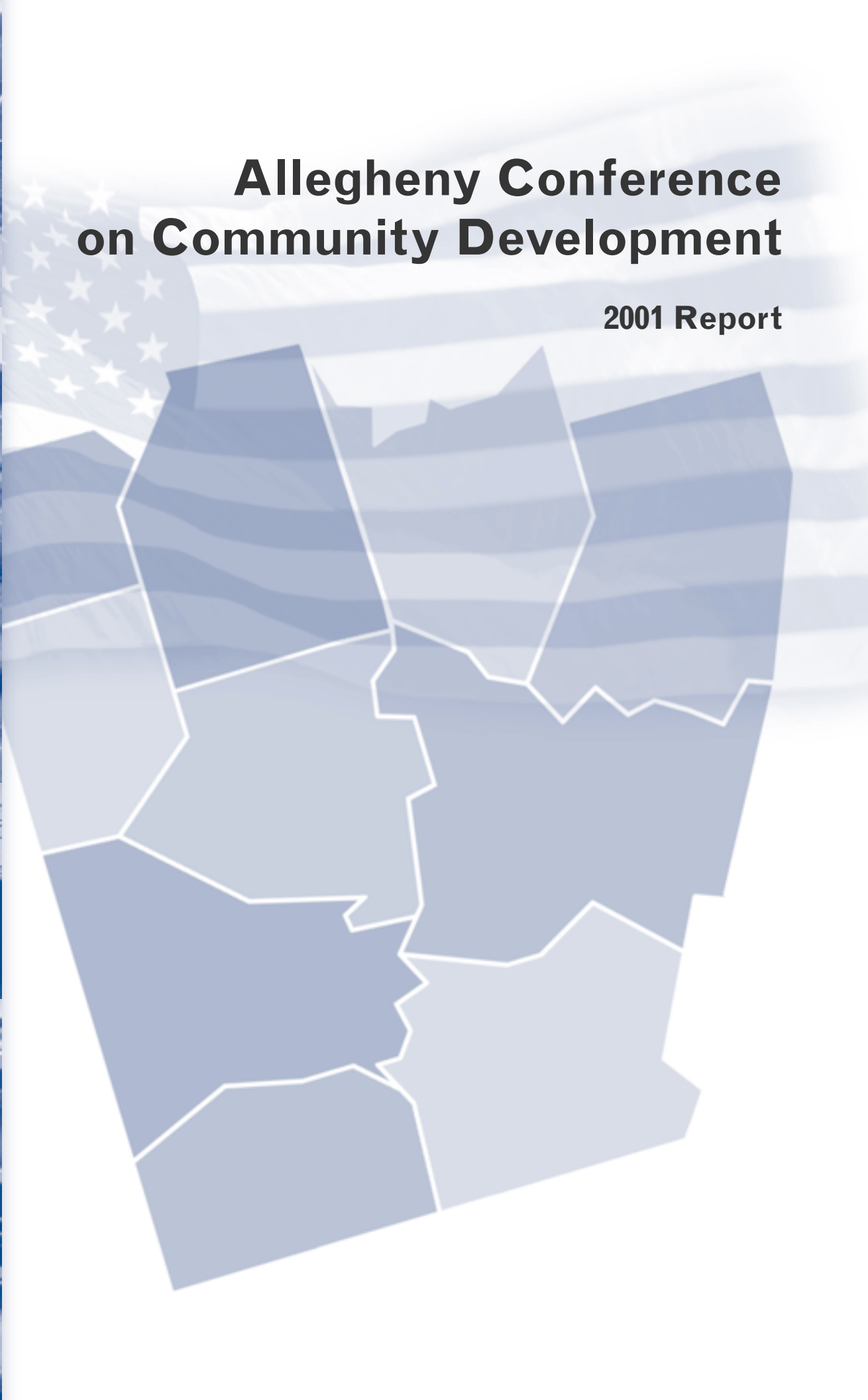


Allegheny Conference on Community Development

2001 Report





THE ALLEGHENY CONFERENCE AGENDA

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 four visionary objectives over the next decade:

Amenities: Develop amenities that will make southwestern Pennsylvania one of the top regions in the country for attracting 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.

The Conference will also continue its support for a strategic approach to investment in the physical infrastructure of southwestern Pennsylvania, and for initiatives developed by the Working Together Consortium until they can be transitioned to other organizations. In pursuing each of these objectives, the Conference will seek 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 will annually consider additional objectives that respond to opportunities and challenges brought to its attention by board members, public officials, or other civic agencies.

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The 2001 Annual Meeting of the Allegheny Conference, which was held on November 15, 2001, provided a status report to the community on the Conference's agenda and plans for the future. This report is based on the presentations made at that meeting.

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Videotaped versions of “Homegrown Technologies Creating the Jobs of the Future” (page 7) and “Rivers as a Centerpiece of the Region, Past and Present” (page 21) can be obtained on a single tape for \$10 by writing to the Allegheny Conference, 425 Sixth Ave., Suite 1000, Pittsburgh, PA, 15219.



BUILDING THE FUTURE IN A CHANGED WORLD

I. BUILDING THE FUTURE IN A CHANGED WORLD

INTRODUCTION



C.J. QUEENAN, JR.

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

E pluribus unum. Out of many, one.

Many things changed on September 11, but not that bedrock principle of the American experience. The idea that people, regardless of their upbringing or their political beliefs or religious philosophy, can work together to build communities for the benefit of all – that is the reason our country is a target. And it is the reason why we will prevail.

It is in pursuit of that ideal that the members of the Allegheny Conference and many others in southwestern Pennsylvania have a strong commitment to building our region. We continue our work – not in spite of the tragedy – but because building our communities and strengthening our American way of life is the best way to demonstrate our strength and resolve.

In 2000, we announced that the Conference had adopted a new agenda to guide our work. That agenda is summarized inside the front cover of this report and the pages that follow. This report describes the progress that has been made so far, and identifies areas where help is needed in taking the next steps.

**In memory of
September 11, 2001**

"E Pluribus Unum"

In pursuing this agenda, the Conference Board has attempted to follow four principles that have guided our efforts in the past. 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; we have sought to be cost effective; and we have sought to be inclusive, promoting opportunities for women, minorities, and the international community. We believe you will see evidence of all of those principles in the activities described in this report.

There is a common theme to all of the objectives on our agenda. It's not written in words, but it's there nonetheless. That theme is young people. Of all the challenges our region has faced in the past two decades, none has been greater than the loss of so many of our young people. We are now poised to reverse the trend, thanks to the progress we have made in improving economic opportunity and quality of life over the past few years. Young people are our future.



BUILDING THE ECONOMIC ENGINES OF THE FUTURE

II. BUILDING THE ECONOMIC ENGINES OF THE FUTURE



STEVEN RADNEY

Industrial Designer, Respironics

I spend my time finding new ways to build a better quality of life through innovative thinking and cutting-edge design.

Innovation can be a means of economic growth if you understand how to harness creativity to create new products. They understand that at Respironics, the medical-device company where I work. I am the industrial designer for a new research and development team, where my job is to envision new products that spark the imagination – and open new markets for us.

But my quest for innovation goes beyond my paycheck. It's part of who I am. And a big part of why I'm in Pittsburgh.

I grew up in Cleveland, came to town in 1991 to study engineering and design at Carnegie Mellon University, and instantly fell in love with the region – its neighborhoods, its quality of life, its growth potential.

A year ago, I opened Serket, my personal design studio, as an outlet to broaden and apply my creativity.

Serket develops innovative solutions in areas as diverse as fashion, furniture, and urban design. Lately, I've been working with local businesses as part of an effort to ensure that the redevelopment of downtown creates a space that is both economically healthy and uniquely Pittsburgh.

I've been impressed by the vision and insight of the businesspeople I've encountered in that process. That underscores the opportunity in this region for growth through innovation.

The day is coming when technology will be so pervasive it will be indistinguishable from everyday life. That technology, however, must become easier to use, more intuitive or we risk creating a gap between those who succeed in society and those who fail.

I challenge the civic and business leadership to find new avenues for joint development and cross-pollination with the local universities, and with new technology companies. That will begin to weave a strong cultural fabric that attracts and sustains healthy business growth.

Southwestern Pennsylvania could very well be the next Silicon Valley. In fact, it can be even better than that. Now is the time to embrace new thinking and new relationships to build a sustainable future for the region.

If we build it, they may or may not come. But if you lead, I believe people will follow.



We want more young people like Steven in our region. We need more young people like him. And the most critical first step to getting them is creating the jobs that will attract and keep them here. Let's look at how we're doing.

HOMEGROWN TECHNOLOGIES CREATING THE JOBS OF THE FUTURE

People. Places. Ideas.

They are coming together in a powerful way in southwestern Pennsylvania to create the economic engines of the future.



Cutting-edge research can create new jobs when companies get the support they need to turn ideas into products – particularly the sites and buildings needed for growth and success. Those elements are coming together on the banks of the Monongahela River where biotech pioneer Cellomics will be making its new home.

Cellomics CEO Dr. Lans Taylor, who came to southwestern Pennsylvania in 1982, was director of a National Science Foundation center run jointly by Carnegie Mellon University and the University of Pittsburgh. He founded Cellomics in 1996 with

the goal of using advances in biology, chemistry, and information technology to trim years off the drug-development cycle. Today, the world's top ten pharmaceutical companies all use Cellomics' unique products to improve testing of potential drug compounds in order to reduce costs and bring new life-saving drugs to market faster.

In just five years, Cellomics has created close to 200 jobs. It is outgrowing its current home in Harmarville and preparing to move to the Pittsburgh Technology Center in Hazelwood.

DR. D. LANSING TAYLOR

CEO, Cellomics

We're very excited about moving downtown. It is going to have two major impacts on us. It will put us close to collaborations we have ongoing with both Carnegie Mellon University and the University of Pittsburgh. And it puts us and our customers much closer to the airport.

The universities play a critical role in biotechnology because they are a rich resource of advanced scientists and engineers who are working at the frontier of different technologies, whether it is molecular biology or medicine or engineering or computer science.





Cellomics' new home is possible only because of vision and leadership nearly 20 years ago, before most people knew what biotechnology was. The Pittsburgh Urban Redevelopment Authority purchased the former J&L steel mill site in 1983, and with \$18 million in state help, the site was cleaned up and turned into a center for advanced technology. Today, the

Pittsburgh Technology Center is home to more than 1,000 jobs and is so successful that the tax increment financing bonds used to finance part of the site were paid off a full 12 years ahead of schedule.



That same kind of vision and leadership can be found in Armstrong County. The Electro-Optics Center, a national center funded by the U.S. Navy to encourage development of laser technology, is planning to move into Northpointe at Slate Lick, the county's new 925-acre business park.

DR. KARL A. HARRIS

Director, Electro-Optics Center

What we focus on is both the science and also the manufacturing technology...that's where the economic benefit comes for the region.



Investments made at the site over the past decade are now paying dividends with jobs for workers in the region. The first challenge was to bring water and sewer service to the site, which was accomplished thanks to \$3.5 million in federal aid secured by Congressman John Murtha. Armstrong County residents stepped up by paying higher property taxes to help move the dirt, install utility lines, and build roads.

In 1998 the Southwestern Pennsylvania Growth Alliance made Northpointe part of the region's first coordinated development agenda, because all ten counties recognized its strategic value to the region. That effort paid off with \$4 million in state funds delivered by Governor Mark Schweiker. The rewards of investment and leadership are easy to see: Even before Northpointe cut the ribbon, tenants like Armstrong Laser Technology were already moving in.





ALEX J. STOCKMAL

*Vice President/General Manager
Armstrong Laser Technology*

Our parent company did a fairly rigorous search around the country. We looked in such places as Tucson, Arizona; Albuquerque, New Mexico; Orlando, Florida; and concluded that this was the place to be.

Armstrong Laser Technology is building a new 20,000 square-foot building in Northpointe at Slate Lick. We chose Northpointe because of its convenience to the road system. It has redundant fiber-optic cable which is important for e-commerce. And another feature is that we are locating in a so-called KOZ (Keystone Opportunity Zone) which gives us tax advantages.

Northpointe will be home to an estimated 3,500 jobs at its completion. It was identified by a national site-selection consultant as one of only four sites in the entire region able to accommodate businesses needing large parcels.

The value of technology developed in the region and the importance of having large, quality sites ready to turn that technology into jobs is demonstrated by The Waterfront in the Mon Valley, where Siemens Westinghouse is building a large new plant to manufacture fuel-cell systems that produce electricity and heat with almost no emissions.

Even though the fuel-cell technology was developed in western Pennsylvania at the former Westinghouse campus in Churchill, the region could have lost the manufacturing plant – and its 500 high-paying jobs – to Texas or Florida had The Waterfront not been ready to build on.

LINDA M. DEJULIO

*Director, Operations & Strategic Procurement
Siemens Westinghouse Power Corp.*

For a high-tech industry, you have to be close not only to where your technology was born, but also close to universities like Carnegie Mellon University, the University of Pittsburgh, as well as access to a high-tech workforce. We have the ability to go to the Community Colleges of Allegheny County, and also Westmoreland County, very close by, which will give an excellent pool of people as we grow this high-tech business.



The Waterfront is a great place for the fuel cell business because, first of all, it met all of our site-selection criteria. It's a pad-ready site. We have the potential for rail access, so for a high-tech business like fuel cells, this was an excellent location for us.



For more than 100 years, the site was home to U.S. Steel's Homestead Works. And when the plant was closed in the 1980s, public and private groups worked together to make sure the site would not sit idle forever.

The local municipalities forged a unique tax-sharing agreement. The Growth Alliance adopted the site as a project of regional importance in 1998 and helped secure more than \$6 million in state funds to redevelop it. A private developer advanced millions

of dollars needed to install initial water and sewer pipes, lay electrical cable and telecommunication lines, and build roads until additional infrastructure could be paid for by the new taxes generated by the site.

Cutting-edge research at universities and businesses.

Entrepreneurs and managers to commercialize new technologies and create jobs.

Industrial sites with essential infrastructure ready for business location and expansion.

New jobs are being created today as a result of strong leadership and substantial investments made in the past. More will be needed to ensure the jobs of the future.



TECHNOLOGY AND INFRASTRUCTURE FOR THE FUTURE



SEAN McDONALD

CEO, Precision Therapeutics, and Member, Board of Directors, Allegheny Conference on Community Development

In addition to my role with the Allegheny Conference, I am also Chairman of the Pittsburgh Technology Council. A key goal of both the Allegheny Conference and the Pittsburgh Technology Council is to make southwestern Pennsylvania one of the top regions in the country for businesses based on new technologies, so that we can create more of the kinds of jobs that attract young people like Steven Radney.

I'm convinced based on personal experience that this goal can be achieved. Less than ten years ago, I founded a company called Automated Healthcare that developed a robotics-based solution to hospital pharmacy management. That company, which became part of McKessonHBOC a few years ago, now employs over 300 people in southwestern Pennsylvania.



My experience, and the stories illustrated above, demonstrate the potential that technology represents for the region's future. But that potential will not be realized without leadership and investment.

We must actively work to attract and support entrepreneurs. We must give businesses the kinds of support and infrastructure they need to expand and grow. We can't just assume that what is needed is available here, and then discover too late that businesses had to look for it elsewhere. We need to invest in the future and wait patiently for the payoff, knowing that not every investment will be a home run and some dollars may be lost along the way.

Success of the Digital Greenhouse

- **Goal:** Create jobs based on regional strengths in chip design
- **Results:** 661 jobs in 2 years, 6 new startup firms, 4 firms attracted to southwestern Pennsylvania

The key is to invest smartly – to focus our resources on technologies where our region has unique strengths. The region's Digital Greenhouse initiative shows what can be accomplished. It is designed to create and attract world-class companies and researchers on the cutting-edge of computer chip design, and it has created over 600 jobs in just two years.

Right now, we have the opportunity to take that same model and extend it to the life sciences, which is an area where our region has great comparative advantages. A community leadership group has been working for the past year to create a Life Sciences Greenhouse in south-

western Pennsylvania. The Commonwealth of Pennsylvania has set aside \$100 million for three such greenhouses across the state. And as Mark Nordenberg, one of the leaders of the effort, has said, we want an unfair share of that money here in southwestern Pennsylvania – unfairly large, that is.

Our community will have to raise significant matching funds and provide regional support and cooperation to make the Life Sciences Greenhouse a reality. I want to publicly commend and thank Chancellor Mark Nordenberg of the University of Pittsburgh and President Jared Cohon of Carnegie Mellon University for showing how two major institutions can work together on behalf of the region and advance their own missions at the same time.

But creating new companies is only part of the answer. Another aspect of investing smartly is making sure companies have the buildings and land they need to locate and to grow.



Cutting-edge technology is exciting stuff. Industrial site development is not. But both are essential to the job-creation process, and we need to invest in both if we are going to succeed.



In the stories just outlined, each of the three companies was able to locate or expand here because of investments made years earlier to create the kinds of quality business parks that they needed to attract workers and operate efficiently.

I know personally how important this is. The headquarters of my former business, McKessonHBOC Automated Healthcare, is located on Washington's Landing, an island that was transformed from an old industrial meat-packing center into a place to work, live, and play by the same kind of leadership and investment that created the Pittsburgh Technology Center, Northpointe, and The Waterfront.

Most people probably don't realize that our region doesn't have enough places for businesses to locate. Most of our inventory of buildings was not built to house modern manufacturing and research firms. And many otherwise attractive sites need environmental cleanup or better utility service before they can accommodate new development.

Gaps in Regional Industrial Sites & Bldgs

- Lack of extremely large sites (greater than 100 acres)
- Lack of large, quality buildings
- No premier sites/buildings close to Pittsburgh International Airport and limited availability of premier sites/buildings in airport corridor

SOURCE: Deloitte & Touche Fantus 2001

We had difficulty competing for the Siemens Westinghouse plant. The company looked at 57 sites, but most were too small, too far from the airport or their research facility, or not ready for construction. It modified its original criteria in order to find a site that worked. Only the company's historic roots – and a lot of hard work on the part of people throughout the region – kept the jobs in southwestern Pennsylvania.

There are efforts underway to address the need for more industrial sites and buildings. Over the past several years, thanks to all of the counties working together through the Southwestern Pennsylvania

Growth Alliance, nearly two dozen sites and buildings suitable for businesses of all sizes have been created or expanded in all ten counties in the region. Former Governor Ridge and current Governor Schweiker provided more than \$50 million for this effort.

But much more is needed. We believe that state government must take an even more aggressive, proactive role in financing the development of industrial sites and buildings if this region – and the state as a whole – are to reap the benefits of technology development and not lose jobs to the rest of the country.

There are many other ingredients needed to grow technology firms, such as adequate seed and venture capital, commercial financing, and competitive tax policies. While all of these issues are important, we don't have time to discuss them in depth here.

But we will explore one of the most critical elements that not only technology companies, but all companies, need in order to flourish. That is a workforce with the education and skills appropriate for a world-class region.

Other Supports Needed by Technology Firms

- Research & Development Funding
- Financing: Seed, venture, working capital
- Technical Assistance
- Business Climate: Supportive tax & regulatory policies
- Talent/Workforce



BUILDING THE WORKFORCE OF THE FUTURE

III. BUILDING THE WORKFORCE OF THE FUTURE



ALLISON FATLA

Team Member, Junior Benchmarks

Last spring, as an eighth grader, I took part in an academic competition called Junior Benchmarks. The program was sponsored by Junior Achievement and local businesses. It's supposed to help students like me learn about southwestern Pennsylvania's economy, government, and quality of life by having us compare our region to others around the country.

To be honest, one of the selling points for the Benchmarks project was getting out of class. But as it turned out, the project affected me in a way that no ordinary research paper ever will.

I've grown up on Pittsburgh's North Side. After college, I want to be an actress and performer. I thought that meant moving to New York. But the Benchmarks project showed me I can stay here, with Heinz Hall and the Benedum, and be perfectly happy.

I adore downtown. I could live there forever. You can go there a million times, but you can always find a new place. My dad took me to a restaurant – the Chart Room. I love that place.

I thought I was just doing Junior Benchmarks for a school project. But it turns out, I was doing it for me. Now I know that Pittsburgh is a great place, and I can stay here and do everything I want to do.

More than 1,500 students from 35 schools took part in last year's competition. The program taught us to take a closer look at everything southwestern Pennsylvania has to offer. But it also taught us the skills we need to succeed in the economy.

To do the research and prepare the presentation, we needed to know statistics, science, and English. And it turned me into a pro on PowerPoint.

We learned how to work in teams just as in the modern workplace. It did get a little heated at times because of the stress, but in the end, it was all worth it. We learned to tolerate and respect people more than anything.

Companies like FreeMarkets, Heinz, Mellon, Sony, and USX support Junior Benchmarks. I hope other businesses will support it too. If you want your companies to have good workers in the future, you need to support education programs like this.

If you want people to come here and stay here, especially the kids, you need to step in and say, "Yeah, I want to offer my support, because it is going to benefit me in the long run."

I know I am more excited than ever before about living in southwestern Pennsylvania and I want to remain part of it.



HOW OUR CHILDREN ARE DOING



MURRY S. GERBER

Chairman and CEO, Equitable Resources, and Member, Board of Directors, Allegheny Conference on Community Development

In addition to my role with the Allegheny Conference, I'm also Chairman of the Education Policy and Issues Center, which we call EPI-Center for short. A key strategic goal of both the Allegheny Conference and the EPI-Center is to ensure every 10-year-old in southwestern Pennsylvania becomes proficient in reading, writing, and math.

Let me repeat that – we want to see *every* 10-year-old be proficient. Not some or most but every one. Not just adequate, but proficient.



The reason is simple: We want more kids like Allison Fatla. Lots of them! Imagine if we had 35,000 like her graduating from the schools in our region every year. Imagine what an attraction it would be for prospective residents to know for sure that their children would be well-educated, no matter where in the region they lived. Imagine what an attraction it would be for businesses to know that every student from every school in our region met the standards for reading, writing, and mathematics.

The goal is focused on 10-year-olds because children who don't have strong basic skills by age 10 are highly likely to fail later in school and will likely find it hard to

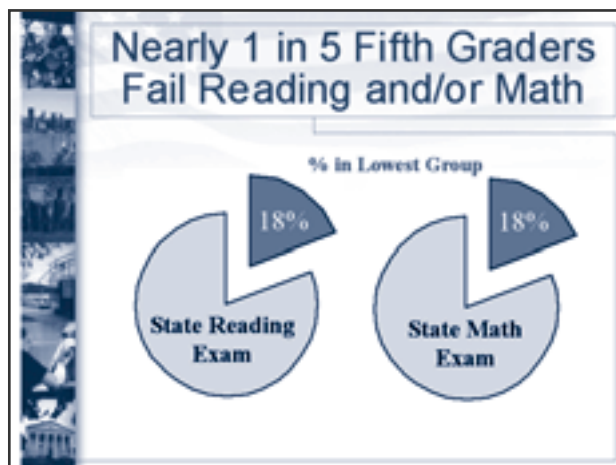
reach their full potential in life. Fifth grade is the first point at which Pennsylvania administers a statewide performance test.

How are we doing today? The answer is simple – not well enough.

Roughly one out of every five fifth graders in southwestern Pennsylvania is not reading, writing, or doing math at the level necessary for success. Simply put, over 5,000 children every year are failing. Five thousand. At that rate, between now and the end of this decade, 50,000 children will enter the workforce without basic skills.

There have been small improvements over the past several years, but not enough, and not fast enough.

It's not only the children that are failing – the system itself is failing and we are tolerating this failure.





Is it because we're spending too little? The answer, to be blunt, is no. Pennsylvania ranks 10th in the nation in educational spending per pupil. Pennsylvania schools spend 15% more per student than the national average. And schools in our region spend slightly more than the state average.

Is More Spending Needed to Improve Performance?

- Pennsylvania
 - 10th nationally in per pupil spending
 - 15% higher than national average
- SW Pennsylvania
 - slightly more than state average

Yet despite above-average spending, Pennsylvania's student achievement is at or below average. Pennsylvania had the 19th lowest SAT scores in the country last year, and our region's SAT scores in math have fallen below the national average.

Other states are doing better, and certainly other countries are doing better. We must do better also. While education of children is an important family responsibility, other cultures recognize that it is also a *community* responsibility. They know that a child's failure weakens society and weakens business competitiveness. In this community, I would like to think we can transcend the norm and make southwestern

Pennsylvania a benchmark for the successful education of our children.

There are tremendous success stories. For example, at Hiller Elementary in Brownsville, only 1 in 20 fifth graders fail reading – rather than 1 in 5. And this is despite a poverty rate that is double the regional average, and with spending rates comparable to other districts.

We've asked every school system in southwestern Pennsylvania to join the EPI-Center and make a commitment to achieving the goal of academic success for all children by age 10. We hope that you will encourage your school system, your school board, your school superintendent, to make that commitment.

Student Achievement Is At or Below Average

- Pennsylvania SAT Scores
 - 19th out of 24 states (1st is best)
- SW Pennsylvania SAT Scores
 - above state average
 - below national average in math

Commitments Sought From School Systems

- School Systems:
 - 138 Public School Districts (784 Schools)
 - 392 Private and Parochial Schools
- Goal:
 - Proficiency in reading, writing, and mathematics for all fifth grade students

Once schools make the commitment, they will need to begin analyzing their performance, identifying their weaknesses, and working with both teachers and students to remedy them in order to make progress toward the goal. Schools here and in other parts of the country have shown that dramatic improvements are possible, even within a single year.

We believe that businesses can help schools learn to use data and quality-improvement processes. My company is going to loan a staff member to support a school district in its improvement efforts, and I hope other businesses in the region will join me.



It's not just schools and teachers, however. It's parents working with their children before they start school and after they're in school. It's everyone in the community supporting and encouraging schools, parents, and children to believe that every child – regardless of income, race, gender, or any other factor – can learn and do well.

You may have heard the expression, “you can’t manage what you can’t measure.” I think that is particularly true with education – many people don’t realize we have a problem until they see the kinds of data I’ve shown here.

To address that, the EPI-Center has released its third annual State of Education Report for the region. It measures our region’s performance, not only in early childhood and elementary education, but on other important education issues. You will see some discouraging news in some areas, but you will also see that we are making progress in others, such as math and science achievement and advanced placement courses.

I urge you to read the report carefully, and more importantly, do whatever you can to make sure that next year’s report shows real improvement.

*Contact the
Education Policy
& Issues Center
for a copy of the
State of Education
Report at
(412) 281-2000 or
www.epi-center.org*

Suzy Broadhurst, the Vice Chair of the EPI-Center, is leading our early childhood efforts and will talk more about how to help children succeed at every age, particularly in their earliest years.

EDUCATION STARTS AT BIRTH



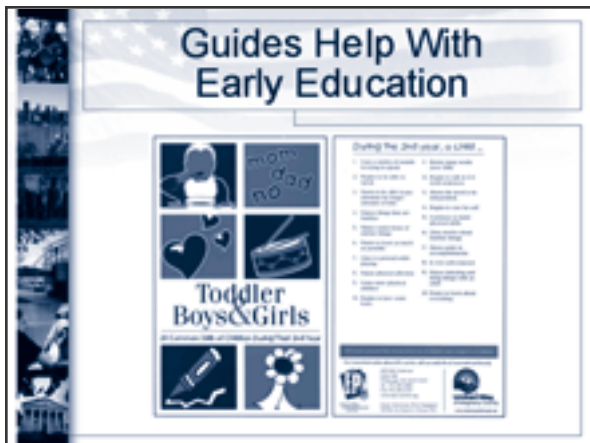
SUZANNE BROADHURST

*Director of Corporate Giving, Eat'n Park Hospitality Group, and
Vice Chair, EPI-Center*

As Murry said, if we're going to achieve our goal of having every child be proficient by age 10, it means that every child needs to make progress every year, starting at birth. And every one of us needs to take responsibility for ensuring that occurs. How do you know if your child or grandchild is learning as they should? How about your friends' children, and the children in your neighborhood?

And how do you know what kinds of activities will best help children develop the skills appropriate for their age? There's now an easy way to find out.

The EPI-Center, with help from the United Way, is producing a series of “Boys and Girls Books.” These are guides that explain the kinds of skills a child should have at each age. Eight different guides are currently available, covering each year from infancy through age 8.



At Eat'n Park, we're making these booklets available to our employees and we've added a column to our employee newsletter that talks about developmental milestones for children.

And we're telling all of our customers about the booklets and how they can get copies. We believe that the future of our business depends on helping every child in the region be successful.

If you own or manage a business, your business depends on it, too, and I would encourage you to

help get this important information out to your employees and customers.

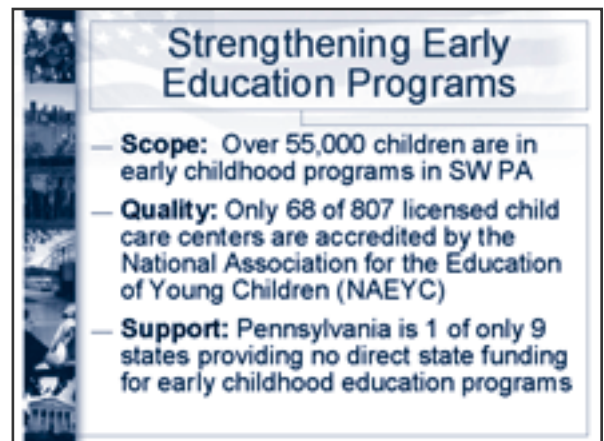
I think these booklets will be particularly important in helping parents improve what we call "early education." The kinds of learning experiences that occur before school starts are critical to a child's success in school and later in life.

But much more is needed. Many parents, through choice or necessity, place their children in what we usually refer to as daycare centers or homes.

But they are really early education programs, and over 50,000 of our region's children derive some of their most important educational experiences there. High quality care and education is critical to preparing children for school, and it has been demonstrated to have a positive effect on children, particularly at-risk children, all the way to adulthood.

One way to promote high quality in early education centers is through accreditation by the National Association for the Education of Young Children, or NAEYC. Although there are 807 licensed childcare centers in our region, only 68 of them – fewer than in 1 in 10 – are accredited. The EPI-Center will be working to encourage and help all early education providers achieve NAEYC accreditation.

This is an area where we believe that state government needs to do more. Quality isn't free. Pennsylvania is one of only nine states that provide no direct state funding for early childhood education programs, which is critical to improving the level of quality in early care centers. We hope that future state budgets will fill that gap.



I hope you will join us in becoming an advocate for quality early education, both locally and in Harrisburg. It's a critical investment in our region's future.



BUILDING THE ENVIRONMENT OF THE FUTURE

IV. BUILDING THE ENVIRONMENT OF THE FUTURE



JOSH KNAUER

Founder and CEO, GreenMarketplace.com

I came to Pittsburgh from New Jersey 10 years ago to attend Carnegie Mellon University. As a student, I immediately became involved in many different aspects of the community through environmental and civic activism. I quickly began to explore the many wonderful assets this region has to offer a young person like me. There was always something unique to do on the weekends, from outdoor activities like hiking in Raccoon Creek State Park and biking at Ohiopyle, to cultural activities like visiting the many arts festivals or musical performances in town.

It was no surprise to anyone who knows me well that I chose to start my company, Green Marketplace, here in Pittsburgh. Green Marketplace is the only source for certified socially and environmentally responsible products on the Internet. In three short years, we have built a profitable company that employs six people and has tens of thousands of customers nationwide. Our company has received extensive national media attention for our responsible business practices and financial success.

I have made a conscious choice to start my company in Pittsburgh and have chosen to keep it here. I believe in the future of the region and want to help shape this future not only through my business, but through continuing my activism. Through my involvement on the boards of local organizations like the Sierra Club, I hope to help preserve the region's unique characteristics such as its green spaces, rivers, and parks. I applaud the efforts of the many other leaders in our region who are willing to stand up and speak out in support of these most valuable resources. Good jobs can be found almost anywhere in this country. What people like me look for when we choose to move to a place like Pittsburgh is the quality of life we can enjoy when we are here.

Pittsburgh wins hands down over any other place I have visited in the country because of our beautiful rivers, the easy access to outdoor recreation, and the multitudes of diverse cultural opportunities. It is my hope that we can all work together to create even more reasons for people to stay in western Pennsylvania.

Our thinking needs to be progressive in order to address the important issues that we face. Instead of doing things the way we've always done them, we need to look for more sustainable alternatives. Rather than building more toll roads and destroying the green spaces that make this region unique, let's join together to protect and enhance these valuable resources so that we can promote our excellent hiking, biking, and other outdoor experiences.

My wife, Kathleen, and I intend to stay in this region for many years to come, and will continue to enjoy the many cultural and natural amenities that it has to offer. We are especially excited to share our love for western Pennsylvania with our new daughter who arrived in January.

I look forward to working with everyone to continue moving this region forward so that it becomes a better place to live for my child and yours.



RIVERS AS A CENTERPIECE OF THE REGION, PAST AND PRESENT

The Kiski, the Mon, and the Connoquenessing. The Allegheny, the Yough, and the Ohio.

Our rivers tie the region together. And they tie us to our history. Without those waterways, southwestern Pennsylvania – perhaps all of America – would be a much different place.



*Image of George Washington
courtesy of Chas Fagan.*

It was along those waterways that a young George Washington traveled west in 1753 to stake England's claim to the most strategic piece of land in North America, one that held the key to the vast continental heartland.

"A fort at the forks would be well situated on the Ohio and would have the entire command of the Monongahela, which...is extremely well designed for water carriage as it is of a deep, still nature." – George Washington's journal, 1753.

The French and Indian War began as a struggle for the land now known as Pittsburgh. That conflict between Britain and France, ignited by George Washington in Fayette County, soon became the first world war – a War for Empire – and led directly to the American Revolution.

Over the next two centuries, the rivers would roll past the makings of more history. The Whiskey Rebellion in 1794 tested the authority of the young republic. Lewis and Clark built their keelboat in Pittsburgh in 1803 before heading west to explore the great unknown territory of the Louisiana Purchase. The Pinkerton attack on the Homestead steelworkers in 1892 was a defining moment in the labor movement. Mills along the shores forged the steel that built America and won 20th century wars. And Pittsburgh's post-war Renaissance became a world-renowned symbol of urban rebirth.

KYLE LEBOUTZ

Co-founder, XACTIX

Pittsburgh and southwestern Pennsylvania have an incredibly rich history that spans almost three centuries. Fascinating stories are everywhere throughout the region, especially along the area's rivers, that rival those of better known places like Boston. Promoting this history will help attract new visitors and residents to the area.



The completion of Point State Park in 1974 marked a change in the way the region looked at its riverfronts. For generations, the land was home to coke ovens and steel mills, railroads and factories. They provided jobs for the people of this region, but at the price of isolating them from the



benefits of their waterfronts. Now we know that beautiful and vital waterfronts can help drive a strong economy. Thanks to environmental cleanup programs and substantial public and private investment, our waterfronts are becoming the centerpiece of a new economy, attracting corporate headquarters, research facilities, retail and entertainment centers, and residential developments in places like Beaver and Bridgewater, Kittanning and Armstrong County, along the Mon Valley, and in Pittsburgh. With continued leadership, even more dramatic transformations can be made that once again capture the world's attention.

It's not just the riverfronts, but the rivers themselves that are important to the commerce and quality of life in the region. More than 180,000 jobs in southwestern Pennsylvania depend on the rivers in some way. Two million people rely on the region's rivers and streams for their drinking water. And increasingly, the rivers are serving as a source of recreation for residents and tourists.

PHIL LOPRESTI

Retired Mon Valley resident

I enjoy this river. It's nice for boating and fishing. I think every city along the river should have access to the river.



Fish and other wildlife are returning to the rivers thanks to dramatic reductions of industrial pollution. But the cleanup still isn't complete. Our rivers remain contaminated by sewage from aging or inadequate infrastructure, especially when it rains, frequently making the waters unsafe for human contact. Many of the region's residents aren't aware of the problem, and more importantly, most aren't aware that they are contributing to it.



Each year, students from schools across the region board Voyager to learn more about the rivers and their importance to the regional environment. They test for water quality and learn about the causes of water pollution. They can increase their understanding and interest in science while having fun on the river at the same time.



KATY PHILLIPS

Education Specialist, Pittsburgh Voyager

Approximately 7,500 students from across Allegheny County and counties outside come to visit Pittsburgh Voyager and take advantage of its opportunities every year. School districts have actually now incorporated Pittsburgh Voyager's experience into their science curriculums and are bringing students every single year to this experience. What we do is introduce students to the river and the river ecosystem, and let them know what a great resource these rivers are to Pittsburgh. And as they're going through their experiments, testing the

water quality, seeing that we have pollution intolerant organisms, they're just shocked. And one thing we ask them to do is make sure that they share all of this information with their parents.

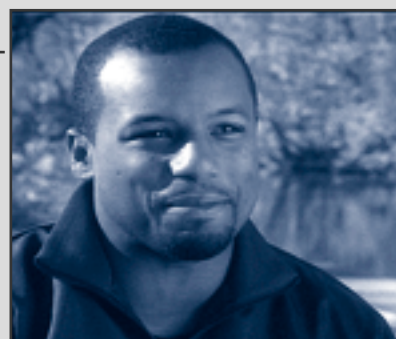
Finishing the cleanup of the rivers is becoming more and more important because more and more people – schoolchildren, fishermen, tourists – are using the rivers for recreation and discovering the benefits they provide.


The proof is on Washington's Landing, where the Three Rivers Rowing Center now attracts more than 1,300 members to the banks of the Allegheny. Five colleges and universities, and 11 high schools have rowing programs. Local corporations compete in recreational rowing leagues and use the activities to help recruit new employees to the area. The Head of the Ohio race is now the second-largest event of its kind in the country, and drew more than 3,000 participants in 2001.

ROBERT CHAMBERS

Programs Director, 3 Rivers Rowing Association

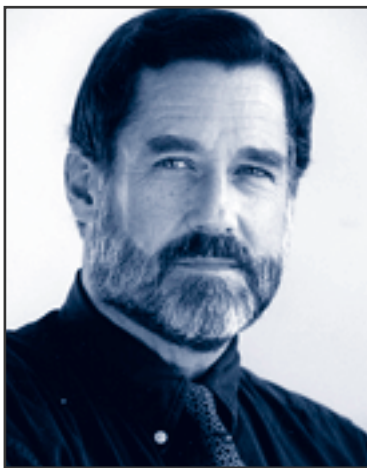
I've had friends of mine who come down to meet me at lunchtime – I say come down, let's do lunch and we'll take out a kayak. It's just some of the best times we've had. And some of my friends have said, "Boy, you've got it good here." It's really enjoyable to get out and take advantage of the waters.





More than two centuries ago, George Washington saw southwestern Pennsylvania's rivers and riverfronts as the key to the future – magnets for people seeking wealth and opportunity in the West. Today, the rivers and riverfronts are still key to the future, and they can again serve as magnets for attracting talent to southwestern Pennsylvania while providing an outstanding quality of life for all of the people of the region.

AMENITIES OF THE FUTURE



MAXWELL KING

*Executive Director, The Heinz Endowments, and
Member, Board of Directors,
Allegheny Conference on Community Development*

We need to have more young people like Josh Knauer discover what southwestern Pennsylvania has to offer and come here to make their future.

I've been in Pittsburgh for several years now, but I am still constantly amazed by the incredible assets this community has to offer.

I'm also amazed by how well we keep those assets secret, even from ourselves. We need to start looking at our region in a new way.

Attractive rivers and riverfronts, a performance in the Cultural District, snowboarding in the Laurel Highlands – they're all part of what makes southwestern Pennsylvania such an appealing place to live. They make it more likely that bright young people will want to live here. And if they do, that will make it more likely that businesses and jobs will grow here.

Today, having a region that's attractive and fun isn't a luxury – it's a bedrock economic issue.

And that's why improving and promoting our region's array of amenities is one of the visionary objectives of the Allegheny Conference. We are already well on our way.

Thanks to the work of the Riverlife Task Force, we have a new way of thinking about our rivers: as a place and a destination, rather than an edge or an obstacle.

We have the opportunity to create a new kind of park in Downtown Pittsburgh – Three Rivers Park – that can be shared by kayaks on the water, bikes on the riverfront trails, and homes and businesses along the banks.





The opportunities to think differently about our rivers aren't just in Downtown Pittsburgh. They're all across the region, in Beaver, in Kittanning, in McKeesport, and many other places. But we need to make sure that we focus first on the place that can best capture the world's attention, which Three Rivers Park undeniably will do.

Many of the elements of this exciting new park are already in place, and some critical next steps are now being taken; for example, the Allegheny Conference is working with the Riverlife Task Force on improvements for Point State Park, and significant new private development is already underway along the North Shore and at Station Square.



But we will need help from the state and federal governments to complete the trails and other public improvements along the rivers' edge. And we need to insist on the highest standards of design in everything that we do.

We will also need to complete the cleanup of our rivers. Jared Cohon, the President of Carnegie Mellon, has been working with leaders from across southwestern Pennsylvania to develop a plan for addressing our water and sewage problems, which he will be outlining early in 2002.

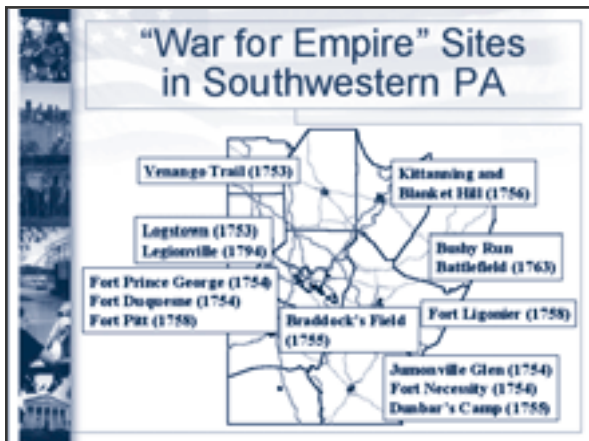
While the rivers represent a major opportunity for our region, there are other important opportunities we should pursue. For example, Oakland, as a center of talent and technological development, should be a regional showpiece, and we need to work together to make it so.

And looking even farther ahead, we need more coordinated approaches to transportation, development, and land use to prevent southwestern Pennsylvania from experiencing the kinds of traffic congestion and destruction of the natural landscape that plague many of our competitor regions.

As we continue improving our amenities, we need to get the message out to the rest of the world about what southwestern Pennsylvania has to offer. One of the best ways to do that is to bring people here as tourists and visitors – to have them experience our region for themselves. Because I'm confident that if they visit, many will ultimately return as residents.



Promoting our region's history is one important way we can help both visitors and residents alike to see southwestern Pennsylvania in a whole new light. Philadelphia, Williamsburg, and Boston have long celebrated their history as cornerstones of their identities. But our region has never fully tapped into the power of its own remarkable story.



The upcoming 250th anniversary of the French and Indian War provides a once-in-a-lifetime opportunity for the region. Few people know the fascinating and important story of this “War for Empire.” And no place has more historic sites from that war than southwestern Pennsylvania, where the war ignited.

Success will require a truly regional effort. The French and Indian War sites scattered throughout our counties have recognized the opportunity and joined together as The War for Empire Consortium. And a number of organizations and individuals throughout the region are

supporting them through the War for Empire 250th Commemorative Committee. Fully capitalizing on this opportunity will require significant funding and public support.

So will completing Three Rivers Park, making the most of our rivers and waterfront throughout our region, turning Oakland into a showpiece, and dealing with transportation and land-use issues. But it will be worth the effort.

Our quality of life may be the single greatest competitive advantage that southwestern Pennsylvania has compared to the rest of country. The ability to go white-water rafting or skiing in Fayette County in the morning and attend a world-class symphony in Pittsburgh in the evening is a powerful attraction – and something that few places in the country can offer.

Enhancing our amenities – and making sure the world notices – must be a centerpiece of our region's economic development strategy.



LEADERSHIP AND INVOLVEMENT

V. LEADERSHIP AND INVOLVEMENT



C.J. QUEENAN, JR.

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

Max King is a relative newcomer to the Conference and to our region, but he has quickly taken a strong leadership role in a number of important areas. I also want to thank Sean McDonald, Murry Gerber, and Suzy Broadhurst for the important leadership roles they've been playing on the other initiatives you've read about. In fact, leadership has been the key to the progress our region has been making in so many areas.

The Allegheny Conference has been proud to play a role in a number of these initiatives. The Conference serves as a mechanism for the leaders of the region's largest private employers and civic institutions to direct their influence and resources toward improving the region. I'd like to thank all of the members of the Board of the Conference for the tremendous time and effort they have devoted to this community.

I'd also like to acknowledge and welcome four new members of the Conference Board who joined us during the past year: Alain Belda, the new Chairman and CEO of Alcoa; Chuck Gregory, the president of Sony Technology Center-Pittsburgh; Glen Meakem, the founder and CEO of Free Markets; Morgan K. O'Brien, the new president and CEO of DQE; and Jim Rohr, the Chairman and CEO of The PNC Financial Services Group.

As we announced in 2000, in an effort to improve coordination and efficiency, the Conference has entered into a formal joint venture with three other private leadership organizations – the Pennsylvania Economy League, the Pittsburgh Regional Alliance, and the Greater Pittsburgh Chamber of Commerce. Rick Stafford is ably serving as the shared CEO of all four organizations, and we appreciate his taking on that challenge. In 2002, we expect to complete the transfer of the World Trade Center to the Pittsburgh Regional Alliance, where its operations will be integrated into the PRA's International section.



But private leadership is only one part of the strong public-private partnership that has been key to our region's success for over 50 years. Our public officials at the local, state, and federal levels have provided both the leadership and support that has made most of the region's initiatives possible. I want to acknowledge and thank all of our public partners, many of whom are listed in the appendix entitled "Partnership and Leadership."



And I want to pledge the Conference's continued commitment to work with our public partners on the opportunities and challenges that present themselves in the years ahead. In November, Pittsburgh Mayor Tom Murphy called for creation of a blue-ribbon panel to help address the city's continuing fiscal challenges. Because a financially healthy Pittsburgh is crucial for the vitality of all of southwestern Pennsylvania, this is an issue of regional importance. The Conference stands ready to assist in whatever way we can.

I also want to thank the leaders of our private and community foundations, many of whom are listed in the appendix. None of the initiatives in this report would have been possible without their strong financial support and wise counsel, and we are very fortunate to have them as part of our regional team.

The Conference and the Joint Venture partners are just a few of the many civic agencies whose leaders have been working to advance our regional goals. You will see many of those names listed in the appendix as well.

One of those key agencies is the Southwestern Pennsylvania Commission, and one of our important regional leaders is Tom Balya, who not only serves as Chairman of the Westmoreland County Commissioners, but has also served for the past two years as Chairman of the Southwestern Pennsylvania Commission.

THE ROLE OF THE SOUTHWESTERN PENNSYLVANIA COMMISSION



THOMAS BALYA

*Chairman, Westmoreland County Commissioners, and
Chairman, Southwestern Pennsylvania Commission*

It's exciting to see so many positive things happening in southwestern Pennsylvania. We're making real progress in creating new, high-paying jobs, making our education system more effective, and improving our quality of life.

It's also encouraging to see how many things are now being approached on a truly regional basis. The War for Empire initiative draws on the heritage of at least six different counties in the region. The EPI-Center is working to improve school performance in every county in the region. All of the counties are working together to address key infrastructure needs, ranging from industrial sites to major transportation improvements.

Although we've hit some bumps along the way in our efforts to be regional, we're working to fix them, and I believe and hope we'll be a stronger region as a result.



The Southwestern Pennsylvania Commission has played the lead role for our region in transportation planning and a number of economic development programs. We also own and operate the Regional Enterprise Tower, where most of the key regional agencies reside. As many of you know, we lost our long-time Executive Director Bob Kochanowski to a sudden and untimely death in 2000. He had devoted his life to making this region a better place to live and work, and we have missed his leadership greatly.

We undertook an extensive national search process to fill his critical position. More than 100 candidates were considered by a Search Committee that included regional leaders from both the public and private sectors. And in October of 2001, we announced that we had selected Dr. Jim Hassinger as the new Executive Director of SPC.

Although Jim has served most of his professional career in other parts of the country, he is a native Pennsylvanian, and he was excited at the opportunity to return here. He has extensive experience in regional planning, and he has demonstrated the strong consensus-building skills we need to continue progress on a regional basis. I would encourage all of you to help Jim be successful in this critical role he will be playing for our region.



I hope that the Southwestern Pennsylvania Commission can become an even stronger forum for regional collaboration, planning, and decision-making in the future. During 2002, under Jim Hassinger's direction, we plan to undertake a strategic-planning initiative to insure that SPC is properly charged and structured to carry out its important functions. I hope you'll share your thoughts and ideas with us as we go through that planning process. We look forward to working with everyone to make this a stronger and better region.

DIVERSITY AND LEADERSHIP



GEORGE L. MILES, JR.

President and CEO, WQED, and Member, Board of Directors, Allegheny Conference on Community Development

A common theme of this report is the role of leadership. By getting involved, each of us has the power to change our community for the better. As we work together to encourage job growth, to educate our children, to



celebrate our history, and to preserve our environment, it is critical that we also remember the importance of respecting different points of view, different cultures, and different lifestyles.

Following the September 11 tragedy, several members of the Conference Board observed that there was no better time than now to pursue a commitment to diversity. We cannot allow efforts to prevent terrorism to become an excuse for intolerance and discrimination against those who are different from us. If they do, then the terrorists will have won a truly decisive victory, by destroying not just lives and buildings, but the very foundation of what makes our country great.

This is particularly important here because our region has not been a leader in promoting inclusion and diversity. We have not always done what we could or should to welcome new people and ideas. Over the past several years, however, I think we have made important progress toward addressing these issues, thanks to leadership from many people in our community.



For example, I have been privileged to serve with Tom Usher, Chairman and CEO of USX Corporation, as Co-Chair of the Building One Economy Leadership Initiative. When the Urban League published the first African American Leadership Directory two years ago, our committee used the directory to help non-profit and corporate boards recruit African American involvement.

Since we began tracking the results of this effort, there have been nearly 70 new appointments of African Americans to boards of directors, including appointments to six corporate boards. Even more important is that so


many organizations are now recognizing the importance of diversity than ever before.

I'm as proud of this effort as anything I have been involved with in our community. Every African American that I've contacted has been excited about having the opportunity to become involved. And their excitement will help bring new energy to the organizations and businesses they're joining.

I'm happy to announce that the Urban League will be issuing a second edition of the African American Leadership directory that includes even more good candidates. The Urban League will also have staff who can help match individuals to board opportunities. The United Way will make the directory available over the Internet so that it can be searched on-line. I hope you will urge the organizations you're involved with to use this resource when they are recruiting for their boards.

In addition, Duquesne University's Non-Profit Leadership Institute is working more broadly to help organizations recruit a more diverse mix of individuals to their boards,





and also to help individuals who want to become involved to do so. I would encourage you to contact the Institute whether you are seeking others to involve, or to become more involved yourself.

These are positive steps. But we have much more to do. The Allegheny Conference is committed to promoting inclusion in the community. Esther Barazzone, the President of Chatham College and a member of the Allegheny Conference Board, is exploring additional ways that the Conference could help make our region one that is increasingly diverse and welcoming to all. This is such an important effort that I have volunteered to help her. And I hope you will, too. If you have ideas, or if you want to help, please let us know. And please do whatever you can to help make southwestern Pennsylvania a more diverse and inclusive region.



LORI ABERT LUKE

Vice President/Meal Solutions, Heinz Frozen Foods

I'm a vice president of marketing at Heinz Frozen Foods. As a relative newcomer to the region, I would like to share with you my experiences and perceptions.

Marketing personnel tend to move around a lot and have a wide range of choices available to them. I worked in Chicago, Omaha, and Florida before moving here. In Pittsburgh – and in Heinz – my husband, Michael, and

I have found a home. Before interviewing with Heinz, I had never been to Pittsburgh and Michael hadn't been here for more than a decade. We were curious to see what the city had become, and we were open to what it had to offer.

I have to admit that it has surpassed our expectations. We have taken advantage of the rich cultural life downtown and enjoy the wide variety of athletic opportunities. Most importantly, especially after living in Florida, we have received top-notch medical care and strong educational support.

I'm an avid cheerleader for this area and take every opportunity to tell interview candidates about the family-oriented lifestyle and low cost of living. What surprises me the most about Pittsburgh is how many people I speak to who want to move back here after living away for a few years. I've never lived in a city where I've seen this sort of "hometown" loyalty.

As a marketer by trade, I see tremendous benefit in developing Pittsburgh's image as a vibrant city with a wealth of opportunity. Perception is reality, and this message needs to be communicated with greater conviction and enthusiasm. And as the mom of a two-year-old native Pittsburgher, I just hope we can keep him from growing up saying "yunz." My husband and I look forward to playing a part in the exciting things discussed in this report.



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 playing leadership roles in the initiatives featured in this year's report:

PUBLIC OFFICIALS

Governor Mark Schweiker, Lt. Governor Robert Jubelirer, and former Governor Tom Ridge

U. S. Senators Rick Santorum and Arlen Specter

U.S. Representatives William J. Coyne, Mike Doyle, Phil English, Melissa Hart, Frank R. Mascara, John P. Murtha, John E. Peterson

Pennsylvania Senators Albert V. Belan, Leonard J. Bodack, David Brightbill, Jay Costa, Jr., Robert Jubelirer, Richard A. Kasunic, Allen G. Kukovich, Gerald J. LaValle, Sean Logan, Timothy F. Murphy, Jane C. Orie, J. Barry Stout, Jack Wagner, Don White, and Mary Jo White

Pennsylvania Representatives John Barley, James E. Casorio, Jr., Nicholas A. Colafella, Jeff Coleman, Paul Costa, Peter J. Daley II, Anthony M. DeLuca, Frank Dermody, H. William DeWeese, Dan B. Frankel, Jeffrey E. Habay, R. Ted Harhai, Ralph E. Kaiser, Frank LaGrotta, Susan Laughlin, Victor John Lescovitz, David K. Levdansky, John A. Maher, Joseph F. Markosek, David J. Mayernik, Fred McIlhatten, Daryl Metcalfe, Thomas A. Michlovic, John E. Pallone, John Perzel, Joseph A. Petrarca, Thomas C. Petrone, John R. Pippy, Frank J. Pistella, Joseph Preston, Jr., Harry A. Readshaw, Lawrence Roberts, William Russell Robinson, Christopher Sainato, James E. Shaner, Samuel H. Smith, Timothy Solobay, Jess M. Stairs, Sara G. Steelman, Richard R. Stevenson, Thomas L. Stevenson, Thomas A. Tangretti, Guy A. Travaglio, Fred A. Trello, Leo J. Trich, Jr., Mike Turzai, Michael R. Veon, and Don Walko

Allegheny County Executive James Roddey and County Council Members Michael Crossey, John P. DeFazio, David B. Fawcett, Jr., Richard Fitzgerald, Wayne Fontana, Ronald L. Francis, Jr., Vince Gastgeb, Charles J. Martoni, Joseph Natoli, Richard D. Olasz, Sr., Jan Rea, Richard Schwartz, Thomas A. Shumaker, James E. Simms, and Eileen Wagner

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



Beaver County Commissioners Dan Donatella, James Albert,
and Charles Camp

Butler County Commissioners James L. Kennedy, Glenn L. Anderson, and Joan Chew

Fayette County Commissioners Vincent Vicites, Sean Cavanaugh, and Ron Nehls

Greene County Commissioners David Coder, Scott Blair, and Farley Toothman

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

Lawrence County Commissioners Roger DeCarbo, Brian Burick, and Edward Fosnaught

Washington County Commissioners John Bevec, J. Bracken Burns, Sr., and Diana L. Irey

Westmoreland County Commissioners Thomas Balya, Thomas C. Ceraso,
and P. Scott Conner

City of Pittsburgh Mayor Tom Murphy and City Council Members Barbara Burns,
Dan Cohen, Jim Ferlo, Alan Hertzberg, Valerie McDonald, James Motznik,
Bob O'Connor, Gene Ricciardi, and Sala Udin

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

PRIVATE AND COMMUNITY FOUNDATIONS

Alcoa Foundation — *Kathleen W. Buechel, President*

Claude Worthington Benedum Foundation — *William P. Getty, President*

Buhl Foundation — *Doreen E. Boyce, President*

Eberly Foundation — *Robert E. Eberly, President*

Eden Hall Foundation — *Sylvia V. Fields, Program Director*

Grable Foundation — *Susan Brownlee, Executive Director*

Howard Heinz and Vira Heinz Endowments — *Maxwell King, Executive Director*

Hillman Foundation — *Ronald W. Wertz, President*

Roy A. Hunt Foundation — *Torrence M. Hunt, Jr., President*

Jewish Healthcare Foundation — *Karen Wolk Feinstein, President*

McCune Foundation — *Henry S. Beukema, Executive Director*

Katherine Mabis McKenna Foundation — *Linda McKenna Boxx, Chairman*

Richard King Mellon Foundation — *Michael Watson, Vice President*

The Pittsburgh Foundation — *Alfred W. Wishart, Jr., President*



CIVIC AND GOVERNMENT AGENCIES AND COMMITTEES

African American Chamber of Commerce — *Robert Agbede, Chairman;*
Doris Carson Williams, President

African American Roundtable — *Samuel J. Stephenson, Chairman*

ALCOSAN — *Harry Readshaw, Chairman; Arletta S. Williams, Executive Director*

Allegheny County Airport Authority — *Glenn Mahone, Chairman;*
Kent George, Executive Director

Allegheny County Chamber Federation — *William B. Spence, Chairman and President*

Allegheny County Department of Economic Development — *Earl Hord, Director*

Allegheny League of Municipalities — *Matt Matthews, Executive Director*

Allegheny Regional Asset District — *Dan Griffin, Chairman; David L. Donaboe, Executive Director*

Alliance for Development of Construction Contractors — *Clifford Rowe and Lou Waller, Co-Chairs*

Armstrong County Department of Planning and Development — *Richard L. Palilla,*
Executive Director

Armstrong County Tourism Bureau — *Kris Steiner, Acting Chair; Kathy Wolf, Tourism Coordinator*

Beaver County Corporation for Economic Development — *James Palmer, President*

Beaver County Planning Commission — *Thomas A. Stoner, Chairman;*
Frank Mancini, Executive Director

Beaver County Recreation and Tourism Department — *Charles Verrett, President;*
Thomas King, Executive Director

Beaver Initiative for Growth — *Sen. Gerald LaValle and Rep. Michael Veon, Co-Chairs;*
John Gallo, Director

Builders Guild — *John Turyan, Executive Director and Chairman*

Building One Economy Leadership Initiative — *George L. Miles, Jr. and Thomas J. Usher, Co-Chairs*

Butler County Planning Commission — *Jeffrey Thompson, Chairman;*
David P. Johnston, Executive Director

Butler County Chamber of Commerce — *Arthur Cordwell, Chairman; Linda Harvey, President*

Carnegie Mellon University Center for Economic Development — *Donald Smith, Director*



Collaboratives for Learning — *Nancy R. Bunt, Executive Director*

Cornerstone Development Group of Southwestern PA — *Larry Larese, Chairman;*
Stephen R. Mitchell, President

Community Development Corporation of Butler County — *William McCarrier, Charman;*
Arthur G. Cordwell, Executive Director

Destination: Greater Pittsburgh — *Jerry Weaver, President*

DINAMO — *J. Brett Harvey, Chairman; Barry Palmer, Executive Director*

Education Policy & Issues Center — *Murry Gerber, Chairman;*
Karen S. McIntyre, President

Fayette County Planning Commission – *Robert Baker, Chairman; Tammy Shell, Director*

Fayette Forward

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

First Fridays — *Essie Williams, President of the Board*

Governor’s Southwestern Pennsylvania Office – *Mariann Krusbefski Geyer, Director*

Greater Philadelphia First Corporation — *Daniel J. Whelan, Chairman; Sam Katz, Executive Director*

Greater Pittsburgh Arts Alliance — *Gideon Toeplitz, President; Deborah Gross, Executive Director*

Greater Pittsburgh Chamber of Commerce — *David Matter, Chairman; Richard A. Stafford, CEO;*
Barbara Bateman McNees, President

Greater Pittsburgh Convention and Visitors Bureau — *Linda Dickerson, Chair;*
Joseph R. McGrath, President

Greene County Industrial Development Authority — *Chuck Rembold, Board President;*
Donald F. Chappel, Executive Director

Greene County Planning Commission — *Ann Bargerstock, Director*

Greene County Tourism Promotion Agency — *Melody Longstreth, President;*
Jamie Scott, Executive Director

Indiana County Chamber of Commerce — *Michael Donnelly, Chairman; Dana Henry, President*

Indiana County Office of Planning and Development — *Byron Stauffer, Executive Director*

Indiana County Tourist Bureau — *Sberry Renosky, President; Jonathan Longwill, Executive Director*

Innovation Works — *Sanford Ferguson, Chairman; Florence Mendelson, Executive Director*

Institute of Politics (University of Pittsburgh) — *Dennis P. McManus, Director*

Laurel Highlands Visitors Bureau — *Carol Love, Chair; Annie Urban, President*



Lawrence County Economic Development Corporation — *Jerome Osborne, Board President;*
Linda Nitch, Executive Director

Lawrence County Planning Commission — *James Haas, Chairperson;*
James Gagliano, Executive Director

Lawrence County Tourism Promotion Agency — *Patricia Caccia, Chair;*
JoAnn McBride, Executive Director

Leadership Pittsburgh — *Elizabeth Wainwright, Executive Director*

League of Women Voters of Greater Pittsburgh — *Jean Burke, President*

Local Government Academy — *Courtland Gould, Chairman; Beverly Baxter Cwalina, Executive Director*

Master Builders Association — *John E. Deklewa, President; Jack Ramage, Executive Director*

Meetings and Hospitality Partnership of Western Pennsylvania — *Mary Margaret Fisher,*
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