

Allegheny Conference on Community Development
1998 Report

**BUILDING BLOCKS
FOR REGIONAL PROGRESS**

THE ALLEGHENY CONFERENCE AGENDA

At its 1991 Annual Meeting, the Allegheny Conference outlined an ambitious new agenda, committing itself to work together with others in southwestern Pennsylvania in four major areas: regional development, education and workforce development, public governance, and civic organization. Since 1991, the agenda has evolved to focus on several specific initiatives which the Conference supports in coalition with others in the region. Examples are included below. This 1998 Report will describe the status of these and other initiatives and plans for the future.

REGIONAL DEVELOPMENT

Improving the physical infrastructure and development of the region

- Implementation of the Core Investment Strategy
- Implementation of the Industrial Reuse and Technology Development Strategy
- Development of a unified regional marketing strategy
- Increased support for technology commercialization
- Preventing federal pollution regulations from unfairly disadvantaging southwestern Pennsylvania

EDUCATION AND WORKFORCE DEVELOPMENT

Improving the systems and methods that develop human potential

- Improving the region's capacity to meet workforce needs of new and expanding businesses
- Implementation of high education standards in the primary education system
- Implementation of the Early Childhood Initiative
- Lowering the cost and improving the performance of the public education system

PUBLIC GOVERNANCE

Making local government more productive and fiscally sound

- Lowering the cost of Allegheny County government and improving public leadership
- Lowering the cost and improving the efficiency of the City of Pittsburgh government
- Making the state and local tax structure more competitive

CIVIC ORGANIZATION

Making the civic sector more productive through reorganization and leadership

- Creation of a Regional Resource Center from the Alcoa Building
- Encouraging federal and state actions which promote economic growth

WORKING TOGETHER

Promoting action on the "Working Together to Compete Globally" recommendations

- Implementation of the recommendations in the *Working Together to Compete Globally* report
- Building one economy
- Improving the labor/management climate and reputation of the region

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The Allegheny Conference on Community Development is:

...a group of private sector leaders who...

...are committed to working
in partnership with others...

...are committed to ideas which improve
the quality of life and economy
for all citizens in the region...

...are committed to seeing those
ideas become *realities*.

I. Introduction

Richard A. Stafford

Executive Director

Allegheny Conference on Community Development

This is the eighth year since I joined the Conference as Executive Director. Beginning with the 10 year blueprint plan presented by Vin Sarni in 1991, a wide array of ideas for the future of our region have been presented during that time. The remarkable thing is how many of these ideas have come true. These ideas have turned into realities because of *leadership* and *partnership*.



In simplest terms, the Conference itself is a group of private sector leaders. It is a group committed to working in partnership with others, a group committed to ideas which improve the quality of life and economy for all citizens in this region, and — here's the bottom line — a group committed to seeing those ideas become realities.

In this year's report, you'll read about a number of those ideas and the realities they've produced. The credit for those ideas and for turning so many of them into realities belongs to community leaders and their partners. They are listed in Appendix A of this report and we would like to recognize and thank all of them for their efforts .

Community leadership is about contributing time, talent, and resources. Foremost among those who lead through contributing time, talent, and resources is Dick Simmons, the Chairman, President, and CEO of Allegheny Teledyne, and the Chairman, I'm proud to say, of the Allegheny Conference. In the next section, Dick describes the significant progress made over the past several years that has resulted from the leadership he and others have provided.

II. Building Blocks for Regional Progress

Richard P. Simmons

Chairman, President, and CEO

Allegheny Teledyne, Inc.

and

Chairman,

Allegheny Conference on Community Development

Although this report is about much more than just the Allegheny Conference, I'd like to start by thanking all of the members of the Board of the Conference for the tremendous time and energy they have put in over the past several years, for the support they have given me as Chairman, and for their commitment to the community. I would also like to thank Jack Donahue, Jiro Kamimura, Jim Roddey, and Frank Tugwell for their service to the Conference, since they resigned during the past year. And I'd like to welcome Mike Bando, Chris Donahue, Murry Gerber, Fred Ishii, and Jeff Romoff as new members to the Board this year. There is plenty of work ahead and we will need their assistance in the years to come.

In October of 1998, the members of the Conference welcomed to Pittsburgh the top decisionmakers at over 70 of the largest industrial and service firms in the nation. We had the opportunity to show them what southwestern Pennsylvania has to offer. Only 7 other regions of the country have ever had a similar opportunity.

I'm referring to the Fortune 500 Conference which was held in Pittsburgh in mid-October. The Chairmen, CEOs, and Presidents of companies like Allied Signal, Dell Computer, Eastman Kodak, Gillette, McDonalds, Polaroid, Qualcomm, and Textron came here to enjoy our attractions. In the process, they saw firsthand why southwestern Pennsylvania is a great place to live, work, and invest.

This event was over a year in the making. Its success demonstrated two things:

- first, the incredible community spirit that exists in this region. Dozens of individuals and organizations contributed time, energy, and money to make sure that southwestern Pennsylvania put its best face forward.
- second, it demonstrated that individuals can make a difference. The Fortune 500 Conference came here because one person — Ann McGuinn — had the vision and commitment to convince the community to support the effort to bring the Fortune Conference here.

Only time will tell what the long-term impact of the Fortune conference will be. But the short-term impact was tremendous. I think it is safe to predict that most of the companies that attended will at least make sure that southwestern Pennsylvania is on the list of choices the next time they are considering locating a new facility.

It is significant to note that not only were the attendees at the Conference *impressed*, many were *surprised*. They had no idea what southwestern Pennsylvania had to offer.

It wasn't only the visiting CEOs who were surprised and impressed. Many people from our own community were surprised and impressed at their region, and how positively it was received by visitors.

I think that we can all draw two very important lessons from this experience:

- First — we need to do a better job of understanding and appreciating our own assets so we can tell others about them.
- Second — we need to do a better job of promoting ourselves, because the simple fact is that people who can have a major impact on this region don't know what we have to offer.

Yes, we have problems in this region, and we need to fix them. But we also have opportunities that we need to capitalize on, and strengths that we need to promote. Too often, we seem to focus excessively on the negatives, to the point that we have trouble saying anything positive about ourselves, even though very positive things are happening.

If you were to stand by a building construction site and watch it continuously every day, you would have trouble seeing any real progress. But if you were to go away and come back in a few months, you would be amazed at the transformation.

The same is true of our region — if you read the news every day, you can easily be misled into believing that we have more problems than progress. Accomplishments quickly become “old news,” while unsolved problems get reported on every day, often on the front pages. Yet the solutions to big problems, just like big construction projects, take a long time to complete and they require a lot of work behind the scenes.

Our region is very much a work in progress. In fact, if you stand back and take a look, you will see that much has changed in the past five years. The foundation that we have created is an increasingly strong one. We are already building upon it, and even more can and will be built over the next several years if we continue to work together as a region.

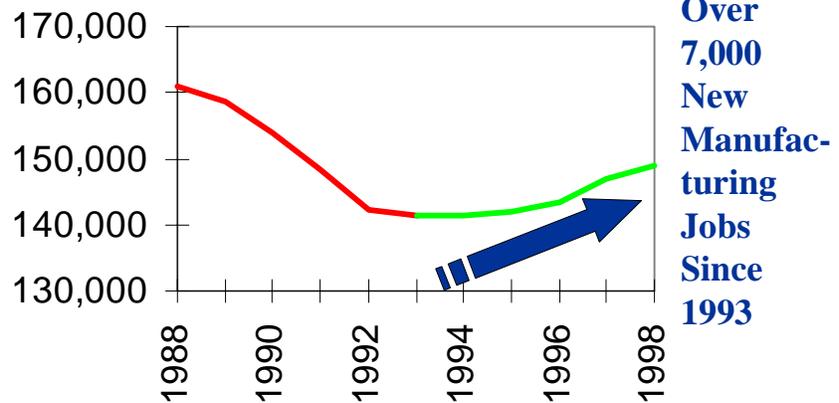
In this report, we'd like to remind you about a number of the important building blocks which are in place and the work that is still underway, and we will also suggest some specific ways that *you* can help to put some additional pieces in place.

Encouraging Growth in Manufacturing and High Technology

Let's start with the economy. Five years ago, our region hit the lowest level of manufacturing jobs in history. After more than a decade of decline, many people gave up on manufacturing. But others recognized that manufacturing was, is, and will be the engine that drives a strong economy, and they worked to bring it back.

As a result, manufacturing is growing again in our region. Over 7000 new manufacturing jobs have been created in the past five years. And perhaps more importantly, the *number* of manufacturing *firms* has increased *dramatically*. This will help to insure that our economy will no longer be dependent on a small number of manufacturing firms in a few industries.

Manufacturing Jobs in Southwestern Pennsylvania



Today, there are thousands of southwestern Pennsylvanians working in manufacturing and other high technology firms that did not even exist 10 years ago. These companies are growing rapidly and will create

Cable Design Technologies Corp.

Founded: 1988 → Today: 3000 Jobs

Tollgrade Communications, Inc.

Founded: 1988 → Today: 209 Jobs

Transarc Corporation

Founded: 1989 → Today: 473 Jobs

FORE Systems, Inc.

Founded: 1990 → Today: 1700 Jobs

Free Markets Online

Founded: 1995 → Today: 83 Jobs

thousands more jobs over the next several years. You seldom read or hear about many of them in the news, but if you step back and look, you will see that they are transforming our region.

We have the opportunity to repeat these kinds of success stories over and over again, by taking the technologies that are being developed at our universities, turning them into new businesses, and then helping those businesses to grow. Through the Working Together Consortium, our universities have developed a blueprint to greatly enhance this process. A new organization, called Innovation Works, will provide an inclusive approach that will encourage

existing organizations to work together in an unprecedented way to accelerate our region's progress in this critical area.

Preserving Regional Assets

One of the reasons that we have been able to grow these new companies is our exceptional quality of life. In fact, "quality of life" is increasingly becoming one of the most important distinguishing factors in the global competition for investment and jobs, particularly in attracting the talent that is needed by technology companies.

Five years ago, however, many of our important regional assets were at risk due to government funding cutbacks. The Aviary, Phipps Conservatory, and Zoo were struggling to balance their budgets. The Carnegie had cut hours at the Library and the Science Center. Our local libraries were having difficulty serving their communities due to insufficient funds.

□ 1992: Regional Assets in Jeopardy

- *Aviary, Phipps Conservatory, Zoo*
- *Carnegie Institute*
- *Local Libraries*

□ 1993: Passage of Allegheny Regional Asset District Legislation

- *Use of regional rather than local revenues for regional assets*
- *Local tax reform*

Our community didn't stand by and watch those assets decline or disappear, because we knew that if they did, many of our most talented people would start to leave as well. We worked together to create a solution, called the Allegheny Regional Asset District.

The Regional Asset District was the most dramatic change in governance in four decades. For the first time, we recognized the importance of maintaining strong regional assets as a priority. For the first time, we began using regional rather than local revenues to support those assets, regardless of which community they were

□ 1995: Implementation of RAD Legislation

- *Solid and predictable funding base for regional assets*
- *Abolition of personal property tax in Allegheny County and Pittsburgh*
- *50% reduction in City of Pittsburgh amusement tax*
- *14% reduction in Allegheny County property tax*
- *5% average reduction in municipal property taxes*

□ 1998: Continued Success of RAD

- *Stronger and healthier regional assets*
- *Property taxes continue to be lower than in 1994*

located in. But the regional asset district legislation did even more. Thanks to that legislation, for the first time, we began reforming our local tax system by substituting sales tax revenues for property and nuisance taxes.

And we have achieved the outcomes that we intended. Our regional assets now have a solid and predictable funding base, and as a result, they have not only been *preserved*, they are stronger and healthier than ever before. We abolished the personal property tax in Allegheny County and the City of Pittsburgh. The City of Pittsburgh cut its amusement tax in half, benefiting arts and cultural groups. Allegheny County lowered property taxes by 14% and municipalities throughout Allegheny County reduced property taxes by an average of 5%. And tax relief programs for senior citizens were put in place.

In fact, at the county level and in the majority of municipalities, property taxes are still lower today than they were in 1994. The regional asset district is an important building block, and without it, the foundation of our region would be seriously weakened.

Modernizing Government

This year, yet another dramatic change in governance was put in place. The Allegheny County Home Rule Charter took years of planning and effort by countless individuals and groups to achieve, after a 20 year hiatus since the last attempt.

Thanks to careful planning by the ComPAC 21 Committee headed by John Murray, thanks to strong support and leadership by our legislative delegation and governor, thanks to professional work by the Charter Drafting Commission and the Pennsylvania Economy League, thanks to a strong grassroots campaign led by the Allegheny 2000 Citizens' Committee, and finally, thanks to the voters of Allegheny County, we did it. The final vote proved, once again, that individuals can, and do, make a difference.

As a result of all of these efforts, for the first time, Allegheny County will no longer be dependent on Harrisburg to improve its government structure.

□ Passage of the Allegheny County Home Rule Charter — thanks to:

- *Compac 21*
- *Home Rule Charter Legislation*
- *Charter Drafting Commission*
- *Allegheny 2000 Citizens' Committee*
- *Voters of Allegheny County*

□ Impact of the Allegheny County Home Rule Charter:

- *new and stronger mechanisms for citizen involvement and control*
- *better representation for communities*
- *a single elected executive to be a strong leader for economic development*

For the first time, the citizens of Allegheny County will have new and stronger mechanisms for involvement and control of their government. For the first time, the communities of Allegheny County will have better representation through the creation of the County Council. And perhaps most importantly, for the first time there will be a single elected executive who can be a strong leader for economic development both in Allegheny County and the entire region.

There is still much work to be done to successfully complete this fundamental transformation. The 1999 elections will be the most exciting in Allegheny County and the region in many years. All of us will need to participate actively to insure that the newly elected officials are committed to achieving the ambitious goals that our region has set for itself.

Investing in the Future

If we look back just a little farther in time, we will see some other dramatic transformations — building blocks for our region's economic future. Just 10 years ago, we did not have:

- the new International Airport terminal
- the Fayette Business Park
- the Carnegie Science Center
- Southpointe
- the Warhol Museum
- the Westmoreland Technology Park
- the Pittsburgh Technology Center
- the Hopewell Industrial Park
- and a number of other projects that have created jobs, attracted visitors, and improved our quality of life.

These projects were developed over the past decade through efforts and organizations such as Strategy 21, the Beaver Initiative for Growth, Fayette Forward, and others, all of whom worked hard to assemble the public and private funds needed to create things that we now take for granted.

In fact, although we have recently looked enviously at some of the investments that Cleveland has been making in itself, I am happy to report that they are still looking enviously at what we have already done. For example, community leaders in Cleveland are now working hard to find the funding to create a world-class airport and a world-class convention center, things that we already have or have underway.

But just like any business, our region needs to continue investing in its capital assets if we are to sustain growth. And we have to do it on a *regional* basis.

Until very recently, southwestern Pennsylvania was not working together as a region. We often devoted more time and energy to competing with ourselves than to competing with the rest of the world.

But over the past year, public and private leaders from every county have been working to change that. And one of the key people in that effort is Commissioner Jim Scahill. Commissioner Scahill is the Chairman of the Board of County Commissioners in Armstrong County. And while that is a very important job in and of itself, Jim has taken on several additional voluntary roles in order to move not only Armstrong County, but the entire region forward. In the next section, Commissioner Scahill describes the work he has been doing.

Thanks to the leadership of Commissioner Scahill and the leadership of the other 29 county commissioners in our region, thanks to our 60 legislators, thanks to Mayor Murphy, and thanks to many others, we have made dramatic progress over the past year in building regional cooperation and consensus on investments for economic development and on other issues. All of us in the region owe them a debt of gratitude for that. And we have a responsibility to provide them with the support needed to continue that progress over the coming year.

There is another area where investment is important, however, and that is in our human capital. In Section IV, Jane Burger describes the efforts that are underway to build the workforce of tomorrow. Jane has been a very effective force for change in this critically important area, and we all appreciate her leadership.

I said earlier that one of the most significant lessons from the Fortune 500 Conference was that the attendees were both impressed and surprised at what southwestern Pennsylvania has to offer. In Section V, George Miles describes efforts to promote our region. His enthusiasm for this region is refreshing, and we can all take a lesson from him about committing ourselves to spread the word about southwestern Pennsylvania.

Commissioner Scahill, Jane Burger, and George Miles are all playing leadership roles in bringing people together to create the building blocks for regional progress. But success will depend on *everyone* in our region — people of all ages, races, and walks of life, from every part of our region — working together to achieve common goals.

In Section VI, two of those people describe what this means to them. Matthew Burger is a young attorney with Buchanan Ingersoll. He was one of the founding members of PUMP, the Pittsburgh Urban Magnet Project, which has been mobilizing our young people to move the region forward. Thelma Lovette is a lifelong resident of the region and a member of Pittsburgh's City Planning Commission. They are both living proof that individuals can make a difference, and the challenge they have given will inspire all of us to do even more.

III. Investing in Infrastructure

The Honorable James Scahill

*Chairman, Armstrong County Commissioners,
Chairman, Southwestern Pennsylvania Commission,
Co-Chair, Southwestern Pennsylvania Growth Alliance,
Vice-Chair for Investment Initiatives, Working Together Consortium*

In November of 1997, our region had just been through the modern-day equivalent of a civil war. It pitted brother against brother, and community against community. It was called the Regional Renaissance Initiative. The Initiative was portrayed as being about “stadiums,” with little discussion about the other aspect of the debate that was as important to the region, namely economic development.

After the defeat of the Initiative, many people doubted whether southwestern Pennsylvania could ever work together as a region. The challenge that public and private leaders faced was whether we could truly be a “region” — whether we could work together to strengthen the weakest links and the smallest counties as well as the largest and strongest counties. I made a prediction then that out of the ashes of the Renaissance Initiative would come a phoenix — a new commitment to work together on a regional basis to address our investment needs.

What a difference a year makes! In 1998, our region made more progress toward true regional cooperation than ever before in our history. All ten counties and the City of Pittsburgh are now working *together* to bring jobs and economic growth to southwestern Pennsylvania. The Allegheny Conference was one of many groups and individuals that stepped forward to help find new solutions.

It hasn't always been easy. We still fall back sometimes on our parochial ways. At times, I felt a little like Mel Gibson's character William Wallace in the movie *Braveheart*. If you remember the movie, William Wallace was just a commoner who wanted to be left alone to tend his lands. But when he saw his country threatened, he stepped forward and asked his fellow countrymen to join him in the fight for independence.

Over the past year, dozens of public officials and private sector leaders in southwestern Pennsylvania, each of whom had their own jurisdictions or businesses to worry about, recognized that the future of those communities and firms depended on the success of the region as a whole. And so just like the Scots in the days of William Wallace, we joined together to start fighting for our region.

What brought us together was a common problem — the need for new investment in our region's infrastructure — and a common challenge — the need for funding to make those investments.

We learned that our entire region is suffering from insufficient investment in industrial parks, tourist attractions, transportation systems, and other infrastructure that are needed to create

jobs. However, we also found that making those kinds of investments requires significant public funding. And the Catch-22 was that we didn't have enough resources locally to make those investments because of the slow growth that we have been experiencing.

To get those resources, we knew that we would have to look to Harrisburg and Washington for help. And we realized that we would have far more clout in Harrisburg and in Washington if we acted *together* as a region than if we acted separately.

So representatives from all 10 counties met with the Governor and his staff at the end of March to *jointly* present our needs and our solutions. And he responded with an unprecedented level of funding. In fact, he supported projects in all ten counties.

It is important to understand that we didn't just present the Governor with a list of projects. We shared with him our *vision* of a revitalized region and a *strategy* for achieving that vision. That strategy is described in the section titled "Investing in Infrastructure in Southwestern Pennsylvania" on pages 17 through 19 of this report.

I'm proud of what our region has accomplished. I think you should be, too. I think Armstrong County is being strengthened by its participation in this new spirit of regionalism, and I believe that the entire region is also, from the City of Pittsburgh all the way out to Lawrence, Greene, and Indiana Counties.

I want to thank my fellow County Commissioners Jack Dunmire and Homer Crytzer, and my constituents, the people of Armstrong County, for recognizing that the time I have spent on *regional* efforts is, in the end, about the future of Armstrong County. Every elected official in this region needs similar support and encouragement.

So we've had some major successes this year. But we can't stop now. If we're going to make our region truly competitive, we need to develop *more* industrial sites and buildings, we need to invest *more* in our cultural and historical attractions, and we need to invest *more* in our transportation system.

Foundation for Regional Success

- Southwestern Pennsylvania has more strength in Harrisburg & Washington if we act together than if we act separately
- Local government officials, private sector leaders, and legislators must speak with one voice to advocate common priorities
- Major projects in each county can provide regional benefits — jobs and business for supplier firms — and need regional support

We also need to start addressing serious needs for water and sewer infrastructure throughout the region, both in urban and rural areas, as a way of protecting the environment and attracting new development.

The first step is to make sure that the state has capital funding to allocate for more economic development projects like those funded this summer. This means that the cap has to be raised on the state's Redevelopment Assistance Capital Budget program. This is the program that the Governor used this year to fund economic development projects all across the region.

Significant Additional State Investment Still Needed

- **Industrial Site and Building Projects — to attract and retain businesses**
 - *redevelopment of brownfields*
 - *development of sites near highways, airports, rail lines*
 - *development of shell buildings*
- **Tourism and Quality of Life Projects — to attract tourists and residents**
 - *visual and performing arts facilities*
 - *historical sites, recreational facilities*
- **Transportation Projects — to connect the region to itself and the world**
 - *highways, mass transit, intermodal facilities*

Obtaining Additional State Investment

- **Step 1: Increase the “cap” on the state Redevelopment Assistance Capital Budget program**
 - A significant increase in the cap is needed to make sufficient funding available for important industrial site and building development, and for development of cultural, historic, and recreational attractions

Contrary to what some people would like you to believe, this is not just about stadiums. The fact is that every county in southwestern Pennsylvania has important economic development projects which depend on this funding.

There are still more than two dozen projects from the priority list we presented to the Governor last March that haven't yet been funded, and dozens more have been identified since then that have the potential to create thousands more

jobs. But none of them can move forward unless the legislature authorizes more funding.

I hope you'll join me in asking our legislative delegation to make this a priority. Please — don't assume that someone else will do the necessary advocacy, and don't let the naysayers dominate the debate.

The need is urgent, and the time is now. Pick up the phone and call your state legislators, or pick up a pen and write. Prove to them that the people of southwestern Pennsylvania want to see state investment in our new regional strategy.

Obtaining Additional State Investment

- **Step 1:** Increase the “cap” on the state Redevelopment Assistance Capital Budget program
- **Step 2: Develop a new consensus list of regional priorities for state funding**
 - SPRPC is currently working to identify projects, analyze them, and integrate them into an overall regional transportation & economic development plan that the Southwestern Pennsylvania Growth Alliance can advocate

If the cap is raised, the next step will be to develop a new list of regional priorities to present to the Governor next spring. The starting point is the new regional plan being developed by the Southwestern Pennsylvania Commission.

Tough choices still have to be made. Not every project will be able to be funded, at least not right away. We have to be honest about the fact that some projects may have to wait longer than others. But even if the plan that emerges isn't perfect, it will be better for us to implement *something* than to argue endlessly about what is best to do.

I hope you'll join me in fighting to bring funding and jobs to southwestern Pennsylvania. And just like William Wallace and our own forefathers, I know that if we fight, we'll win.

Investing in Infrastructure in Southwestern Pennsylvania

“If you build it, they will come.” In southwestern Pennsylvania, we are finding that “When we build it, they will come, stay, and grow...”

The Greater Pittsburgh Region is on the move, and poised for even faster growth, thanks to investments in sites and buildings where businesses can locate and expand.

Throughout the region, idle land is being developed into modern industrial parks. And where modern sites and buildings are available, companies move in and create jobs... companies that will help move the region's economy into the 21st century.

An example is the Westmoreland Technology Park near New Stanton. Located along Route 119 across the highway from the Sony plant, the site has easy access to interstate highways and a good workforce. Thanks to state and local funding, a modern industrial park was opened in 1995 to provide smaller manufacturing firms the kinds of facilities they need to flourish and grow. In just three years, 75% of the park has been sold or developed, providing jobs for 300 workers.

One company that has used the Westmoreland Technology Park to grow and create jobs is Ceodeux. An international manufacturer of valves and other equipment for the compressed gas industry, Ceodeux had operated a successful sales office in the region. When it decided to start a manufacturing operation, the Westmoreland Technology Park provided the facilities it needed. Ceodeux has already expanded several times, and is now providing jobs for 140 southwestern Pennsylvania families.

The reason we chose the Westmoreland Technology Park is that we were asked by our corporate directors to find a park with companies in the higher technology end of the business, similar to our company. We also chose the park because of the excellent transportation system in place. We ship many of our products by motor freight, and receive many of our incoming goods by motor freight, and the highway system here was excellent to do that. Another reason that we chose the Westmoreland Technology Park is that it is a preplanned park. That means that it is already laid out for us to come in and put a building up and move in at a very quick pace...

Russell C. Snyder, Jr.
Vice President
Ceodeux, Inc.

As a result of lower taxes and an improved business climate, more and more companies like Ceodeux are interested in locating or expanding in southwestern Pennsylvania. And the region is working hard to provide the modern, ready-to-go facilities needed to capture those opportunities.

Thanks to a strong state/local partnership, southwestern Pennsylvania is seeing more new investment ...and the startup of more industrial development projects...than ever before in its history.

In June of 1998, Governor Tom Ridge awarded nearly \$40 million for 15 industrial park and building projects in all 10 southwestern Pennsylvania counties. The state investment was the result of an

historic effort by all 10 counties to identify common needs, set regional priorities, and work together to achieve ambitious goals.

These industrial site development projects will meet key regional needs, by providing ...

- ...more large industrial sites;
- ...more industrial shell facilities;
- ...more sites near Pittsburgh International Airport;
- ...more sites near major highways; and...
- ...more sites adjacent to railroads and airports.

These new sites and buildings will help bring 21,000 new jobs to our region over the next decade.

The benefits of investments such as these are not limited to the community or county where they are located. Businesses locating at a particular site will provide jobs for workers in *surrounding* counties, and they will provide opportunities for supplier firms throughout the *entire* region.

Industrial sites and buildings are the “products” we need to sell our region to important business “customers.” But there is also another kind of customer we are trying to attract to our region — namely visitors, such as tourists and conventioners.

Investment in our visitor attractions has also taken a giant step forward thanks to strong local leadership and a strong partnership with state government. Governor Ridge has released nearly \$150 million in state funds to match an equal amount of local funds for a dramatic expansion of the David Lawrence Convention Center.

People want to live and work in a nice place. And what would be a better place to live and work than a place you'd like to vacation? Every year, hundreds of thousands of tourists visit southwestern Pennsylvania. Developing our tourism industry and cultural attractions is just as important to our economic success as is industrial development. This provides a unique opportunity to market southwestern Pennsylvania — not only from a tourist industry perspective, but from an economic development perspective. Getting people here to experience our quality of life is a great way to sell the region. Seeing is believing!

Michael W. Krajovic
Executive Vice-President
Fay-Penn Economic Development Council

The Governor has also approved an additional \$15 million in state aid for renovation of Pittsburgh's downtown retail district and for the completion of development projects in the Cultural District. And local funds are now in place for the new PNC Park for the Pirates and a new football stadium for the Steelers on the North Shore of the Allegheny River.

These projects will not only generate jobs, but will create a unique combination of world-class facilities in Downtown Pittsburgh that will attract visitors from around the country and around the world.

And visitors to the convention center and other facilities will also visit attractions throughout the entire region. And when they see first-hand the exemplary quality of life that southwestern Pennsylvania has to offer, they'll want to come back again and again, not just to visit, but to live, work, and invest.

I think investments in visitor attractions and tourism in general is extremely important, not only for building a tourism industry but creating the environment where people want to come, people want to work, and people want to live. Southwestern Pennsylvania has a lot of attractions for tourists — the natural beauty and the tremendous facilities that already exist in the region. It can obviously benefit from more investments in those types of facilities.

When McKesson acquired Automated Healthcare about two and half years ago, it really could have moved the company anywhere in the country that it wished. McKesson is located in San Francisco and has operations all over the United States. But it believed that southwestern Pennsylvania had the quality of workforce and the quality of life here that would support investments where they could build an even more successful technology company than what they had acquired. Clearly, that's been the case...

Sean McDonald
President
McKesson Automated Healthcare

Investing in industrial sites and visitor attractions are *each* important ways to create new jobs and improve our quality of life. *Together*, they form the foundation for a powerful economic strategy that will create jobs for all segments of our population and all parts of our region, and an unparalleled quality of life.

Thanks to bold leadership and a new spirit of regional cooperation, southwestern Pennsylvania is transforming itself into a world-class competitor in the global economy.

*A videotaped version of **Building Blocks for Progress: Investing in Infrastructure in Southwestern Pennsylvania**, can be obtained for \$10 by writing to the Allegheny Conference.*

IV. Investing in Human Capital

Jane C. Burger

Director of Policy & Planning, Grable Foundation,

Vice-Chair for Education and Workforce Development, Working Together Consortium

Fifteen years ago, one of the biggest challenges facing our education and training systems was unemployment. In 1983, unemployment in the Pittsburgh region reached almost 15%. Even the best educated and most skilled people had difficulty finding employment, as businesses all across southwestern Pennsylvania closed or cut back.

Today, fortunately, our unemployment rate is about 4%, lower than the state and national averages. Although unemployment is still unacceptably high for some — most notably for African Americans and in rural areas — the job growth we have been experiencing provides us with one of the best opportunities in years to address that problem. The kinds of investment projects that Commissioner Scahill described will provide even more opportunities to do so.

However, we are now facing a new and very different challenge. Businesses are not finding the skilled workers they need. It's not just high technology jobs where there are shortages. Even traditional manufacturing firms are having difficulty finding the kinds of workers they need.

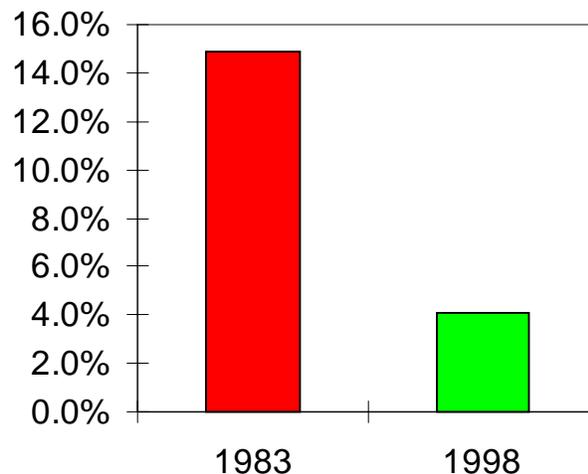
We are not alone in this. Most areas of the country are facing similar challenges. So those regions that address the challenge the best and *fastest* will be rewarded with the *fastest job growth*. Because, the availability of a skilled workforce is becoming one of the top criteria businesses use in choosing sites for new facilities.

So what do we need to do? I want to tell you about 4 areas where important actions are underway.

Solving Current Labor Shortages

First, we need to aggressively help companies solve the labor shortages they are experiencing right now. Because so much of our job growth is coming from *many small*

Unemployment Rate in Southwestern PA



companies, rather than a *few large* companies, it is difficult for any one of them to address the problem alone.

That's why, in 1998, a committee chaired by Mark Nordenberg, the Chancellor of the University of Pittsburgh, recommended creating "industry action groups" — groups of companies with similar workforce needs — that can work together to insure a steady stream of trained workers.

The Pittsburgh High Technology Council is already creating two industry action groups — one in Information

Technology and the second in Advanced Manufacturing. Duquesne University has developed the Manufacturing 2000 initiative, a project to expand the number of trained machinists. The first 18 machinists graduated in June and were placed in jobs with 17 local manufacturers. The program is now expanding to prepare over 200 more machinists.

These are great first efforts. But we need to have more groups like these in all of our fast-growing industries. The financial services and hospitality industries are logical next choices, given the current and expected job growth in those areas. We need businesses to take the initiative to form more industry clusters. Help is available through the Working Together Consortium.

The Nordenberg Committee also recognized that a lack of workers contributes to our labor shortages. Our unemployment rate is low in part, because starting in the 1980s, a large portion of our labor force left the region. Ours was the largest population loss of any region in the country.

We need to reverse that trend now. We need to encourage more people to come to our region, build their families here, and become part of our workforce. And we need to encourage our current young people to stay.

- ❑ Industry Action Groups — companies with similar workforce needs — can define needed skills and work with training providers
- ❑ Some Industry Action Groups are already being developed, for information technology, advanced manufacturing, and machinists
- ❑ More Industry Action Groups are needed!**

There are many ways to do this. For example, the Pittsburgh High Technology Council's Human Capital Initiative is working to help keep university students in the region. They created summer work experiences, a career web site, and a job fair called @pgh.café which brought over 800 students from CMU and Pitt together with over 50 companies in the fall of 1998.

- ❑ Talented individuals must be encouraged to move to southwestern Pennsylvania, and young people must be encouraged to stay
- ❑ The Pittsburgh High Technology Council's "Human Capital Initiative" is working to keep university students in the region
- ❑ **High school guidance counselors, teachers, parents, and community leaders need to encourage younger students to stay in southwestern Pennsylvania!**

In addition, we need to target high school students. Guidance counselors and teachers need to provide the most current information about the investments being made in our community and what these will mean for their job opportunities. Young people need to know the positives about our region and be encouraged to stay here.

The Nordenberg Committee report recommended a series of other actions, and I hope that you will read it carefully and provide whatever assistance you can.

I am pleased to announce that several of the region's foundations have agreed to create a Workforce Innovations Fund to support new training and recruitment approaches. We hope to raise several million dollars over the next few years.

Helping Young People Enter the Workforce

A second priority area is to help young people — particularly low income young people — develop work skills and explore career possibilities.

That's *YouthWorks*. This program takes young people between the ages of 16 and 21, provides them with Job Readiness Training, and then matches them with employers who provide summer jobs or part-time, year-round, temporary jobs.

- ❑ YouthWorks provides young people ages 16-21 with Job Readiness Training and matches them with employers willing to provide summer or part-time temporary jobs
- ❑ In 1998, over 2200 young people were placed in jobs, but only 110 were in the private sector
- ❑ **More private businesses need to participate in Youth Works!**

This year, YouthWorks placed over 2000 young people in jobs. Unfortunately, only 110 of those jobs were in the private sector, because only a few businesses agreed to help.

Why should a private business participate in this program? Listen to one that does:

Two years ago I asked department heads of the Post-Gazette to each take one YouthWorks student for the summer. I promised them that they were motivated and well trained in workplace ethics and that it would only cost them \$1500 per student for eight weeks of office work. It felt like a risk. They were a little nervous. But they all agreed and then we had an excellent experience. We knew that it was our corporate responsibility to help disadvantaged youth learn about careers and that they could have a career. What surprised us was how well they really did on the job. Each student had an employee mentor, but many additional co-workers expressed their pride that the Post-Gazette was involved in this program. This was an unexpected benefit. We had taken six our first year and this second summer we took seven students. These are good kids. They need a chance. The economic future of our region depends on engaging them right now. More businesses should participate in 1999.

**Karen Block Johnese
Pittsburgh Post-Gazette**

If this program is to be successful, we need more businesses to provide private sector jobs. Similar programs in Boston and Detroit placed over 2,000 young people in private sector jobs, and Cleveland businesses provide approximately 700 jobs for kids each year. I hope that every firm will give serious consideration to participating in 1999.

Increasing Standards for Students

As a third priority we know that more jobs will require higher levels of technical skills. To make sure the workforce of tomorrow has the basic skills they need, students must graduate from our schools having met rigorous, high, and international standards. The Commonwealth of Pennsylvania is in the process of adopting such standards, and the Allegheny Policy Council is encouraging schools in southwestern Pennsylvania to adopt the standards, build the capacity to reach the standards, and measure and report results at grades 3, 5, 8, and 11. The Policy Council will be compiling and publishing reliable data on how children in our region are performing.

In order for our region to attract and retain technology-oriented jobs, it will be particularly important for our children to achieve high standards for math and science skills. Unfortunately, many school districts in the region do not offer higher level math and science courses, and even where courses are offered, not all students take or successfully complete them. In a recent survey of school districts in our region, only 61% of graduating seniors successfully complete Algebra I.

Only 25% successfully complete Physics I. And only about 18% complete advanced math and science courses.

The problem is not our children, it's what they're being taught and how they're being taught. The Regional Math/Science Collaborative has been working since 1994 to move our region forward. But it needs help. Parents need to encourage their children to take

math and science courses. Contrary to popular opinion, math phobia is *not* genetic, and even if *you* hated math or science in school, you can make sure your children don't. Parents and community leaders also need to demand that their schools provide a rigorous, advanced curricula.

I believe that our goal should be no less than to make our region's high school graduates #1 in the nation in math & science skills. And if we're going to reach that goal, we have to know clearly where we stand now and measure our progress on a regular basis. A unique opportunity will occur in the spring of 1999, when, as a *region*, we will participate in the fourth International Math and Science Study. Two thousand eighth-graders in 50 area schools in southwestern Pennsylvania will be tested along with their peers across the country and across the world.

In order to get a truly representative sample for this testing, every school district in

the region must be willing to participate. This will be a critical benchmark for the future and will give us information on how we can improve. I hope you will support this important program, and make sure your superintendent and school board participate. Once again, those regions that address the challenge the best and *fastest* will be rewarded with the fastest *job growth*.

- ❑ Schools need to offer higher level and advanced placement courses in math and science
- ❑ The Regional Math/Science Collaborative has been working with school districts throughout southwestern Pennsylvania to improve math & science curricula
- ❑ Parents need to encourage children to take math and science courses and successfully complete them!

- ❑ Southwestern Pennsylvania will have the opportunity to participate as a *region* in the fourth International Math & Science Study
- ❑ The Study will enable us to determine how we're doing compared to the nation and the world and how to focus improvement efforts
- ❑ Every school district needs to be willing to participate in order to have a representative sample for testing!

Strengthening Early Childhood Education

Of course, there is only so much that the schools can do if children don't enter school ready to learn. And so *Early Childhood* is our fourth area of emphasis.

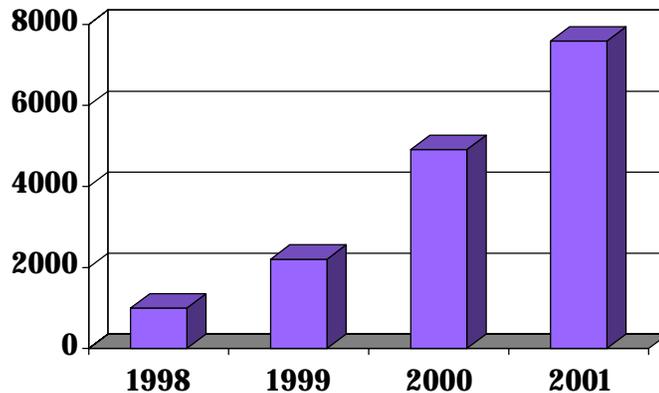
We know early education succeeds and saves millions in future costs. Through the Early Childhood Initiative, dramatic progress has been made in the past year. Two dozen communities

from all across Allegheny County are already involved; 300 children were being served at the end of 1998 and almost 1,000 were expected to be participating very soon.

By the end of 2001 this effort will make quality early childhood education available in 80 communities, serving over 7,000 children. This will double the number of pre-school children served in quality, regulated childcare facilities.

\$35 million has been pledged and an additional \$15 to 20 million more will be raised from private sector funds and special government grants to complete the startup phase. We must have a combination of private and public sector support if this ambitious project is to succeed.

Children Served Through ECI (Capacity)



- ❑ Significant funding is needed to implement the Early Childhood Initiative
- ❑ \$35 million has been pledged and an additional \$15-20 million more will be raised from private and public funds for the startup phase
- ❑ **We need to work with Governor Ridge and our legislators to continue building long-term funding for ECI into the state budget!**

Governor Ridge has stated that ECI holds the promise of being a model for Pennsylvania and the nation. We need to continue working with the Governor and our legislative delegation to build long-term funding for ECI into the state budget. It is one of the best investments we can make.

How You Can Help

Building a competitive regional workforce isn't just the responsibility of schools and job training programs. It is everyone's responsibility. So let me end by reminding you of some ways that you can help:

1. Help form an industry action group along with similar businesses;
2. Encourage young people to move here or stay here;
3. Provide a job opportunity for a YouthWorks student;
4. Help our children to excel in math and science, and encourage your school district to measure its performance; AND
5. Ask your legislator and Governor Ridge to support state funding for early childhood programs.

I hope you'll make a personal commitment to help with one or more of these initiatives. Our region's future depends on it.

V. Marketing Our Region

George L. Miles, Jr.

President and CEO, WQED Pittsburgh

Chairman, Regional Marketing Coalition Advisory Board

Vice-Chair for Destination Development, Working Together Consortium

When I talk to people who come here to visit, I find that, just like the attendees at the Fortune 500 Forum, they are both impressed and surprised at what our region has to offer.

I'm *proud* that they are *impressed*, because I think southwestern Pennsylvania is a great place. But frankly, I'm a little *embarrassed* that they are *surprised*. Because that means we haven't done a good enough job promoting our region.

When I think of all of the accomplishments we've made in the past several years, I am even prouder to be living and working here. I think we're in a better position than ever before to compete with other regions for both businesses and tourists, both nationally and internationally.

But I have to tell you, I will not only be embarrassed, I'll be downright *ashamed*, if we don't make sure the rest of the world knows how we've transformed ourselves.

I'm happy to report that we're beginning to do just that. The Pittsburgh Regional Alliance and the Greater Pittsburgh Convention and Visitors Bureau joined together last year to form the *Regional Marketing Coalition*.



The two agencies are now working together to develop an aggressive new marketing campaign for the region. This combination of *both* business development *and* tourism promotion is a powerful model few regions have been able to achieve.

The fundamental goal is to create a whole new “brand image” for the region. I don’t mean a *jingle* or a *slogan*, but a set of messages that convey the things that have always set us apart from other areas — things like *pride*, a *can-do attitude*, a strong *work ethic*, and a high *quality of life*.

This image must reflect *all* of the assets in the *entire* region. So the Coalition will need help and support from individuals and organizations all across the region.

I’ll be chairing the Advisory Board for the Coalition, which will include representatives from businesses, economic development organizations, tourism promotion agencies, visitor attractions, and others.

The detailed plans for exactly *what* to say and *how* to say it are still being developed. But the Coalition knows *who* it has to reach and what we want them to do. Although ultimately we want *everyone* to know about our region, we must *begin* by focusing on those audiences with the highest potential return. Specifically:

1. we want to attract and retain businesses in those industries which offer the *greatest growth* potential for our region and which match our *existing* strengths;
2. we want to attract and retain *talent*, particularly young people who are here now and those who have moved away but want to return;

□ Developing a Regional Brand Image

- *Differentiating southwestern Pennsylvania from competing cities and regions*
- *Focusing on competitive strengths*
- *Providing a consistent platform for launching or enhancing other marketing efforts*

□ Advisory Board Roles

- *Ensure stakeholder input*
- *Guide marketing efforts*
- *Build regional consensus*

□ Target Audiences:

- *businesses with the greatest growth potential for southwestern Pennsylvania*
- *talent — both those here now and those who want to return*
- *tourists, particularly young people, families, and those interested in cultural and historical attractions*

3. we want to attract *tourists*, particularly young people, families, and those interested in our many cultural and historical attractions.

It will require significant resources to reach all of these audiences effectively. Thanks to the efforts of the Pittsburgh Regional Alliance and the Greater Pittsburgh Convention and Visitors Bureau, the state has committed at least \$2.0 million to start a comprehensive promotional campaign next year

But local matching funds are still needed in order to draw down those funds and to implement a full-scale campaign. Both agencies are working hard now to raise those funds.

A second new element of the region's promotional efforts will be the creation of a *place* within the region where interested customers can see first-hand what the region has to offer and get information and assistance from economic development agencies.

In 1998, Alcoa generously donated its former office building in Downtown Pittsburgh to the *region*, and through the efforts of the Southwestern Pennsylvania Commission, it is being turned into a one-stop gateway to services and information.



Many of the region's economic development agencies have already moved into this new Regional Resource Center, and leases on the office space are ahead of projections. In addition, planning is also underway to put interactive exhibits in the public spaces of the building, so that it can become a true *showcase* for the region's assets.

These efforts will go a long way toward getting the word out. But one critical component is still missing. That component is *you* — everyone in our region.

I'm sure you know someone who has never visited here, or who hasn't been here in many years.

You will probably meet someone *like* that the next time you travel.

You may know an entrepreneur, or someone in an established business, that might consider locating or expanding here.

Those are all opportunities to spread the good news about southwestern Pennsylvania and encourage people to find out more.

One of the things most of us do when we meet someone new and want them to stay in touch, is to give them our business card. We might write a note on it to remind them of a key fact or piece of information.

Well, now you can do the same thing for southwestern Pennsylvania. Business cards for the *region* are now available that include just a little bit of the good news about southwestern Pennsylvania. And they have the phone numbers that people can call for more information about locating a business or visiting our attractions. So the next time you give someone from another region *your* business card, you can give

them one for southwestern Pennsylvania, too. *[A set of business cards can be obtained by calling the Allegheny Conference on Community Development at (412) 281-1890.]*

Spread the good news about Southwestern Pennsylvania when you talk to:

- Someone who has never visited the region
- Someone who hasn't visited in a long time
- An entrepreneur or business leader who might locate or expand in the region
- Talented young people who are here now or might move here in the future

And the next time you have friends or relatives visiting, take them to visit some of the wonderful cultural and historic sites we are so lucky to have. Tell them about the good things that are happening here. That way they can help spread the word, too.

VI. Making a Personal Commitment

Matthew F. Burger

Attorney, Buchanan Ingersoll

Treasurer, Pittsburgh Urban Magnet Project (PUMP)

A subject that is very close to my heart, and one that I've been involved with over the past few years, is keeping young people in Pittsburgh. Everyone is well aware of the statistics:

- while improving, this region continues to experience a net loss of residents under the age of 35; and
- the Pittsburgh region ranks last in comparison to other regions in its percentage of young residents.

The good news is that groups like PUMP and Leadership On Board, along with others, are focusing on this problem, and are working to ensure that young people continue to find this region a vibrant, exciting, and "hip" place to live and work.

During my work with these groups, I've met dozens of young people who desire to build a future in this region. They love its neighborhoods, its diversity, its cost of living, and its work ethic, and believe it is an outstanding place to raise a family. They want to be part of this region's future.

In fact, I can't tell you how many friends, after seeing the many things this region had to offer, have told me that "I had no idea how great this City is."

We all know Pittsburgh is a hidden treasure. But the message isn't getting out. We must aggressively market the region to young people that it's their kind of City, with a low cost of living, a spirit of entrepreneurialism, high-tech jobs, and room for new ideas. Most of all, we must market Western Pennsylvania as a leader among competing regions: A region that is willing to take chances, willing to be aggressive in creating jobs and opportunities for its young residents; that Pittsburgh and the surrounding region is dedicated to creating a lively environment that is attractive to young people.

We must also build an ownership interest in this region for its young residents. Too often, young people believe their opinions don't count, that they are not part of the decision-making process concerning the region's future.

I encourage everyone to include young people in future plans, incorporate them on boards, and actively seek their opinion on public initiatives. In short, include them in shaping the future of the region, because they *are* its future.

The young people I meet are optimistic about this region's future. More than any other group, they see the region's great potential. They refuse to listen to the negative attitudes about

the region's future. They believe that what is right with this region can fix what is wrong with the region.

Furthermore, this group believes that Western Pennsylvania is turning the corner. For the first time that many young people can remember, there are significant development and construction projects in the heart of the City. With the passage of Plan B, there is a commitment towards ensuring that Western Pennsylvania remains a major league region for the next generation.

This type of aggressive action and risk-taking must continue. I propose a renewed commitment to young people. You might be surprised to know that more than 30 years ago, Mayor David Lawrence had this same idea in mind. He said:

Pittsburgh will need more than good will to keep its pace. It will need proficiency, imagination, and a certain recklessness that shocks and stirs the hardheaded...It is not enough to be industrious; there must be a flair, a touch of genius. The community's test will be its ability to produce younger men (and women) who can both lead and serve.

This region's future lies with its young people. To keep and attract them, we must continue to take chances. Let us focus on what Pittsburgh and Western Pennsylvania can be — on our possibilities, not our limitations — and create an optimistic environment where young people will be welcome and thrive. Through aggressive action and imagination, we can be a leader, rather than a follower.

Western Pennsylvania deserves no less.

Thelma Lovette

Member, Pittsburgh City Planning Commission

A lot has happened in the past five years, and it makes me think back on how much has happened in the past fifty years, too.

I've lived here all of my life. I can still remember when Pittsburgh was smoky and when Downtown flooded. I can remember when there was no Point State Park, or Gateway Center, or so many other things that all of us now take for granted.

And I also remember that almost anytime someone wanted to make improvements, there were others who resisted, who said it would cost too much money or that it was better to leave things the way they were. And I think to myself now — where would we be today if those things hadn't been done? Where would we be if we had listened to the people who said "no" to everything?

I think that senior citizens have a special responsibility to help make new improvements. Too many of us are opposed to anything new. We want to try and keep everything the way it is — or maybe I should say, the way it *was*. Yet all of us are better off today thanks to what previous generations had the courage to do. So we need to have the courage now to do the things that will help future generations — our children, our grandchildren, and our great grandchildren.

I love this city and this whole area, and I want to see it continue to be a place that people will be proud to call home. I hope all of you do, too.

VII. Agenda for Action

Richard Simmons

As this report documents, we have indeed built a lot together in the past five to ten years. We have a strong foundation, and a blueprint for achieving even more. No one project or strategy alone is sufficient — every element, from infrastructure development, to human capital investment, to marketing and promotion, is necessary to success. And no one individual or group can do it alone. Everyone — and I mean *everyone* — needs to help. It can be as simple as using the regional business card to tell others about what we have to offer. Or it can be playing an active role in one of the many initiatives that are underway.

I would like to issue a particular challenge to the members of the high technology business community. Our region's economy is far stronger because it is no longer dependent on a few large firms. But that means that our civic efforts can also no longer depend on just a few large companies or individuals. The active involvement of the business community has always been one of the great strengths of this region, and we need to make sure that as our business community changes, we preserve its commitment to civic progress.

The previous sections of this report describe some of the most immediate ways in which you can help. Let me repeat some of them for you briefly:

- You can encourage legislators and the Governor to raise the cap on the state's Redevelopment Assistance program so that more economic development projects in our region can move forward.
- You can make sure that African Americans benefit from the work created by new development projects.
- You can provide a summer job for a student who needs work experience.
- You can encourage your local school to make sure all of its students develop good math and science skills, and that it measures its progress in doing so.
- You can make sure that young people know that our region is transforming itself and encourage them to make their future here.
- You can spread the word to other parts of the country and other parts of the world that good things are happening here.

Individuals *can* make a difference, and many of them have done so over the past several years. But we need more and more people to get involved. I hope that you will consider serving as a *leader* when leadership is lacking, or as a *follower* when leaders need support. By doing so, you can help insure that our region continues to be a strong and successful competitor in the global economy.

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 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 and organizations are among those playing leadership roles in the initiatives featured in this year's report:

Public Officials

Governor Tom Ridge and Lt. Governor Mark Schweiker

U. S. Senators Arlen Specter and Rick Santorum

U.S. Representatives William J. Coyne, Mike Doyle, Phil English, Ron Klink, Frank R. Mascara, John P. Murtha, John E. Peterson, and Bud Shuster

Pennsylvania Senators Albert V. Belan, Leonard J. Bodack, Jay Costa, Jr., Melissa A. Hart, Richard A. Kasunic, Allen G. Kukovich, Gerald J. LaValle, Tim Murphy, Patrick J. Stapleton, J. Barry Stout, Jack Wagner, and Mary Jo White

Pennsylvania Representatives Patricia Carone, James E. Casorio, Jr., Nicholas A. Colafella, Anthony L. Colaizzo, Ronald R. Cowell, Peter J. Daley, Anthony M. DeLuca, Frank Dermody, H. William DeWeese, Howard L. Fargo, Frank J. Gigliotti, Jeffrey E. Habay, R. Ted Harhai, Ivan Itkin, Ralph Kaiser, Frank LaGrotta, Susan Laughlin, Victor John Lescovitz, David K. Levdansky, John A. Maher, Joseph F. Markosek, David J. Mayernik, Fred McIlhatten, Thomas A. Michlovic, Richard D. Olasz, Jane C. Orie, Timothy L. Pesci, Joseph A. Petrarca, Jr., Thomas C. Petrone, John Pippy, Frank J. Pistella, Joseph Preston, Jr., Harry Readshaw, Lawrence Roberts, William Russell Robinson, Chris Sainato, James E. Shaner, Samuel H. Smith, Jess M. Stairs, Sara Steelman, Tom Stevenson, Thomas A. Tangretti, Guy A. Travaglio, Fred A. Trello, Leo J. Trich, Jr., Terry E. Van Horne, Michael R. Veon, and Don Walko

Allegheny County Commissioners Mike Dawida, Bob Cranmer, and Larry Dunn

Armstrong County Commissioners James V. Scahill, Homer Crytzer, and John Dunmire

Beaver County Commissioners Bea Schulte, Dan Donatella, and Nancy Loxley

Butler County Commissioners James L. Kennedy, Glenn L. Anderson, and William L. McCarrier

Fayette County Commissioners Vincent Vicites, Harry Albert, and Sean Cavanaugh

Greene County Commissioners David Coder, John R. Gardner, and Farley Toothman

Indiana County Commissioners Bernie Smith, Randy Degenkolb, and James E. McQuown

Lawrence County Commissioners Thomas Fee, Brian Burick, and Edward Fosnaught

Washington County Commissioners J. Bracken Burns, Sr., Scott H. Fergus, and Diana L. Irey

Westmoreland County Commissioners Richard F. Vidmer, Thomas Balya, and Terry R. Marolt

City of Pittsburgh Mayor Tom Murphy and City Council Members Bob O'Connor, Dan Cohen, Michael Diven, Jim Ferlo, Alan Hertzberg, Valerie McDonald, Dan Onorato, Gene Ricciardi, and Sala Udin

Mayors, City and Borough Councils, Township Commissioners and Supervisors, and School Directors from across the region

Private Foundations

Alcoa Foundation — *F. Worth Hobbs, President*

Claude Worthington Benedum Foundation — *Paul R. Jenkins, President*

Buhl Foundation — *Doreen E. Boyce, President*

Grable Foundation — *Susan Brownlee, Executive Director*
 Hillman Foundation — *Ronald W. Wertz, President*
 Howard Heinz and Vira Heinz Endowments — *Franklin Tugwell, Executive Director*
 Roy A. Hunt Foundation — *Torrence M. Hunt, Jr., President*
 Jewish Healthcare Foundation — *Karen Wolk Feinstein, President*
 McCune Foundation — *Henry S. Beukema, Executive Director*
 Richard King Mellon Foundation — *Michael Watson, Vice President*
 Pittsburgh Foundation — *Alfred W. Wishart, Jr., President*

Civic and Government Agencies and Committees

Alcoa Building Showcase Committee — *Thomas A. McConomy, Chairman*
 Allegheny County Apportionment Commission — *Jeannie Riles-Pratt, Chair*
 Allegheny County Charter Drafting Committee — *William Pratt, Chairman*
 Allegheny County Department of Economic Development — *Mulugetta Birru, Director*
 Allegheny Policy Council — *David S. Shapira, Chairman; Karen S. McIntyre, Executive Director*
 Allegheny Regional Asset District — *Gerald Voros, Chairman; David L. Donahoe, Executive Director*
 Allegheny 2000 Citizens' Committee — *Louise R. Brown and Howard W. Hanna III, Co-Chairs; Catherine DeLoughry, Executive Director*
 Armstrong County Department of Planning and Development — *Richard L. Palilla, Executive Director*
 Beaver County Corporation for Economic Development — *James Palmer, President*
 Beaver Initiative for Growth — *Sen. Gerald LaValle and Rep. Michael Veon, Co-Chairs; Marci K. Balitski, Director*
 Community Development Corporation of Butler County — *Arthur G. Cordwell, Executive Director*
 CompAC 21 — *John E. Murray, Jr., Chairman; James W. Turner, Staff Director*
 Convention Facilities Needs Assessment Task Force — *J. Christopher Donahue, Chairman; Harold D. Miller, Coordinator*
 Early Childhood Initiative — *Jerlean Daniel, James C. Roddey, and Karen A. Shapira, Management Committee Co-Chairs; Martha W. Isler, Director*
 The Enterprise Corporation of Pittsburgh — *John R. Thorne, Chairman; Thomas N. Canfield, President*
 Fay-Penn Economic Development Council — *Michael W. Krajovic, Executive Vice President*
 Greater Pittsburgh Chamber of Commerce — *Thomas A. McConomy, Chairman; Barbara Bateman McNees, President*
 Greater Pittsburgh Convention and Visitors Bureau — *David Geisinger, Chairman; Joseph R. McGrath, President*
 Greene County Industrial Development Authority — *Donald F. Chappel, Executive Director*
 Indiana County Office of Planning and Development — *Thomas P. Bayuzik, Executive Director*
 Lawrence County Economic Development Corporation — *Richard L. Ross, Executive Director*
 Minority Enterprise Corporation — *Samuel J. Stephenson, Chairman; Sharon Kendrick Williams, President and CEO*
 Penn's Southwest Association — *Daniel I. Booker, Chairman; John K. Thornburgh, President*
 Pennsylvania Economy League/Western Division — *Thomas L. VanKirk, Chairman; Richard A. Stafford, Executive Director*
 Pittsburgh Cultural Trust — *George A. Davidson, Chairman; Carol R. Brown, President*
 Pittsburgh Downtown Partnership — *Rev. George Werner, Chairman; Harry Finnigan, Executive Director*
 Pittsburgh High Technology Council — *James Colker, Chairman; Raymond Christman, President*
 Pittsburgh Regional Alliance — *Frank V. Cahouet, Chairman; Timothy Parks, President and CEO*
 Pittsburgh Urban Magnet Project (PUMP) — *Gloria Forouzan, Executive Director*
 Port of Pittsburgh Commission — *Barbara Bateman McNees, Chairman; James R. McCarville, Executive Director*
 Public Auditorium Authority of Pittsburgh and Allegheny County — *Thomas W. McCargo, Chairman; Steven Leeper, Executive Director*
 Redevelopment Authority of Washington County — *Robert Umstead, Executive Director*

Regional Industrial Development Corporation — *Stephen C. Hansen, Chairman; Frank Brooks Robinson, Sr., President*

Regional Marketing Coalition — *David S. Shapira, Steering Committee Chair; George L. Miles, Jr., Advisory Council Chair*

Regional Math/Science Collaborative — *Nancy R. Bunt, Managing Director*

Regional Renaissance Partnership — *Thomas J. Usher, Chairman*

Regional Workforce Development Oversight Committee — *Mark A. Nordenberg, Chairman*

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