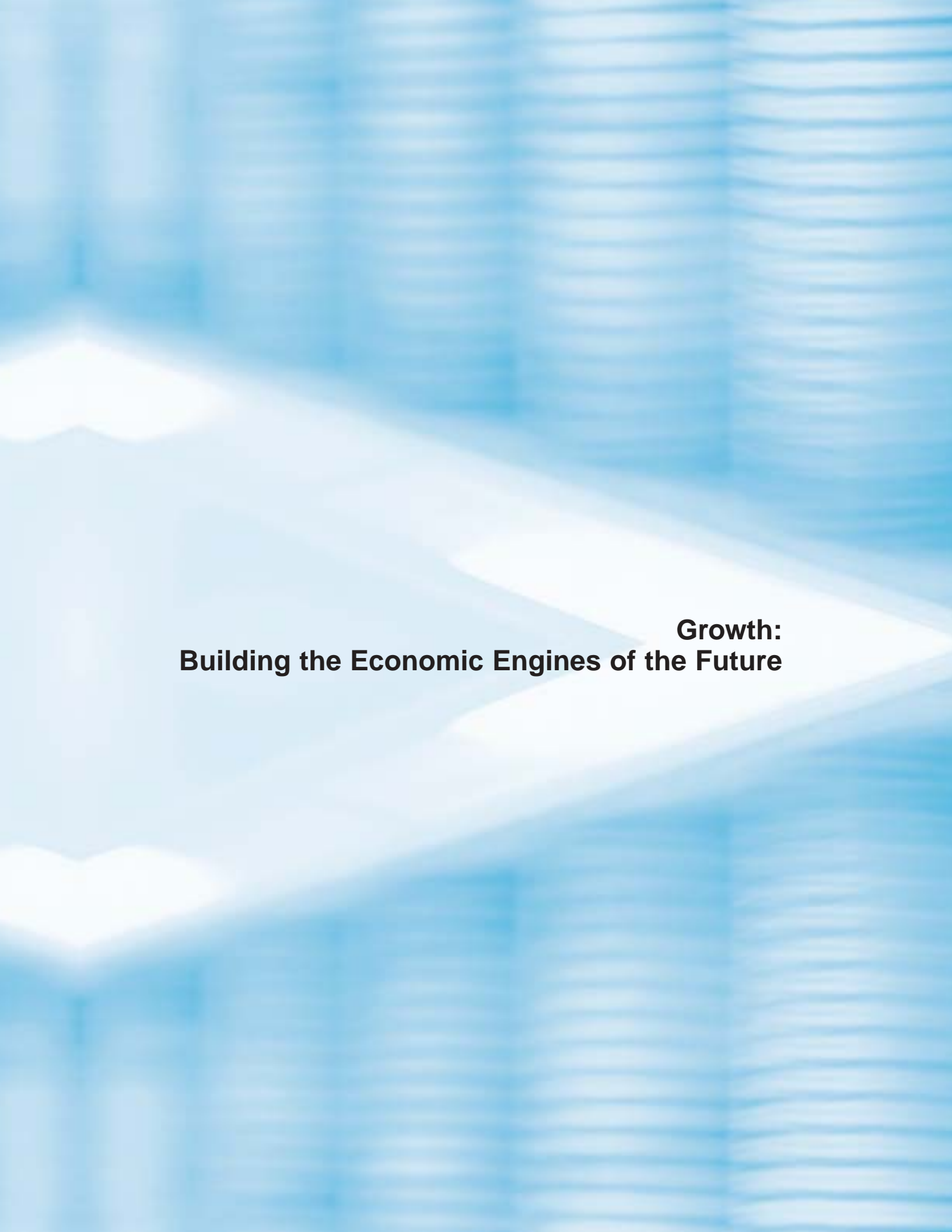
We need to commit ourselves to improving performance in every school, in every grade, for every child, every year.

We need to mobilize parents, taxpayers, and the business community to help schools improve, and we must hold them accountable for making improvements.

Our region does not yet have a well-established, cohesive plan to accomplish those ends. None of our school districts does. That is not a criticism. It is an opportunity. Let's take advantage of it.

Let's make this goal – that every 10 year-old be proficient in reading, writing, and mathematics – one of the highest priorities in our region. I believe our future depends on it.



The background is a vibrant blue with a complex, abstract pattern of overlapping geometric shapes and light rays. The rays emanate from the top left, creating a sense of movement and depth. The overall effect is clean, modern, and professional.

**Growth:  
Building the Economic Engines of the Future**

## IV. Growth: Building the Economic Engines of the Future



### GRACE

#### *Graduate Robot Attending ConferencE*

I'm an example of the amazing things built here in southwestern Pennsylvania. I was born in the basement of Newell-Simon Hall at Carnegie Mellon. I was built for a competition at the National Conference on Artificial Intelligence in the summer of 2002.

I was built by Dr. Reid Simmons of Carnegie Mellon's Robotics Institute and a team from Carnegie Mellon, the Naval Research Laboratory, Swarthmore College, and others. They started with a standard robot chassis, but they used their special knowledge to make me more human and able to complete the tasks in the challenge.

I was taken to the conference center in Edmonton, Alberta, and by asking questions and recognizing landmarks, I was able to take the elevator to the registration area, get in line, register for the conference, and find my way to my lecture hall, where I made a presentation about my creation.

No other region was able to create someone like me. There were stories about me in the New York Times and on CNN. I liked helping the rest of the world find out how advanced southwestern Pennsylvania is in robotics research and development. I also liked seeing myself on TV.

Here is a glimpse of the technology and manufacturing strengths in southwestern Pennsylvania. Those strengths can help create jobs for the future and help keep your children here.



In 1999, The Wall Street Journal dubbed southwestern Pennsylvania "Roboburgh," and with good reason.



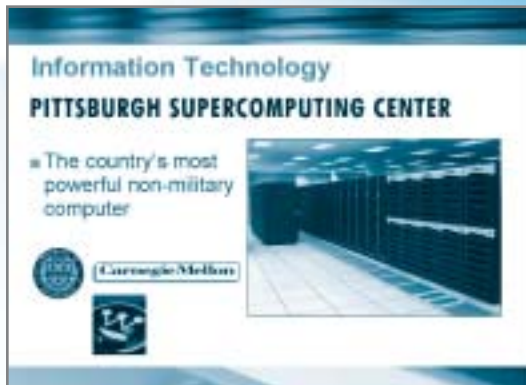
Carnegie Mellon's Robotics Institute is the largest facility in the world for robotics research and development, with 200 scientists on staff. The Field Robotics Center and the National Robotics Engineering Consortium have a proven track record of delivering working prototypes to address a wide range of needs.

The technology for creating robots can be found all over southwestern Pennsylvania, from the National Electro-Optics Center in Armstrong County, to Bombardier Transportation, the world's largest producer of unmanned vehicles, to RedZone Robotics in the Mon Valley, maker of the robot that helped stabilize the Chernobyl nuclear reactor.

And the new National Center for Defense Robotics is working to grow the robotics industry here, by helping to meet the need for unmanned vehicles for use in national defense.

Much as I hate to admit it, I'm not the only exciting technology in southwestern Pennsylvania. There's also a lot happening in computing and information technology.

The Pittsburgh Supercomputing Center is home to the fastest non-military computer in the world.



The Software Engineering Institute, and CERT, the country's premiere cybersecurity organization, are both located here in southwestern Pennsylvania.

Seagate, the world's largest manufacturer of computer disc drives, recently opened its new advanced research center in Downtown Pittsburgh to create new storage technology for the next decade.

Marconi Communications is one of the world's leaders in manufacturing equipment for advanced communications networks.

And FreeMarkets, one of the world's foremost business-to-business Internet companies, has more than 1,000 employees around the world.

These are just a few of the more than 1,400 information technology firms in southwestern Pennsylvania employing 38,000 workers.

And the Pittsburgh Digital Greenhouse is working to grow more, by making southwestern Pennsylvania a center for cutting-edge system-on-a-chip technology.

Southwestern Pennsylvania also has advantages that make us a leading center for biotechnology.

More than \$200 million in life sciences research takes place here each year, and the University of Pittsburgh Medical School is one of the top ten in the nation in total medical research spending.



The combination of Pitt's strengths in the biosciences, and Carnegie Mellon's strengths in computer science, make southwestern Pennsylvania one of the best places in the country for groundbreaking life sciences research.

UPMC is the anchor of the region's life sciences industry. It is the country's largest fully integrated academic medical center-based system. It is a leader in many fields, and performs more organ transplants than any other institution in the world. It is also a leading center for commercialization of biotechnology, with a \$60 million venture capital fund.



Dozens of life sciences companies are already growing in southwestern Pennsylvania, and they employ over 6,000 workers. Firms such as Cellomics, Medrad, Precision Therapeutics, Respiroics, and TissueInformatics.

And the Life Sciences Greenhouse is working to grow more, by building a critical mass in areas such as drug discovery, tissue engineering, therapeutics for neurological disease, and medical devices.



And thanks to a 150-year history of manufacturing expertise, southwestern Pennsylvania remains a global leader in advanced manufacturing and materials. It is home to companies such as:



- U.S. Steel, the largest integrated steel producer in the country, and winner of the U.S. Department of Energy's first-ever "Plant of the Year" award for energy-saving technology advancements.
- PPG Industries, winner of 7 technology awards from R&D magazine in the past 7 years.
- Kennametal, the world's second largest supplier of tool systems and services.
- Alcoa, a member of Fortune magazine's list of the 50 Most Admired Companies in the world.
- Allegheny Technologies, a global leader in advanced metals, including exotic alloys such as zirconium, hafnium, and niobium.
- And Sony, which has the world's most fully integrated TV manufacturing facility in Westmoreland County. Pennsylvania sand goes in one end, and big-screen televisions for the worldwide market come out the other.

Southwestern Pennsylvania knows how to make things. Our strengths in technology, manufacturing, and business support create a winning combination for the future.



## Preparing for the Future



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### C.J. Queenan, Jr.

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*Senior Counsel, Kirkpatrick & Lockhart LLP, and Past Chairman, Allegheny Conference on Community Development*

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As you can see, the region has the economic and technological strengths to build the jobs of tomorrow for our young people. But companies need places to build their products. And southwestern Pennsylvania does not have an adequate inventory of industrial sites and buildings, particularly the kinds of large sites that can accommodate a major facility of a large national or global company.

Through the Southwestern Pennsylvania Growth Alliance, leaders from all ten counties have worked to identify priority projects across the region and advocate for funding in Harrisburg and Washington. Those efforts have paid off with projects such as the Westmoreland Distribution Park, NorthPointe in Armstrong County, and the Waterfront in the Mon Valley.

Our thanks go to Governor Schweiker and the members of the General Assembly who passed legislation in 2002 to increase the amount of state money available to help finance projects like that. But more work is needed. Site selection consultants who have visited the region have called our shortage of industrial sites a crisis.

A particular focus for resolving that crisis should be the three-county area surrounding Pittsburgh International Airport, which has thousands of acres of vacant land that could be turned into high-quality industrial parks, R&D centers, or corporate campuses, if the proper investments are made.

Under the leadership of Ed Nicholson, President of Robert Morris University, the elected leaders from Washington, Beaver, and Allegheny Counties, and business executives from the region, are now meeting regularly through the Airport Market Area Task Force to craft a plan to jumpstart development in that area.



That same kind of cooperative planning effort is also going on in Oakland. Nowhere do the issues in this report – youth, diversity, education, technology development, and job creation – come together in the region quite the way they do in Oakland.



**Community, Education, Growth:  
Making Oakland a Great Place**

# V. Community, Education, Growth: Making Oakland a Great Place

## *Oakland: Yesterday, Today, and Tomorrow*

A place of opportunity, excitement, and growth.

That is how business and civic leaders saw Oakland a century ago, when they set out to make the area the crown jewel of southwestern Pennsylvania.

Mary Schenley donated 400 acres of her land for a great urban park. Then Andrew Carnegie selected Oakland's rolling hills and ravines as the site for his namesake museum, library, and music hall. As he wrote in 1895:

*The civilized world will take note of the fact that our Dear Old Smoky Pittsburgh, no longer content to be celebrated only as one of the chief manufacturing centers, has entered upon the path to higher things.*

The wealthy entrepreneur felt Oakland would be the right place to launch his technology school. And the region's new cultural and intellectual hub later lured the University of Pittsburgh from its home on the North Side.

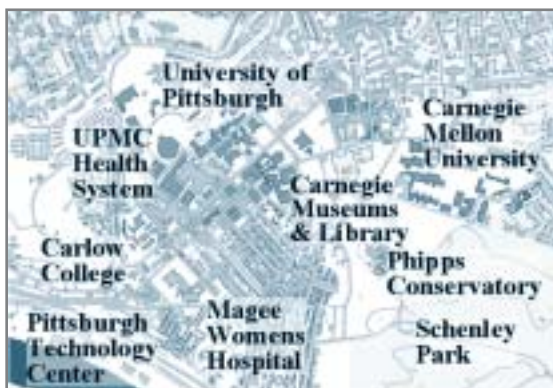


The concentration of energy and imagination in one place brought great changes to Oakland — and all of southwestern Pennsylvania.

Today, Oakland still attracts the world's top minds, and the area crackles with energy and imagination...

- Ground-breaking achievements by researchers at UPMC, Pitt, and Carnegie Mellon...
- New job opportunities at companies attracted by that research success...
- And a unique assortment of cultural attractions.

The numbers start to tell the story:



- More than 800,000 visitors to Oakland's cultural attractions each year.
- More than 35,000 students enroll each year at its colleges and universities.
- More than 1.5 million patients are treated in Oakland's hospitals each year.
- And collectively, UPMC, Pitt, Carnegie Mellon University, and the Carnegie employ more than 30,000 people in Oakland.

The community continues to move ahead, with projects such as the Collaborative Innovation Center in Junction Hollow to provide office and lab space for companies wishing to collaborate with Carnegie Mellon, and a new biomedical science tower to be built in the heart of Oakland by the University of Pittsburgh.



Unfortunately, other parts of Oakland are failing to keep pace.

One of southwestern Pennsylvania's greatest assets is its physical beauty. Yet visitors coming to Oakland for the first time would have no idea they are entering a world-class educational, medical, and cultural complex. The gateways to Oakland should clearly tell visitors that they have arrived in a Great Place.

Quality housing opportunities are limited. In other cities, affordable historic townhouses and homes, within walking distance of thousands of professional-level jobs, would be valuable commodities. In Oakland, too many blocks reflect

the neglect of absentee landlords, giving the neighborhood an air of decay, instability, and declining property value that is damaging to Oakland's institutions and its permanent residents.

And despite a high demand by technology firms to locate near the universities and medical center, there are relatively few modern buildings that can accommodate them. But vision and investment capital can create a neighborhood that helps attract and retain both jobs and talent in the region.

The retail mix along Forbes and Fifth Avenues lacks the variety and atmosphere one would expect in the center of the area that is home to the third-largest concentration of jobs in Pennsylvania. Streetscape improvements, and an aggressive effort to recruit new retail and entertainment businesses, can create a cosmopolitan commercial district with local character.

Conditions in Oakland are further aggravated by confusing and inefficient transportation systems. Buses, cars, bicyclists, and pedestrians all fight for the same space. Critical highway links are congested due to poor design and inadequate capacity. Despite frequent and reliable bus service, Oakland's transit system is confusing for newcomers, and unfriendly for regular users. More modern rapid transit service would make it easier to get into and get around in Oakland, strengthening its ties to the rest of southwestern Pennsylvania.



And perhaps most symbolic of Oakland's limitations, and its opportunities, is Schenley Plaza. One hundred years ago, visionaries filled in a steep ravine to create a majestic entrance to Schenley Park. Today, in the heart of southwestern Pennsylvania, the place where two great universities, a great museum, two great libraries, and a great urban park all come together is designed for cars, not people. A redesigned Schenley Plaza could help link Oakland's assets, attract new visitors, and serve as a keystone for the neighborhood's rebirth.



Talent ... technology ... education ... culture ... health care – all are critical to our region's future. And Oakland is at the center of all of them. The actions taken to shape the future of Oakland will shape the future of our entire region. Many of the elements for success are already in place – collaborative planning by all stakeholders through the Oakland Task Force, strong leadership at the major institutions, and a wide range of public and private leaders ready to help.

Oakland should be known worldwide as a center of talent, culture, and creativity. With vision, investment, and community support, that goal is within reach.



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## Emily Miner

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*Bioengineering student, University of Pittsburgh*

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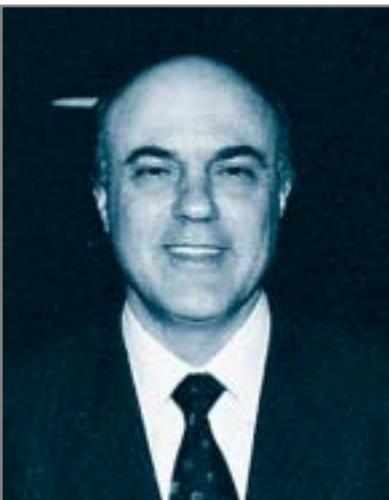
Growing up in Chambersburg, I knew I wanted to study in the biotech field because my father has MS, and I wanted to do something that would help people like him.

My choices came down to Drexel in Philadelphia and Pitt in Oakland. I felt much more comfortable while visiting Oakland than I did in Philadelphia. And there is nowhere else where I can study with the kind of experts or do the kind of research available here. Even my father, who has multiple sclerosis, is able to get around Oakland better in his wheelchair than in many other places.

But Oakland has problems that can't be ignored. In the summer of 2002, I was awarded an internship through the Pittsburgh Tissue Engineering Initiative, which enabled me to work alongside Pittsburgh's internationally recognized researchers. This great opportunity meant I needed to find a place to live off campus. Since parking in Oakland is at a premium, I needed to live within walking distance of the campus and the Pittsburgh Technology Center where I worked.

I am living in one of the best apartments I saw in Central Oakland, and it is still very poor. My mother came to visit me at my new home recently, and she refused to come in. She got as far as the front door before deciding that she would be too upset by my living conditions if she came inside. As soon as I have the chance to afford to move out of Oakland, I will. I wish it didn't have to be that way.

For me, the opportunities to study and work in Oakland outweigh my concerns with parking, housing, and safety. And after I graduate in 2004, I intend to stay in southwestern Pennsylvania to work or pursue my studies further. I love it here, and would welcome the opportunity to help make Oakland and the overall region even better.



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## A Community Investment Strategy

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### Markos I. Tambakeras

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*Chairman and CEO, Kennametal Inc., and Member, Board of Directors, Allegheny Conference on Community Development*

Tens of thousands of young people, people like Emily Miner, come to southwestern Pennsylvania each year because of what Oakland offers in educational, cultural, and employment opportunities.

For many of them, their impressions of our region – its quality of life and economic potential – are shaped primarily by what they see and experience in Oakland and nearby areas. If they are unimpressed, if they are uninspired by what they see and experience, they may ultimately leave, not only Oakland but the region altogether, taking with them talent that southwestern Pennsylvania needs to succeed in the global economy.

Oakland has great universities, a great medical center, and great cultural institutions. We are very fortunate to have them. But that isn't enough. We also need to make Oakland a truly great place. The kind of place where talented individuals like Emily Miner will want to come to learn, to work, and to live.

In many ways, the future of our entire region depends on the future of Oakland.

For more than a year, the Oakland Task Force, which includes representatives from Oakland's universities, colleges, and hospitals, its cultural institutions, its neighborhood groups, the City, and many others, has been working to develop a strategy for achieving the vision of making Oakland a great place. Considerable groundwork for this had already been laid by the planning that has taken place over the past decade by the City, the Oakland institutions, and the community.

As part of this process, members of the Task Force visited places such as Boston and Austin, places that are major competitors for talent, to see what works, what is worth emulating, and what we already have in Oakland that we should celebrate.



Several members of the Allegheny Conference Board, including the heads of the major Oakland institutions – Ellsworth Brown of the Carnegie Library and Carnegie Museums of Pittsburgh, Jared Cohon of Carnegie Mellon University, Mark Nordenberg of the University of Pittsburgh, and Jeffrey Romoff of UPMC Health System, the co-chairs of the Conference's Amenities Committee – Maxwell King of the Heinz Endowments and Michael Watson of the Richard King Mellon Foundation, and I have been supporting the work of the Task Force. We have been working with Pittsburgh Mayor Tom Murphy and others to explore ways to help make this vision a reality.

There are four essential elements to the vision and strategy that has emerged from this collaborative process:

First, we need to create a sense of place in Oakland, both visually and functionally, by creating a town square, and by transforming Forbes Avenue into a retail- and pedestrian-friendly "Main Street" that connects the major institutions together into a single urban neighborhood.

We also need to create entrances to Oakland that announce to visitors that they have arrived in one of the world's great centers of creativity.

Second, we need to make it easier to get into and around Oakland. Oakland is a major commuter destination, just like downtown Philadelphia and downtown Pittsburgh.

We need to develop rapid transit service from Oakland to Downtown and to the airport, reduce traffic congestion, and better accommodate both bicycles and pedestrians.

We need to better connect Oakland to the riverfronts and areas such as the South Side, Shadyside, Lawrenceville, and the Strip District, which are also homes to talent, technology, culture, and entertainment.

Third, we need to stimulate neighborhood revitalization in ways that will improve life for current residents and attract new families and workers to live in Oakland, such as upgrading the housing stock and investing in neighborhood amenities.

And fourth, we need to foster technology development by creating an adequate supply of quality office, lab, and research space for the institutions that are creating those technologies and for the companies that want to commercialize them. Some of this space can be in Oakland, while some will be in nearby areas, reinforcing the importance of improving transportation connections between Oakland and surrounding neighborhoods.





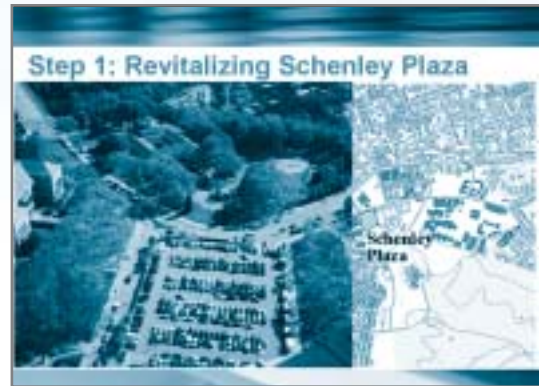
There are many specific actions needed. It will not be possible to do everything at once, but with concerted effort, we can make significant progress on all of these strategies over a several year period.

We believe that the first step must be to revitalize the very center of Oakland, through the redevelopment of Schenley Plaza.

The reason is simple – the heart of Oakland should not be an asphalt parking lot.

We support Mayor Murphy's call to transform Schenley Plaza into a place that is more attractive and more inviting, a crossroads where students, workers, and visitors can relax, interact, and celebrate the exciting things going on all around them. We must create a destination that will make people from across the region, as well as visitors from around the world, want to linger and appreciate all that Oakland has to offer.

There is new leadership, renewed energy, and an unprecedented spirit of cooperation in Oakland. The Oakland Task Force has produced an exciting vision and a practical strategy. We must seize the moment, and begin taking action.



In doing so, we can expect to encounter some naysayers and obstacles along the way. We will need to be cognizant of economic realities and be prepared to adjust our timetables and priorities accordingly. But we must remain committed and focused on achieving great things for Oakland and thereby for our entire region.

As Andrew Carnegie predicted 107 years ago – after building the Carnegie Museums – Oakland can truly be a celebration of the region's "higher things."

The background is a light blue gradient with a subtle grid pattern. A dark blue silhouette of a mountain range is positioned in the lower half of the image. The text "3 Rivers: One Future" is centered in the middle of the page.

**3 Rivers: One Future**

## VI. 3 Rivers: One Future



### Martin G. McGuinn

*Chairman and CEO, Mellon Financial Corporation, and Chairman, Allegheny Conference on Community Development*

As the new Chairman of the Allegheny Conference and on behalf of all of its members and staff, I want to express our great appreciation to Chuck Queenan. His leadership on the Allegheny Conference over the past three years has been outstanding. He has set a high standard of performance not only for me, but for those who will lead the Conference in the years and decades to come.

Our region also owes Chuck a debt of thanks for his decades of community service and his leadership on many important issues. For example, Chuck led the successful campaign for the creation of the Allegheny Regional Asset District. To date, that initiative has produced over a billion dollars in revenues, half of which has provided critical funding for regional assets such as the Pittsburgh Zoo, the Carnegie Museums, and regional libraries, and half of which has enabled property tax reductions throughout Allegheny County. Chuck has been a tireless advocate for better education, particularly for our youngest children, and he has made sure that education remains a top priority for the Conference and the community. And he has played a leadership role in many important economic development initiatives, ranging from the creation of the Life Sciences Greenhouse to the War For Empire initiative, because of his desire to make this a better region for future generations.

Chuck may be stepping down as Chairman of the Conference, but I certainly hope that he will continue to play an active role as a member of the Conference and a leader in the region for many years to come.

# 3 rivers : one future

One of Chuck's most important legacies will be a new three-year plan for improving the economy and the quality of life of the region. We are calling that plan **3 Rivers: One Future**. Although maps show that our region is divided by county and municipal lines, the fact is that we share the same economy and a common future. And all of us in the region share a desire to make that future a bright one, and to provide good opportunities for our children right here in southwestern Pennsylvania.



# 3 rivers: **one future**

**A Three-Year Plan to Generate  
50,000 Net New Jobs and  
Secure \$1 Billion in  
New Investment**

## community

### **Reshape the Waterfront and Protect the Watershed**

- Complete the next phase of Three Rivers Park and redevelop riverfronts throughout the region
- Increase public awareness of water quality issues and secure federal and state funds to upgrade water and sewer systems

### **Provide a High Quality of Life for Residents**

- Provide the amenities needed to attract and retain young people, with a particular focus on Oakland
- Encourage effective land-use planning and infrastructure investment
- Lead the nation in eliminating medication errors and hospital-induced infections

## education

### **Improve Quality and Accountability in Education**

- Enable every 10 year old to be proficient in reading, writing, and mathematics
- Increase availability and access to quality early education programs

### **Create a 21st Century Workforce**

- Provide effective training and match workers to jobs
- Attract and retain talented workers in key industries

# growth

## Provide the Infrastructure and Business Climate Needed for Job Creation

- Create new high-quality industrial sites and buildings ready for occupancy, particularly in the area around Pittsburgh International Airport and at other strategic locations across the region
- Encourage entrepreneurship and support the commercialization of new technologies developed at universities and research centers
- Initiate priority highway and transit improvements
- Improve tax competitiveness and the fiscal stability of local government

## Aggressively Market the Region

- Double the level of new business prospects and increase the rate of success in business attraction and retention
- Triple the number of foreign direct investment/export clients
- Market the region globally as a center of learning and knowledge creation
- Increase national and international tourism by leveraging regional assets such as the "War for Empire" historic sites



**3 Rivers: One Future** is designed to help create that future. It is a plan that will make southwestern Pennsylvania:

A region where companies can locate or expand readily because the necessary infrastructure is in place.

A region with a unique mix of riverfront recreation, cultural attractions, and historic sites attractive to young people.

A region recognized as an international powerhouse in the development and commercialization of technology.

A region where both current and potential residents know that their children will be well educated no matter where they live.

And a region where businesses and residents can be assured of fair, competitive taxes and an affordable cost of living.

Our goals for **3 Rivers: One Future** are to bring 50,000 net new jobs and \$1 billion in private and public investment to the region by 2005.

Under Chuck Queenan's leadership, a team of four organizations has been formed to jointly carry out the **3 Rivers: One Future** plan. The Allegheny Conference, the Western Division of the Pennsylvania Economy League, the Greater Pittsburgh Chamber of Commerce, and the Pittsburgh Regional Alliance are combining their leadership, staff, and resources in a formal way to achieve the goals in **3 Rivers: One Future**.



We want to achieve those goals in a truly *regional* way, pursuing strategies that will improve the quality of life in all 10 counties in southwestern Pennsylvania.

We want to achieve those goals in a truly *inclusive* way, promoting economic and leadership opportunities for women, minorities, and international businesses, visitors, and workers.

We want to achieve those goals in a truly *cost-effective* way, in recognition of the limitations on both public and private resources.

And we want to achieve those goals in a truly *collaborative* way. Although our four organizations are committed to carrying out this plan, we cannot –

and must not – do it alone. We want and need the active support of every organization in the region – in the tradition of our broad private-public partnerships – if these ideas and plans are to become a reality.

The next step starts right now. I invite you to send us your comments and to let us know if you are willing to help make these **3 Rivers: One Future** plans a reality for ourselves, our children, and future generations.

## **Appendices**

# APPENDIX A

## *Partnership and Leadership*

Public officials from across the region and state, as well as dozens of public and civic agencies, are working in partnership with private corporations and foundations to make southwestern Pennsylvania a better place in which to live, work, and invest. The members of the Allegheny Conference are pleased to play a role in this process and proud to be a part of the community's efforts and initiatives.

It is impossible to provide appropriate recognition to all of the many individuals, organizations, and initiatives that are working to move the region forward, but they all deserve thanks. The following individuals, organizations, and groups are among those who played leadership roles in the initiatives related to the Conference's objectives in 2002:

### Public Officials

**Governor** Mark Schweiker and **Lt. Governor** Robert Jubelirer

**U. S. Senators** Rick Santorum and Arlen Specter

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# APPENDIX B

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# APPENDIX C

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The Allegheny Conference shares staff and other resources with the Pennsylvania Economy League–Western Division, the Greater Pittsburgh Chamber of Commerce, and the Pittsburgh Regional Alliance. Beginning in 2003, the four organizations will more formally share staff and resources in order to achieve the goals in the 3 Rivers: One Future plan.

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ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

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