




Allegheny Conference
on Community Development

2015-2017 AGENDA

Connecting People to Opportunity

Workforce | Infrastructure | Economy and Community

Pittsburgh: Three eras of transformation.



1944 to 1979
ENVIRONMENT

1980 to 2014
ECONOMY

2015 & Beyond
PEOPLE

Across two generations of transformation, the Allegheny Conference has had a rich history of bringing together public and private leaders to improve the economy and quality of life of the 10-county Pittsburgh region.

From the 1940s through the 1970s the Conference provided private sector leadership for Renaissance One, cleaning up our environment – including improving air and water quality, flood control and urban redevelopment.

After the region’s industrial economy collapsed in the 1980s, Pittsburgh had to overcome one of the worst economic setbacks of any region in the country. The Conference worked with numerous partners to diversify the region’s economy and improve its quality of life, creating the vibrant, diverse, balanced and technology-driven economy we enjoy today.

Today, more people are employed here than ever before. We are attracting young people – the median age in the City of Pittsburgh is below the national average – and our labor force is better educated, with the nation’s third-highest concentration of young people with graduate and professional degrees, right after benchmark metros of Washington, D.C. and Boston.

But today’s success is not a guarantee for tomorrow. We must focus our attention on the issues that are demanding a third generation of transformation.

Despite the influx of millennials, our most skilled workers are aging. More than a quarter-million members of the Baby Boom generation will be eligible to retire over next ten years. We do not have enough people in the pipeline with the right skills to replace them.

We have reached an inflection point for the future of work in our region and the future of the Pittsburgh region itself. Our regional workforce will need to grow and upskill in order to be globally competitive.

As a region, we must see this challenge as an opportunity to elevate, retain and attract a new generation of skilled workers. Employing the Conference’s hallmark approach of leadership through partnership we will again transform the region for the success of future generations.

Connecting People to Opportunity



Every three years, members of the Allegheny Conference Regional Investors Council provide input to determine the high-priority issues for action. For the 2015-2017 Agenda, the primary areas included **Workforce, Infrastructure** and **Economy and Community**.

The 2015-2017 Agenda Strategies and Key Initiatives

Our 2015-2017 Agenda seeks to connect people to opportunity by aligning three interrelated strategies designed to focus economic and community development initiatives on common opportunities for improvement, build and reinforce systems that support sustainability and opportunity through world-class infrastructure, and improve access to economic opportunity.

WORKFORCE STRATEGY: Understanding future career opportunities to better match supply and demand.

Our **Workforce** strategy is about connecting people to skills, connecting job seekers to employers and connecting skilled workers from inside and outside our region to opportunity here. The Conference seeks to meet the workforce needs of the region with two initiatives: one targeting demand and the other targeting supply.

Initiative #1 Understand Demand – Identify current and anticipated (2014-2025) demand and identify growth occupations and sectors in the Pittsburgh region.

Program:

- **Research:** 2014-2025 Supply and Demand Analysis by Sector and Occupation, based on *Inflection Point: Supply, Demand and the Future of Work in the Pittsburgh Region*

Initiative #2 Ensure Supply – Attract and retain talent and align regional education and training programs to meet industry needs.

Programs:

- **Demand Analysis Findings:** Develop and implement a communications strategy to disseminate Demand Analysis findings. Convene key public and private constituencies to create an action agenda to address high-priority findings.
- **Elevate:**
 - **Technology-Enabled:** Connect underserved populations to high-demand IT career pathways.
 - **Technology-Enabled:** Build on successful ShaleNET program by scaling and extending training to advanced manufacturing.
 - **K-12:** Ensure all students have access to occupational demand data with which to plan their education and training futures; focus on gaps in high-demand technical careers and align Career and Technical Education with employer needs.
- **Retain:**
 - Retain more college students in the region by engaging college presidents, career services and students with employers and quality of life opportunities here.
- **Attract:**
 - **Regional Jobs Portal:** Market opportunity to high-demand talent utilizing the ImaginePittsburgh.com platform.
 - **Build a collaborative regional effort** among employers to market the region to talent from outside the region.

ADVOCACY EFFORTS IN SUPPORT OF OUR *WORKFORCE* STRATEGY

- Support passage of comprehensive energy legislation that would foster DOE and NETL engagement in building the energy and manufacturing workforces of the future.
- Support the passage of an immigration reform bill with specific emphasis on highly skilled immigrants.
- Support better alignment of our career training curriculum with the needs of employers at the federal level via Perkins CTE reauthorization.
- Support reforms to Career and Technical Education (CTE) policies and programs at the state level and other workforce policies as set forth in workforce policy agenda.

INFRASTRUCTURE – Building and reinforcing transportation and infrastructure systems that support sustainability and opportunity.

The **Infrastructure** strategy focuses on improving systems and structures that enhance the region's economy and sustain its population. To attract and retain talented individuals and employers to our region, we must provide a world-class transportation and infrastructure network, including transit, to better connect the region locally, nationally and globally. Three initiatives will set our path for the future, make air service better and support investments that will make a difference to our quality of life.

Initiative #1 Regional Transportation Vision and Framework – Develop a regional transportation vision and framework that will guide future investment in infrastructure, advance economic and community vitality, and support talent attraction and retention.

Programs:

- **Convene and Staff Regional Transportation Alliance of Southwestern Pennsylvania (RTA):** Complete crowdsourcing and analysis of transportation needs. Develop consensus around 'Imagine Transportation 2.0,' a shared transportation vision for the 10-county region.
- Implementation of 'Imagine Transportation 2.0' principles for transportation investment and advancement of select 'Ideas to Explore.'

Initiative #2 Air Service Competitiveness – Enhance air service competitiveness to sustain and improve connectivity with in-demand business destinations.

Programs:

- **Allegheny County Airport Authority/Private Sector Partnership:** Continue engagement to determine air service needs and market to prospective carriers.
- **Targeted Joint Marketing through the Pittsburgh Travel Cooperative:** Through the Pittsburgh Regional Alliance, work with the Allegheny County Airport Authority, Pittsburgh Technology Council and VisitPITTSBURGH to identify target markets, domestic and international, for improved air service and focus marketing activities to raise awareness of opportunity in the Pittsburgh region.

ADVOCACY EFFORTS IN SUPPORT OF OUR *INFRASTRUCTURE* STRATEGY

- Engage in discussion on the future of transportation investment at the federal level.
- Encourage an impactful, large-scale infrastructure package that has multiple projects for southwestern Pennsylvania.
- Support appropriations of 2016 WIIN Act projects, namely the Upper Ohio River project.
- Support investment in Bus Rapid Transit between Downtown and Oakland.

ECONOMY & COMMUNITY STRATEGY: Focusing economic and community development efforts on common opportunities.

Our **Economy & Community** strategy focuses on maximizing business investment opportunities in sectors where the Pittsburgh region offers a significant comparative advantage to employers and does so in alignment with community-oriented work to strengthen communities throughout the region, especially those that have been left behind despite the region's economic transformation.

Initiative #1 Expansion and Attraction – Focus business expansion and attraction efforts in key areas to grow jobs and capital investment.

Programs:

- **Manufacturing Strategy:** Refine and implement a natural gas downstream manufacturing strategy to create a modern-day manufacturing hub, resulting in job creation and capital investment.
- **IT Strategy:** Raise the profile of the Pittsburgh region as an attractive location for IT-related job creation and capital investment and support regional initiatives that grow the IT-workforce.
- **Power of 32 Site Development Fund:** Provide leadership to create an almost \$49 million fund (now incorporated as a separate, for-profit LLC) to provide patient mortgage loans to sites located within the 32-county, multi-state greater Pittsburgh region that have potential for regional economic impact if they are made ready for construction.
- **Maintain a Balanced Economy:** Implement a business investment retention and attraction program designed to maintain the balanced foundation which has been at the core of the region's economic stability.
- **Healthcare Competitiveness:** Monitor the healthcare provider and insurance environment to ensure the region has high-quality, accessible, affordable healthcare delivered with greater transparency.

Initiative #2 Revitalize Communities – Revitalize our targeted communities by enhancing municipal fiscal health, securing investment and improving PreK-12 public education spending, outcomes and governance.

Programs:

- **Strengthening Communities Partnership (SCP):** Provide financial support and technical assistance to seven communities – Connellsville, Homewood, McKees Rocks, Mt. Oliver/Knoxville, Sharpsburg, Washington and Wilkinsburg – that have not shared in the region's economic successes of the last decades.
- **SCP Financial Study:** Create demographic and financial profiles for McKees Rocks, Mt. Oliver, Sharpsburg and Wilkinsburg to evaluate their financial viability.
- **Statewide Financial Review:** Work with Pennsylvania Economy League Central Division to analyze data for a report on the financial health of municipalities statewide.
- **Pension and Binding Arbitration Reform (Act 111):** Develop and support the passage of legislative solutions to secure sustainable pension systems at the state and municipal levels.
- **PreK-12 Public Education Spending, Outcomes and Governance:** Research and develop information on spending, outcomes and governance of PreK-12 public education.

Initiative #3 Energy – Advance energy portfolio approach and grid reliability by securing baseline energy capacity, promoting action on public policy and demonstrating environmental stewardship.

Programs:

- **Energy Alliance of Greater Pittsburgh:** Provide information and educational programming to stakeholders across energy industries (coal, natural gas, nuclear, solar, wind, electrical distribution and intelligent building) to encourage awareness of our region’s energy leadership and environmental stewardship, and associated economic and workforce development.
- **Tri-State Regional Cooperation Agreement:** Implement the strategies resulting from the Tri-State Shale Summit held in 2015, including initiatives in policy, marketing, infrastructure, innovation, and workforce development throughout parts of Pennsylvania, Ohio and West Virginia.

ADVOCACY EFFORTS IN SUPPORT OF OUR *ECONOMY & COMMUNITY* STRATEGY

- State and municipal pension reform.
- As part of the Strengthening Communities Partnership, support raising the cap on the Neighborhood Assistance Program (NAP) tax credit.
- Support PreK-12 public education investment, reforms and governance.
- Support reliable electricity generation, electric grid security, increased deployment of our region’s energy assets and preparation of our energy workforce.
- Encourage additional increases to the National Energy Technology Laboratory (NETL) research budget.
- Improve the business tax climate in Pennsylvania including the elimination of Net Operating Loss carryforward cap.

STRATEGIC COMMUNICATIONS – Generate awareness of issues and opportunities facing the Pittsburgh region through targeted public affairs and marketing communications activities to advance the Agenda.

Programs:

- Leverage the 2017 Society of Environmental Journalists annual meeting to build the profile of the Pittsburgh region.

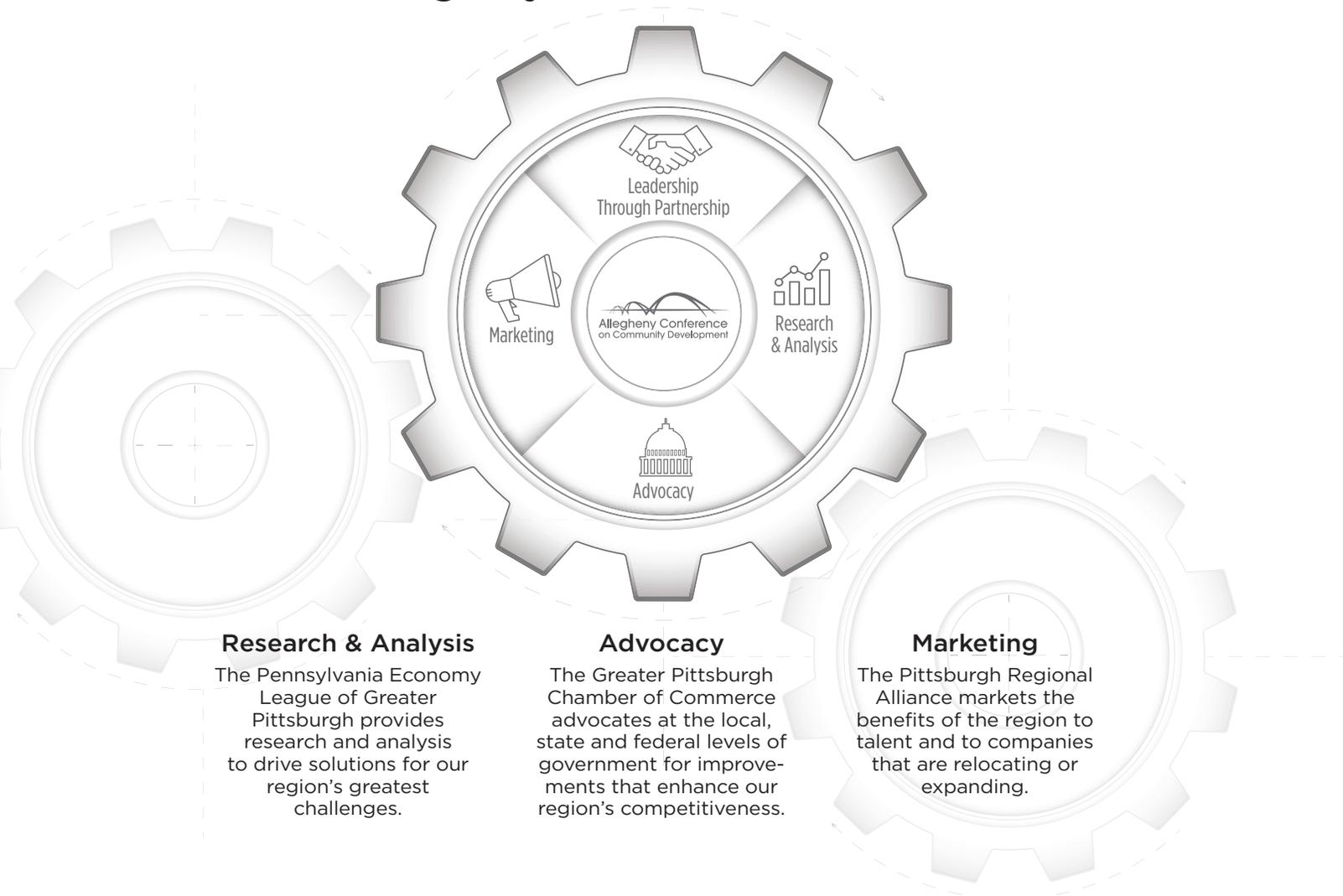
About the Allegheny Conference

The Allegheny Conference on Community Development is one of the United States' foremost civic leadership organizations. For more almost 75 years, the Conference has been bringing together public and private sector leaders to drive an agenda to transform the 10-county Pittsburgh region. Through the support of our members – the Regional Investors Council – we are improving the economic future and quality of life of the region.

The Conference is regarded nationally as a model for setting a vision and building consensus to achieve regional goals. Our organization epitomizes “leadership through partnership” that crosses geographic and political lines. On behalf of our more than 300 Regional Investors Council members, we analyze competitive issues, advocate for improvements to address those issues and market an ever-improving region globally to encourage business investment that creates jobs and attracts talented people to fill them.

The Conference is the parent of three affiliate organizations – the Pennsylvania Economy League of Greater Pittsburgh, the Greater Pittsburgh Chamber of Commerce, and the Pittsburgh Regional Alliance. Each plays a vital role in carrying out the Conference's work.

The Allegheny Conference: How We Work



Join us in Connecting People to Opportunity throughout our region.

Progress toward our goals is made possible through the generous support of the more than 300 Regional Investors in the 2015-2017 Agenda who provide the time, talent and resources essential to success. Each of our three strategies is ambitious by itself, to make progress across all three requires an unprecedented degree of collaboration. It is only through the active participation of our Regional Investors and numerous public and private sector partners that we will be able to connect people to opportunity, advance the inclusiveness and diversity of our population, enhance our quality of place and expand access for all.

To learn more about the Allegheny Conference, including how to join the conversation and help drive the agenda to transform the Pittsburgh region, visit AlleghenyConference.org or call Erin Walsh, Senior Director, Investor Development, at 412-281-4783 ext. 4537.

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The Allegheny Conference on Community Development and its affiliates - the Greater Pittsburgh Chamber of Commerce, the Pennsylvania Economy League of Greater Pittsburgh and the Pittsburgh Regional Alliance - work in collaboration with public and private sector partners to improve the economy and the quality of life in southwestern Pennsylvania. Learn more at AlleghenyConference.org.