

2020 2030

NEXT IS NOW

A 10-Year Vision of Vitality
for the Pittsburgh Region





CHAIRMAN'S LETTER

Poised on the threshold of a new decade, it seems fitting that we take stock of where we stand, even as we prepare to embrace our region's future.

2019 marked the 75th anniversary of the Allegheny Conference as well as the region's first renaissance – a moment when private and public sector leaders came together to put the future of the community first, to identify major challenges and to work together to address them until the job was done. From these dual milestones, we draw inspiration that will galvanize us into action as we move through the work that lies before us. The vision outlined in the following pages is comprehensive – at times it may even seem audacious to our habitually humble western Pennsylvania psyche. But what I hope you will take away from this plan is the knowledge that it is completely achievable. We know this because we have done it before – not once, but twice. While there is no denying that it will require hard work, our region has never shied away from a challenge; a strong work ethic is in our DNA.

With this plan, we present a shared vision for regional vitality drawn from an unprecedented outpouring of contributions from every corner of our region's 10 counties. We sought input from a wider, more diverse number of voices than ever before; we analyzed our strengths and weaknesses; and finally, we distilled that information into this vision and the strategies that we collectively will apply to achieve it.

Both the vision and strategies intended to guide the next decade of the region's development are rooted in these three guiding principles: diversity and inclusion, sustainability and regional collaboration.

Realizing this vision will not be a simple task. It will require commitment, compromise and collaboration. By embracing new approaches, we can achieve an environment that fosters growth, which in turn provides the resources that will enable necessary improvements to our infrastructure, our educational systems and our communities.

The kind of partnership that will drive the implementation of this 10-year plan demands courage and commitment from our members and stakeholders – courage to imagine what we cannot yet see and commitment to invest in solutions that will result in benefits we may not personally reap but will reverberate throughout our region.

When leaders 75 years from now look back on the efforts we undertake today, it is my hope that our actions will give them cause to draw inspiration from us, much as we do from the leaders who began this journey.

Bill Demchak
Chair, Allegheny Conference
Chairman, President and CEO, The PNC Financial Services Group, Inc.

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Our Next 75 Summit

01 Envisioning Our Region's Next Generation

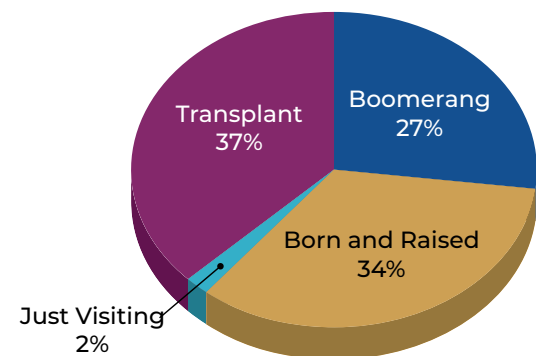
Building a plan for a 10-county region – no matter the timeframe – is monumental. So rather than doing it alone or with a limited number of people at the table, we opened the doors.

We reached out to more than 1,000 stakeholders from across the entire region to listen to aspirations for the future. The more fully we understand our collective aspirations, as well as the challenges we face and the strengths we bring to bear, the better able we are to build our vision.

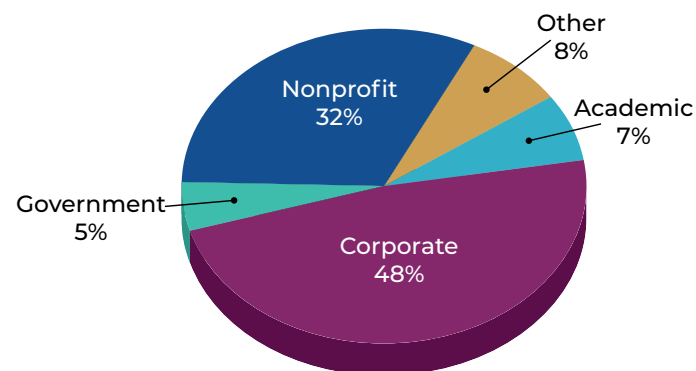
We called this year-long endeavor Our Next 75 – our most ambitious and comprehensive effort to date for collecting and analyzing information that will define the next era of progress in our community.

Beginning with a series of three regional sessions in Butler, Washington and Westmoreland Counties and culminating in a 1,000-person summit in Downtown Pittsburgh during the summer of 2019, we sought to understand the ambitions of corporations, entrepreneurs, academics, policymakers, nonprofits and civic leaders from throughout our 10 counties. Some were interacting with us for the first time, offering much-needed fresh perspectives. Equally divided among transplants, boomerangs and those who were born and raised here, these participants were universally characterized by a commitment to contribute toward this region's vision of its future.

Our Next 75 Summit Participants by Connection to the Region



Our Next 75 Summit Participants by Affiliation



The 35-member steering committee that led this process represented a similar array of diverse professional backgrounds, ethnicities, ages and genders, guiding an endeavor that was purposefully inclusive and community-focused.

The result was remarkably robust input from people debating issues in real time, within the same context and parameters – providing a wealth of information that gives us confidence in our findings.



Steering Committee

- Joseph Alampi
Philips
- Jim Ambrose
Desmone Architects
- Neysha Arcelay
Precixa LLC
- Courtney A. Boone
Westinghouse Electric Company
- Eric Boughner
BNY Mellon
- Jeff Broadhurst
Eat'n Park Hospitality Group, Inc.
- Tacy M. Byham PhD
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City of Pittsburgh
- Kenny Chen
Partnership to Advance Responsible Technology
- Tracy J. DeCock
The PNC Financial Services Group, Inc.
- Karen Wolk Feinstein PhD
Jewish Healthcare Foundation
- Caine Finnerty
WATT Fuel Cell
- Evan Frazier
Highmark Health
- Richard L. Fruehauf
United States Steel Corporation
- James Gibbs
MeterFeeder
- Josiah Gilliam
My Brother's Keeper: Pittsburgh – Allegheny County
- Jason E. Hazlewood
Reed Smith LLP
- Christopher B. Howard PhD
Robert Morris University
- Michael Huwar
Columbia Gas of Pennsylvania, Inc.
- Paige Kassalen
- Kurt J. Lesker, IV
Kurt J. Lesker Company
- Dominique Luster
Carnegie Museums of Pittsburgh
- Jeff Mallory
Duquesne University
- Erin McDowell
Range Resources Corporation
- Laurie R. Mizrahi
Mizrahi, Inc.
- Toni Murphy
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- Arthur Pang
- Lindsay Powell
City of Pittsburgh
- Devesh Sharma PhD
Aquatech International Corporation
- Andréa Stanford
Allegheny County
- Melia Tourangeau
Pittsburgh Symphony Orchestra
- Randy P. Vulakovich
Buchanan Ingersoll & Rooney PC
- Diamonte Walker
Urban Redevelopment Authority of Pittsburgh
- Cina Winstead
Pittsburgh Technology Council

Our Next 75 Steering Committee Co-Chairs,
Jeff Broadhurst, Eat'n Park Hospitality Group, Inc.
and Toni Murphy, Comcast



02 The Triple Bottom Line

The data gathered in this comprehensive, year-long process was overwhelmingly clear: what the people of the Pittsburgh region want and what the place that we call home needs to be is a vital, globally competitive region that delivers a next-generation economy for all.



We have defined this vision as our region's "Triple Bottom Line." The elements of this vision do not exist in a vacuum; rather, each informs and reinforces the others. Simply put, we seek to achieve:



Thriving People: We want all of our people – today and tomorrow, no matter gender, gender identity and expression, sexual orientation, origin, race, ethnicity or belief system – to have better access to quality education, robust career pathways and ample job opportunities that provide greater economic prosperity, resiliency and the ability to create a life they love. We want the diversity of our population to reflect the world we intend to lead, and for more of the jobs we create and attract to pay wages that can support a family and provide for a bright future.



Quality of Place: We want to be the destination of choice for both individuals and employers globally. We seek greater connectivity among people and communities, flourishing neighborhoods and main streets, a healthy environment and the protection and cultivation of our assets – whether they are natural, cultural or built.

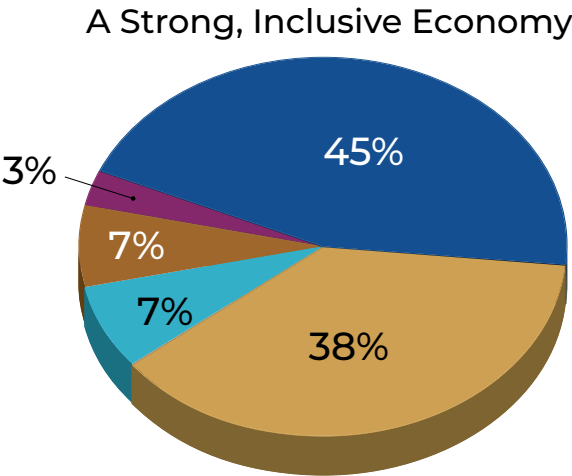
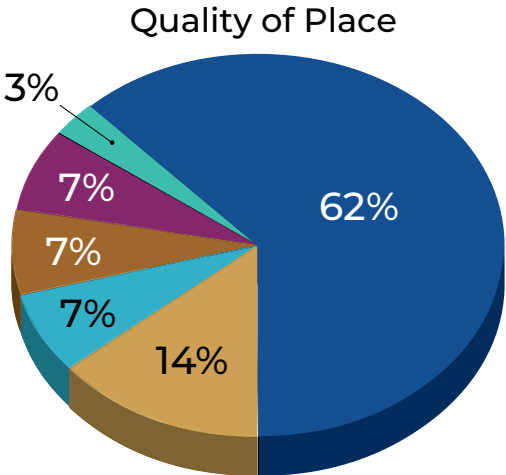
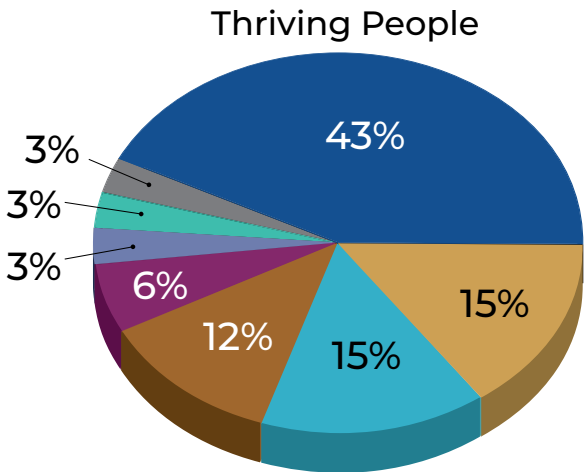


A Strong, Inclusive Economy: We want to grow our remarkably diverse industries, abundant R&D and innovation assets to open pathways for residents and students, and to attract people to the region. We want to create more robust ecosystems across all sectors of the economy. Creators and builders will want to be here to realize their potential – whether to be part of a startup or to take an established business to the next level. A more competitive economic climate will foster business expansion and job creation.

Values Guiding Our Work

- Diversity and inclusion
- Sustainability
- Regional collaboration

We asked attendees at the Our Next 75 Summit about their aspirations for the future of the Pittsburgh region. This is what they told us.



Thriving People

- People have pathways to in-demand careers
- All children enjoy quality pre-K-12 education
- Nobody lives in poverty
- A growing and diverse population
- The region's workforce is prepared for the next tech revolution
- Lifelong career learning opportunities available
- Racially and culturally diverse communities where all residents thrive
- The region's talent challenges are solved through effective public-private collaboration

Quality of Place

- Robust multimodal transportation system
- Flourishing communities across the region become destinations
- Testbed for innovation actions to fight climate change
- Clean and protected air and water systems
- Region attracts diverse talent
- World-class destination for arts and culture

A Strong, Inclusive Economy

- New ideas fuel the economy and contribute to solving social, health or environmental issues
- Economy attracts business and talent
- Competitive investment and growth environment for all businesses
- Globally recognized leader in tech and innovation
- Existing businesses create new and good-paying jobs

03 Why Growth Is Crucial

Through the Our Next 75 initiative, we heard a strong shared desire to improve the quality of life for all people across the region. To achieve this vision, we must generate substantially more financial resources to invest in all aspects of the 10-county region's vitality.

A strong economy is essential to generate both viable pathways to individual prosperity and the strong tax base needed to finance the critical amenities that we desire: robust multimodal transportation, quality public education and training programs, affordable housing, a strong infusion of parks and culture, and infrastructure improvements.

Our economy has been lagging for more than a decade, and coupled with a declining population has resulted in a weaker tax base that could have remained stable or increased if our economy had grown at or above the national rate. If we had grown our jobs in line with the national average, we would have four times more tax revenue from the new jobs in the state budget today.

Going forward, the region's economy is projected to grow by 3% by 2030. However, Pennsylvania is projected to grow by 6%, the nation by 10%, competitive benchmarks by 7% and aspirational benchmarks by 14%. This means our region will continue to fall behind despite continued strength in the national economy. We will miss the opportunity to generate new resources that could be used to improve our vitality.

That is, unless we make economic growth a priority.

We view accelerated economic growth as essential to ensure our people thrive and our place flourishes. Without a stronger economy, our bold aspirations are not possible. We understand this growth has to be thoughtful and well-managed to generate truly inclusive opportunities without causing detriment to our existing population.

Doubling projected job growth to 6% would generate 75,000 new jobs in the region. This would mean more than \$5 billion in wage earnings and \$9 billion in GDP.

04 Defining Regional Success

Working together in partnership, the Allegheny Conference will lead a strategy to achieve the following collective goals:



Thriving People:
Improve the
standard of living by 25%
for all populations

This goal includes two components: average wage and per capita GDP.

Current situation: If the economy strengthens in line with our aspiration, the standard of living will increase to this level. The challenge will be in ensuring the growth is inclusive and all populations will realize the same improvement in their standard of living.

Comparison to benchmarks: The region achieved substantial progress in raising the average standard of living over the last decade, but did not eliminate the equity gap in economic opportunity.



Quality of Place:
Reduce greenhouse gas emissions
to **meet Paris Accord targets**
and implement strategies toward
UN Sustainable Development Goals

Our role focuses on scaling up efforts and supporting actions to reduce emissions; building resilience and decreasing vulnerability to the adverse effects of climate change (e.g. carbon capture and storage, storm water management); upholding and promoting cooperation and commitment to the UN Sustainable Development Goals; and improving efficiencies in mobility.

Current situation: The region has made significant progress in reducing carbon dioxide emitting energy consumption. A growing number of institutions embrace the UN principles of sustainable development.

Comparison to benchmarks: Most of the region's benchmarks have aspirational frameworks toward a low carbon-future.



Strong Economy:
Double the projected
job growth, resulting in
75,000 new jobs

This measure prioritizes job growth over GDP growth to factor in talent attraction targets.

Current situation: The region is projected to grow by 3%. The last time the region experienced a 10-year growth rate higher than 6% was during the 1990s and early 2000s.

Comparison to benchmarks: Pennsylvania is projected to grow by 6%, the U.S. by 10%, competitive benchmarks by 7% and aspirational benchmarks by 14%.

05 Assets: An Iconic Region Scaled to Lead

The strategy to achieve our vision begins with putting our existing assets to work. As part of Our Next 75, we asked participants to identify the 10-county region’s most unique and valuable assets. We are rich in both the tangible and intangible qualities that will help us succeed at the task at hand. Resources identified through Our Next 75 outreach included:



People

- Our neighborhood roots are strong, and there is a deep sense of community.
- We have a wide range of talent, skills and knowledge coupled with strong civic engagement, leadership and public-private partnerships.
- Our social sector base is well-established, and our higher education system is robust, supported by an enviable concentration of foundations.
- We have a clear history of collaboration among businesses, civic leaders, elected officials and philanthropic partners.



Place

- We enjoy world-class amenities such as museums; an unparalleled cultural district; a thriving, grassroots arts scene; ample outdoor recreational opportunities, including 16 state parks and 2 state forests; and three major league sports teams.
- We benefit from accessibility that allows for communities and neighborhoods to connect.
- Our people share a common bond and pride in our region.
- We are geographically diverse but compact, and there is physical room for growth.
- We have a high density of green buildings and range of real estate.
- Both affordable and accessible, the region offers a differentiated experience.



Economy

- With no single sector contributing more than 10% of the region’s GDP, we offer a strong portfolio of industries as well as the room to create new ventures.
- Innovation is growing across sectors thanks to the robust university ecosystem, which has the potential to partner with business and non-profits and infuse the region with cutting-edge technologies and a strong knowledge bank.
- Compared to our peers, we have extensive R&D assets with potential to have greater impact on jobs and investment.

Based on the feedback from the Our Next 75 Summit and regional outreach, we arrived at a consensus on what our best assets are in the Pittsburgh region. This table shows the top 15 regional assets based on that feedback. It also shows the top five assets within each element of the regional vitality equation.

Regional Assets

Regional Assets		Thriving People	Quality of Place	Strong Economy
Quality of Life Amenities	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Education & Workforce Development System	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Community Culture & Identity	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Innovation Capabilities	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Engaged Philanthropy	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Committed People	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Leadership & Partnership	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Diversified Economy	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Geography & Size	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Natural & Built Infrastructure	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Legacy of Ingenuity	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Natural Resources	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Wealth of Knowledge & Skills	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Vibrant Culture	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>
Supportive Attitudes	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>	<div><div></div><div></div><div></div></div>

What all this means is that people here can do more, be more and explore more than they could almost anywhere else.

06 Opportunities and Strategies

Globally, every metro is competing to improve. To accurately view our position and where we need to focus our collective efforts, we performed a comprehensive analysis of how we stack up against key trends and competitors. For the Pittsburgh region to improve, we identified these opportunities and strategies:

Thriving People

Opportunities: Population growth is key to sustaining our economy and improving the quality of life for all, and it must be done in a way that builds on regional diversity.

Strategy: Align talent and business investment strategies; expand the presence of “magnet” employers; partner with the business and academic communities to retain more of our college graduates and expand the availability of talent. Work with the business community to create workplaces that actively foster diversity and inclusion, and expand the capacity of programs that support upward career mobility of diverse talent. Create an ecosystem that both attracts and supports diverse entrepreneurs and talent already living in our region. Support comprehensive legislation protecting all residents from discrimination in all aspects of life.

Opportunity: Build regional equity by addressing persistent inequality disproportionately impacting women, people of color and the LGBTQI+ community across health, income, employment and education outcomes.

Strategy: Maximize use of investment tools such as the Strategic Investment Fund, Power of 32 Site Development Fund and Strengthening Communities Partnership and programs like the Minority Business Accelerator to catalyze new business opportunities, affordable housing and stronger neighborhoods. Promote legislation that removes barriers to entry in employment and entrepreneurship; advocate for policies that enhance equality for all communities, including protections for LGBTQI+ residents from discrimination in employment, housing and public accommodations.



Photo: Flickr Carnegie Mellon University



Photo: Robert P. Ruschak, courtesy of the Western Pennsylvania Conservancy

Quality of Place

Opportunities: Improve physical and technological infrastructure to build greater connectivity among people and communities, to enhance resilience and decrease vulnerability to the negative effects of climate change, and to eliminate non-inclusive economy.

Strategy: Approach quality of place as a function of an inclusive economy, healthy social fabric, efficient infrastructure and environmental factors such as clean air; repair and expand the physical infrastructure to optimize movement of people and delivery of goods and services; develop effective policies and instruments for storm water management and sewer infrastructure repairs; increase regional commitment to the UN Sustainable Development Goals. Support systematic investments in essential technologies (such as 5G or broadband) and policy frameworks to fully enable development, testing and deployment of solutions toward greater energy efficiency and cleaner industrial production. Lead public-private collaboration to develop a regional strategy to a low-carbon future. Identify and support legislative vehicles that promote sustainable prosperity.

Strong, Inclusive Economy

Opportunities: Responding to shifting trends: emerging industries and the competitive race for talent, propel economic growth by deploying modern economic development tools and by optimizing a climate that helps local businesses to thrive.

Strategy: Position our regional assets to attract new investments and spur homegrown innovation; promote the region to companies and organizations – local, domestic, and global – to help them choose our region for their growth and expansion plans; determine and pursue specific growth opportunities for all areas within the 10-county region; optimize tax and regulatory environment; and support the creation of effective state and local innovation policies and incentives.

Opportunity: Invest in retaining local talent and attracting new workers to the region in an inclusive way that allows for all who participate in our economy to share in the benefit of our success.

Strategy: Develop initiatives to increase the pool of local talent in growth sectors; promote the creation of well-paying jobs; equip businesses and communities with the tools to fulfill their workforce needs and foster an inclusive culture.

07 The 2030 Regional Strategy

The 2020-2030 plan presents a shared vision for regional vitality where southwestern Pennsylvania not only enjoys a robust economy, but is also an attractive place where all people can benefit and thrive.

In planning for this future, we have listened to the community, evaluated our region against the competition, identified the hurdles we must overcome and inventoried our most differentiated and valuable assets that can be the foundation of our future success.

The following is our strategy to realize regional vitality.

We will:



Supercharge and reshape our business investment program



Scale talent attraction and retention efforts



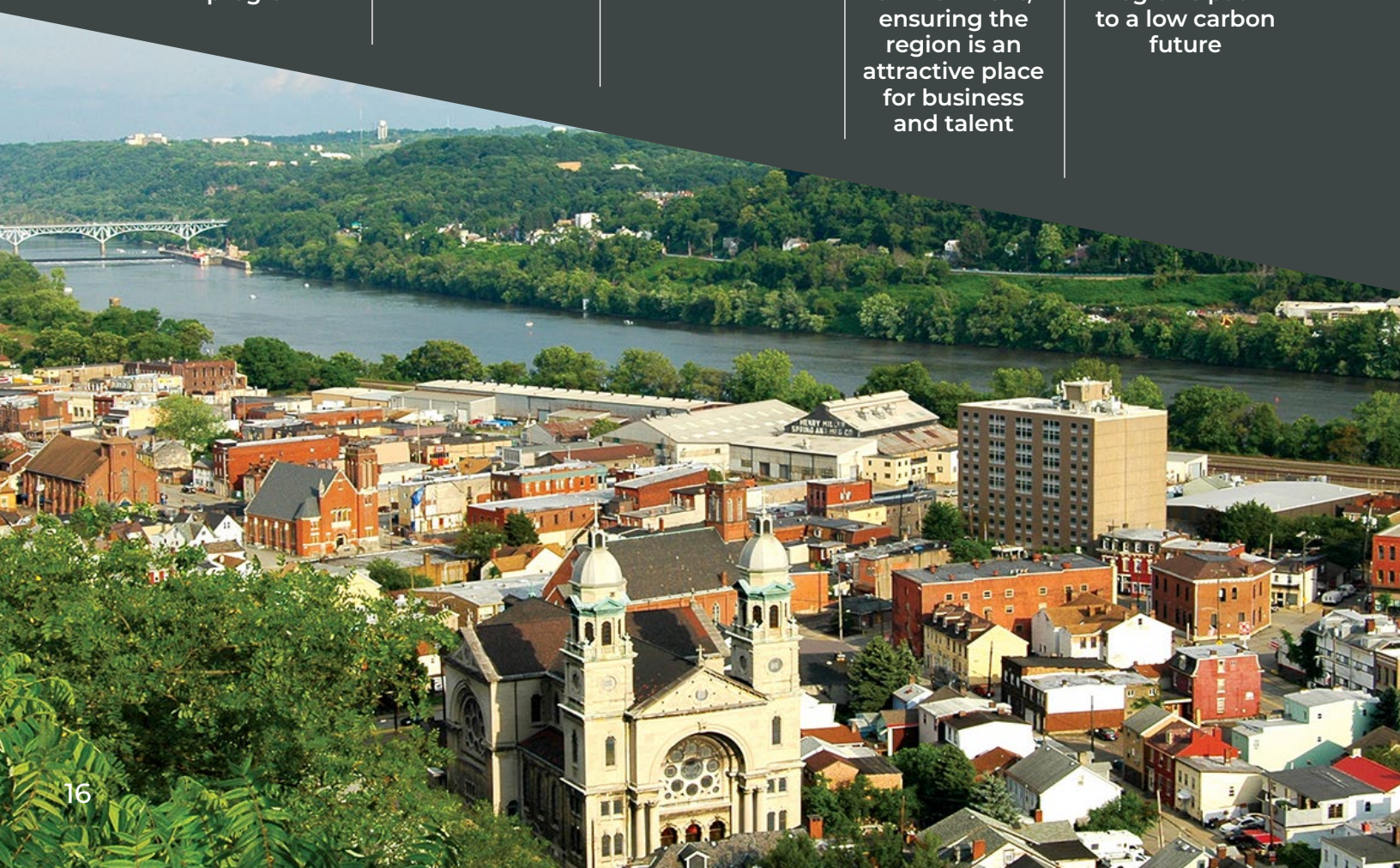
Remove barriers to opportunity so all can be part of the success



Improve the competitive investment and growth environment, ensuring the region is an attractive place for business and talent



Lead collaborative efforts to chart the region's path to a low carbon future



Supercharge and reshape our business investment program

By supercharging business investment efforts we will enable regional economic growth that allows us to be competitive. In our role, we will help companies and organizations – local, domestic and global – choose our 10-county region and talent for their growth and expansion plans.

We will do this by:

Leveraging regional assets across high-investment sectors to catalyze interest and local job growth. We will orient our efforts toward those sectors of the economy that are projected to experience growth, proactively targeting companies that are forming, investing and expanding.

Positioning the region as the location of choice for fast-growing, deep-tech, research-driven investments such as advanced manufacturing, AI, energy and robotics. The region is home to the invention of cutting-edge industries, driven by our university and R&D assets. In the urban core and across our region, investments are being made in technologies such as robotics and machine learning that are fueling growth across all sectors. We will build from this foundation to create robust deep-tech ecosystems that attract talented individuals and investment from around the world.

Promoting the region's industrial, logistics and production workforce capabilities to attract advanced manufacturing with a focus on downstream opportunities and foreign direct investment. We will fully leverage the region's strong industrial backbone – airport cargo facility; river, rail and freight infrastructure; available sites and buildings and more – as well as our rich human and natural resources to encourage increased investment in advanced materials and manufacturing.



Scale talent attraction and retention efforts

Talent is a key driver of economic growth and success. The competition for talent is global and it is fierce. To achieve our goals, we need to focus on scaling talent attraction and retention efforts.

We will do this by:

Partnering with the academic community to proactively identify business attraction opportunities and develop initiatives to increase the pool of talent in growth sectors.

Developing content and programmatic interventions to equip businesses and employers with tools to attract new graduates, foreign and diverse talent and alumni of the region's colleges.

Attracting the leading organizations and companies that cultivate a vibrant and inclusive environment for professional talent.



Remove barriers to opportunity

As we pursue regional vitality, it is essential that no one be excluded from the opportunity that is created. When we improve our economy and quality of place, we need to do so in a way that ensures that everyone in our region – regardless of background or ZIP code – benefits.

We will remove barriers to opportunity by applying existing community and economic development tools by working to support minority-owned businesses and through our policy and advocacy efforts. The results of all of these efforts will range from increased availability of affordable housing to prospering neighborhoods and stronger community development organizations to improved access of minority-owned businesses to business opportunities within the region's supply chain.

We will do this by:

Building upon a foundation of investment programs that brings private sector partners to bear to enhance economic activity in underserved communities. Our efforts will focus on three programs:

- **Strengthening Communities Partnership (SCP)**, which enables communities to achieve economic growth by concentrating private investment in our region's neighborhoods. SCP leverages a Pennsylvania tax credit program (the Neighborhood Assistance Program) to empower community development corporations and corporate investment in neighborhood revitalization.
- **Power of 32 Site Development Fund**, which is a patient loan fund that invests in preparing commercial sites for vertical development with a preference for redeveloping brownfield sites or land in underserved communities covered by the Community Reinvestment Act.
- **The Strategic Investment Fund**, which provides gap financing focusing on affordable housing projects and the revitalization of communities that have not participated fully in the growth and redevelopment of the region. This includes communities that have been designated as Opportunity Zones.

Supporting the accelerated growth of minority businesses by assisting the corporate community to adopt best practices such as use of inclusive RFP processes and removal of unintentional barriers for diverse suppliers, thus expanding access to new business opportunities for minority-owned firms.



Competitive investment and growth environment

A vital, globally competitive region requires a supportive investment and growth environment. We will advocate for policy and regulatory changes – at the state and regional levels – to encourage business investment, job creation, high quality of place and opportunity for all.

We will do this by:

Enabling business growth with a more favorable tax and regulatory environment by focusing on reducing and reforming an uncompetitive tax structure and ensuring a streamlined and modern regulatory framework. We will advocate for effective state and local innovation policies and incentives, as well as support the advancement of critical energy infrastructure projects such as midstream delivery and an ethane storage hub in the Appalachian Region.

Creating a more welcoming and inclusive region where all people thrive by advocating for the removal of arcane policies that hold people back from opportunity and by advocating for antidiscrimination policies that guarantee protections in housing, in employment and with public accommodations.

Creating a multimodal transportation system for the future that effectively connects all people and communities. Our work will focus on repairing and expanding infrastructure to optimize the movement of people and goods.

Supporting public policies which aim to improve and make more accessible technological infrastructure such as 5G and broadband.

Seeking enhancements to the region's quality of place by working to address storm water management challenges.



Lead collaborative efforts to chart the region's path to a low-carbon future

Committed to a vital region where the economy is strong, people thrive, and places flourish, we recognize the need to develop a comprehensive strategy toward a low-carbon future through conservation, innovation and the broadening of our energy strategy for the long term.

With the priority on transitioning away from carbon dioxide emitting energy consumption and continuing to develop solutions for responsible use of natural gas, we will collaborate to explore ways our region can meet the Paris Accord goals in a way that does not exclude the use of one of our most valuable natural assets.

Leveraging the region's long and valuable tradition of solving challenging problems through innovation, effective public-private collaboration and strong determination, we have a unique opportunity to help the world make the necessary transition to a low-carbon future.

- **Simultaneously, we will focus on developing the conditions that would allow the region to transition to a low-carbon economy in a way that spurs innovation, creates jobs, attracts talent, enhances competitiveness and allows all communities to benefit from the transition.**
- Our work will focus on **catalyzing innovation by working with regional partners across public, private, academic and philanthropic sectors** to transform the region into a carbon-neutral innovation hub – a place of inspiration and proven solutions the world can access.

08 What Will Happen And When

On the path to regional vitality, we will measure our progress against short-, mid- and long-term goals.



Short-term focus: Maximize current potential to achieve a more unified region that gains investment and begins to experience stronger growth dynamics.



Mid-term focus: Build up viable ecosystems so the region's innovation economy is fully developed and produces strong results in the form of business expansion, job growth, investment and population stabilization.



Long-term focus: Manage strategic transformation, thereby positioning the region for the future and improving all aspects of the region's vitality – people, place and economy.

09 The Role of the Allegheny Conference

As the sole organization committed to the economic future and quality of life of the 10-county region, the Allegheny Conference plays an important role in defining and communicating a regional vision, building partnerships and mobilizing action to advance that vision. A regional vitality that is truly for everyone will require regional partnership and commitment. The Conference cannot do it alone, but we are uniquely suited to:

- **Convene regional leaders to collaborate.** We bring people together to listen, understand and solve problems. We work to build consensus and foster collaboration to make things happen.
- **Convey the regional opportunity.** We market the region with a unified voice to job creators and talent, advancing the regional economy and driving strategic investments.
- **Focus private investment to drive catalytic economic and community development.** We partner to develop innovative solutions to fill resource gaps. These solutions help to advance community and economic development.
- **Identify impediments to achieving success and advocate for changes that remove these barriers.** We bring together partners and build coalitions to advance policies at the local, state and federal levels that improve conditions for all who live and invest here.
- **Monitor and communicate progress, opportunities and challenges as they relate to regional economic performance.** We provide research insights on regional competitiveness and economic conditions that have the power to drive public policy.

The 10-year plan stems from input gathered from well beyond our membership, purposely including public and private sector leaders from all 10 counties. While the Conference will certainly do its part, success will require efforts far and wide. Together, we must work toward this common goal: a plan that creates a truly vital region where all thrive and benefit.

10 Next is Now

The goals we are outlining for the region's next decade are unapologetically ambitious. If we are to accomplish this vision, we cannot afford to be meek – nor should we be. Reinvention is our pedigree and we have repeatedly proven that we are capable of significant transformation.

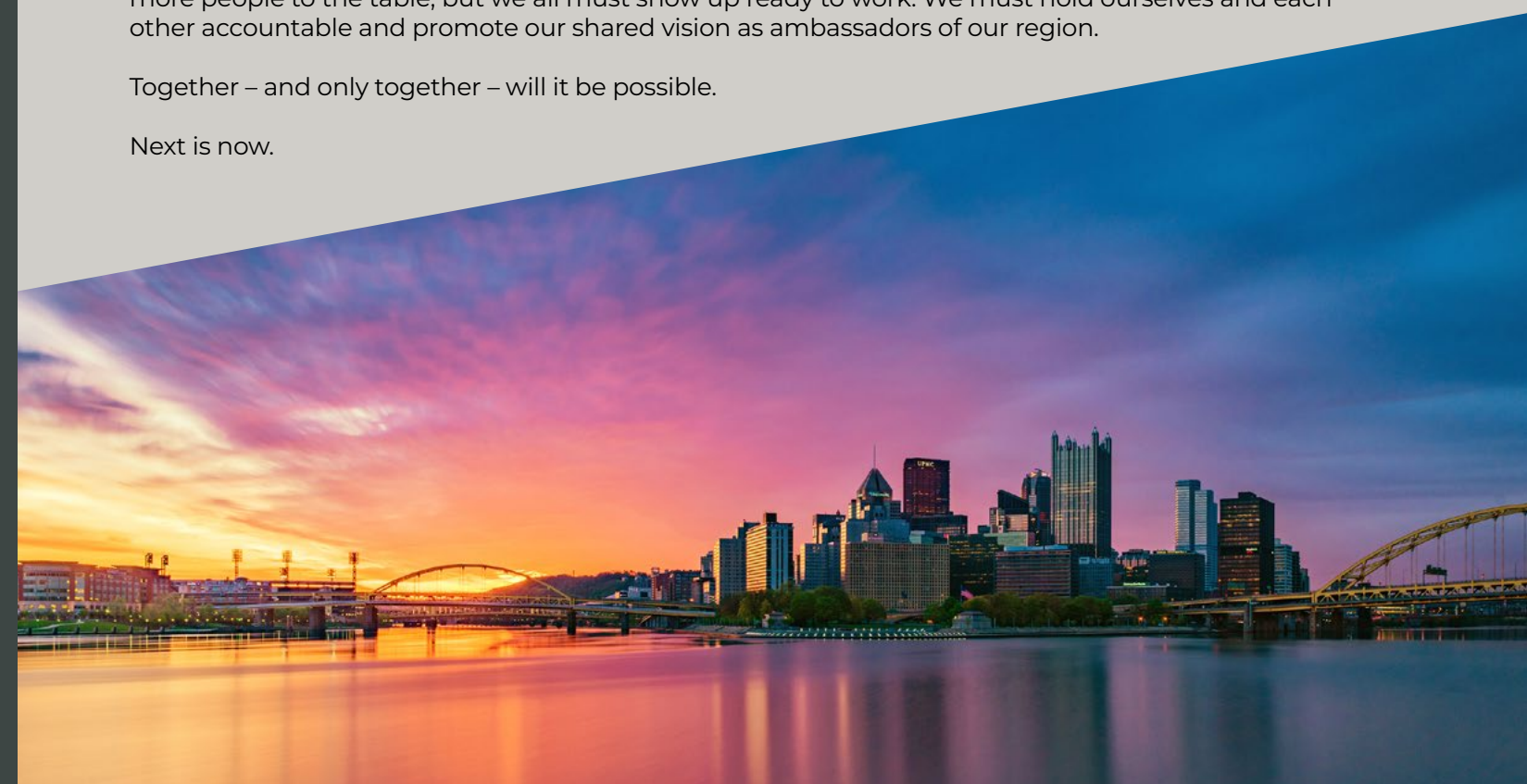
Seventy-five years ago, at the height of Pittsburgh's industrial heyday, public and private sector leaders came together in an unprecedented way to plan for the region's future. They invested in the region's colleges and universities and implemented environmental regulations that cleaned the air and rivers. These early initiatives created the framework that allowed foundations and universities to join business and government in providing leadership to move the region forward after the economic collapse of the 1970s and 1980s. Now, as we seek to embark on the next evolution within our region, we recognize that we will face challenges, but we also draw inspiration from the fact that our region is hardwired to meet these challenges. We can act as if we've been there before – because, in fact, we have.

Today, we have more tools available to us than ever to accomplish our next renaissance, thanks to the groundwork laid by our forebears. But the days when a small group of leaders could huddle together and solve regional problems are gone – the landscape now is complex and we need all hands on deck to support strategies to grow. We built this vision by reaching far and wide across our region. Now, to capture it, we must tap into our collaborative spirit and all contribute.

An ability to stay the course to solve tough problems is our greatest strength as we move forward together toward a common, overarching goal of building a truly vital, globally competitive region. We all must share in the creation of what's next by investing our time, talent and resources to move our region forward. The Allegheny Conference is committed to keeping the door open – bringing more people to the table, but we all must show up ready to work. We must hold ourselves and each other accountable and promote our shared vision as ambassadors of our region.

Together – and only together – will it be possible.

Next is now.



NEXT IS NOW: A 10-Year Vision of Vitality for the Pittsburgh Region



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.

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A copy of the official registration and financial information of the Allegheny Conference on Community Development may be obtained from the Pennsylvania Department of State by calling toll free, within Pennsylvania, 1-800-732-0999. Registration does not imply endorsement.