

OUR NEXT



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THE PITTSBURGH REGION AND OUR NEXT 75

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The next chapter in our region's history

Seventy-five years. That's an entire lifetime.

When you get to 75 years – so we're told – you're wiser. Your worldview broadens. You understand how things succeed and how things fail.

Over the past 75 years of regional transformation, two generations of leaders have shaped the story of our region, and a third is taking the reins.

Much of 2019 was devoted to listening to emerging leaders – that third generation – as well as to the voices of experience. From Butler to Washington ... from Greensburg to Pittsburgh ... we invited leaders from across our region to the table to gather directly from them more diverse input than ever before. More than a thousand of our neighbors took us up on the invitation and turned out.

This crowd – more of a congregation, really, of individuals deeply committed to the future of our region – reminded us that we're living in a pivotal moment in our region's history. It's a moment in time that offers potential as vast as the postwar era. Allegheny Conference of Community Development CEO Stefani Pashman said it well when she noted that our collective goal must center on regional vitality: a strong economy plussed by thriving people and an

improving quality of place.

We will only succeed in reaching this goal if we join together and involve as many people as possible. At the Our Next 75 Summit in June and the Allegheny Conference's 75th Annual Meeting earlier this week, packed rooms, buzzing with the energy and enthusiasm of everyone present, proved a point: we have the ability to propel this place forward to achieve its fullest potential. Such a future offers:

- A Strong Economy that leverages our human and natural resources with a focus on tech and innovation, a well-calibrated business ecosystem and effective marketing.

- A Community of Thriving People with a focus on robust career pathways, improved education and economic opportunities and growth of diverse populations.

- An enhanced Quality of Place with a focus on greater connectivity, stronger neighborhoods and effective protection and cultivation of natural, cultural and built assets.

This is the dawn of a new decade – the next chapter in our region's long history. When leaders 75 years from now look back on the efforts we've undertaken this year, we hope that our actions



Jeff Broadhurst and Toni Murphy are co-chairs of the Allegheny Conference on Community Development's Our Next 75 initiative.

will give them pause – and give them cause – to draw inspiration from us, much as we do from the leaders who came before us.

An enduring spirit of collaboration over the past 75 years has brought us to this moment, and that's something we can never take for granted. Our future – and the one that we leave to generations of Pittsburghers (in the broadest sense) to come – depends on us working together intentionally as a community. It's one of the best things that we, as a region, have going for us.

Sincerely,

Jeff Broadhurst *Toni Murphy*
Jeff and Toni



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What will it take to build bridges to the next 75 years?

In 75 years, it will be 2094.

It feels like a lifetime away because it is, in fact, a lifetime away. When I think about Our Next 75 initiative, I think of it in terms of how our current leaders can set up a better future for the children that are being born today, kids like my three-year-old son who is just embarking on his journey through life.

A lot is likely to change for Pittsburgh in the next 75 years, and while it's impossible to predict the future, it is possible to imagine the possibilities and to work toward a brighter future.

It's helpful first to look to the past. Seventy-five years ago, Pittsburgh had a thriving industry in steel, but it also was a smoky, dirty place that had a reputation as "Hell with the lid off." (See related story, Page 6).

The Allegheny Conference on Community Development was formed in 1944, and it, along with a powerful group of foundations, set out to implement some key changes. Among the successes: The smoky, gritty Pittsburgh of that time has become a much cleaner town thanks to the passage of smoke ordinances in the late 1940s; the Point has been transformed into what it is today; and programs were implemented to improve education and job training as the econ-



Jennifer Beahm is editor-in-chief of the Pittsburgh Business Times.

omy looked to diversify.

But it hasn't all been rosy as unexpected events occurred. The steel industry collapsed. The Civic Arena created a wedge between the city and the Hill District that led to the dislocation of many African-Americans. And there was a mass exodus in population in the late 20th century that the city has yet to recover from.

The leaders of the 1940s probably wouldn't expect Pittsburgh to look the way it does today, with redeveloped brownfields replacing steel mills; robotics, petrochemical and AI firms dominating the conversation; and UPMC's name gracing the top of downtown's largest building. But they had the wisdom to work together toward a common goal to improve the economy and quality of life

in the Pittsburgh region.

All of this ushered in the Renaissance eras for Pittsburgh as it weathered a downturn other cities might have completely collapsed from.

Today, we are on the cusp of a new era. With the days of dramatic declines in population and the collapse of the steel industry behind us, it's time to move forward.

The potential is there: There's a growing tech industry, an emerging petrochemical industry and continuing strengths in eds and meds.

But this potential isn't likely to be tapped to its fullest without a concerted effort to do so like Pittsburgh's leaders did in the 1940s.

That's where Our Next 75 comes in. The Allegheny Conference on Community Development has spent the past year bringing together leaders from across 10 counties to share ideas for how the region can achieve its fullest potential. This included brainstorming ways in which the region can have a stronger economy, a community of thriving people and an enhanced quality of life.

Lots of great ideas came out of these discussions, and on the next several pages, you can read about some of the initiatives going on in Pittsburgh that are already working toward these goals (see

Pages 20-27). But a more concerted effort needs to happen.

Stefani Pashman, CEO of the Allegheny Conference, said the next stage of Our Next 75 is to seize on the areas of consensus and develop a strategy that sets a path but also is flexible enough to evolve as new issues and more participants emerge.

"Now that we've received all the input and done all the research, the Conference is developing the implementation plan to accelerate the performance of the regional economy, improve the standard of living and stabilize our population," she noted. "Specific metrics related to these goals will be coming early in the new year."

But the Conference can't do this alone. To ensure the region is achieving its fullest potential, it needs everyone to be on board with a plan, to be sending a cohesive message to those both inside and outside the region.

It's time for the region's economic development groups, educators, private and public leaders, and foundations to come together like they did in the 1940s to help make Pittsburgh's future brighter than ever.

How effective we are in accomplishing this task will have an impact on those here in 2094 and beyond.

Here's to 75 more years!

For MSA Safety, the **75th Anniversary of the Allegheny Conference** has special meaning. For decades, our former President and CEO **John T. Ryan Jr.** served the Conference as both **President** (1959-1961) and **Chairman** (1961-1964), setting an example for MSA leaders that continues to this day. Under John Ryan's guidance, the Conference played important roles in the development of several regional projects, including **Three Rivers Stadium**, the completion of **Point State Park**, and the implementation of the **Port Authority Transit System of Allegheny County**.

On behalf of MSA Safety's 4,900 associates around the world, we are all proud to be part of this great history.

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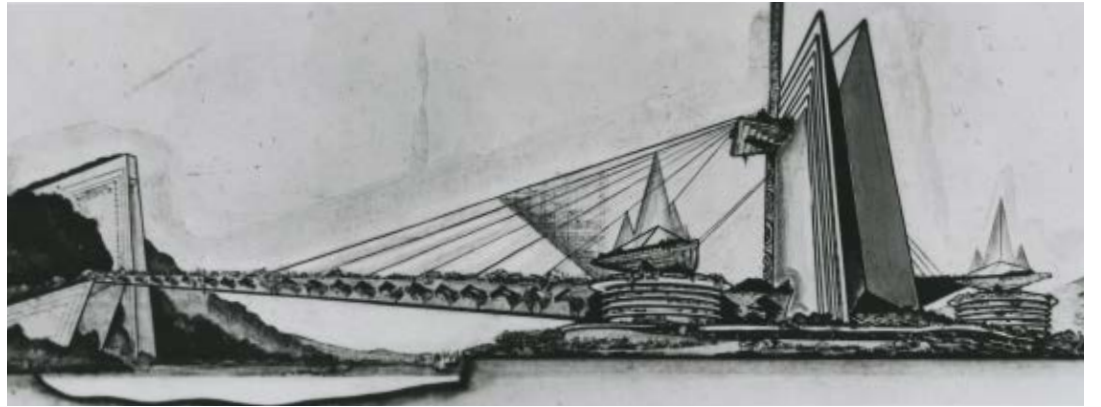
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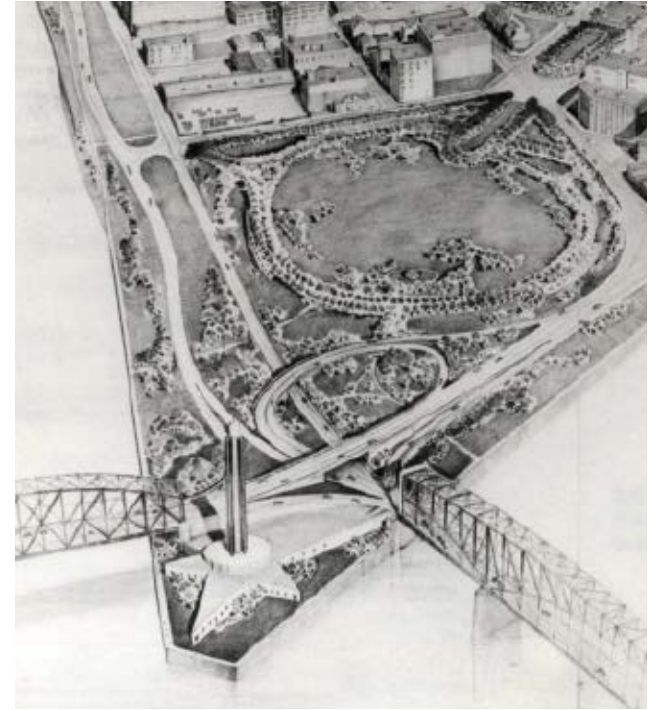


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▶ ABOUT THE COVER

Plans for the Point

The cover of *Our Next 75* depicts what the Point looked like in the 1930s and what it looks like today. In between, there were many plans for the point, including, clockwise from top left: Legendary architect Frank Lloyd Wright proposed using the point for a civic center that would contain theaters, an opera house, an arena, a planetarium and a winter garden; when members of the Allegheny Conference on Community Development expressed concern over the cost, Wright redesigned the civic center into a tower. The plan was ultimately dismissed over cost concerns; Robert Moses, famous for radically reshaping the New York City region with his highways and bridges, proposed this plan for the Point that would utilize the then-existing Point and Manchester bridges; and the Allegheny Conference received a proposal for a massive steel structure at the Point, which was rejected.



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Clockwise from top left: The Boulevard of the Allies in the 1940s, before the smoke ordinance went into effect; Pittsburgh provided millions of tons of steel to the war effort, but the city's air quality suffered tremendously during World War II, as this daytime photograph shows; the corner of Liberty and Fifth Avenues, circa 1940.

A look back at the Past 75

The Allegheny Conference arrived at a crucial point for Pittsburgh

BY LUKE TORRANCE
ltorrance@bizjournals.com

When Nebraska native Robert Pease arrived in Pittsburgh in 1946, he wasn't planning on staying long.

"My first impression was that it was very smoky, and I remember that very well," he recalled. "I thought Pittsburgh was a dirty, smoky place, and as soon as I graduated from Carnegie Tech (now Carnegie Mellon University), I was going to try and get a job somewhere west of the Mississippi River."

That ended up not being the case. Pease got a job with the Urban Redevelopment Authority of Pittsburgh and then became the Allegheny Conference on Community Development's executive director from the late 1960s until 1991.

But his views on Pittsburgh were shared by regional leadership at the time. They viewed the city as dirty and worn down. Flooding was still a problem. And there was concern that the region's economy was too reliant on the steel industry.

To address the concerns, the Allegheny Conference was formed. This year, the organization celebrates its 75th anniversary.

"The Conference was one of the tools that all those leaders created to advance their big goals," said Bill Flanagan, the chief corporate relations officer for the Allegheny Conference. "They put all the pieces in place that resulted in the Pittsburgh Renaissance."



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A NEW PITTSBURGH

Business was booming in Pittsburgh during World War II, especially with regard to the steel industry. According to Stefan Lorant's "Pittsburgh, The Story of an American City," local steel mills contributed 95 million tons of steel to the war effort. Unemployment was so low that thousands of African-Americans moved to Pittsburgh from the South to find work.

But local leaders were increasingly worried about the city's future after the war.

"There was this recognition that were it not for the world wars, the steel industry in the region would have declined sooner," said Anne Madarasz, who is chief historian at the Heinz History Center. "There was some concerns about the emphasis on heavy industry, that if we're going to

be competitive ... we have to think more broadly."

There were other factors, Madarasz said: more residents were leaving the city for the suburbs, more people had access to personal automobiles and they were concerned that the region's poor air and water quality would lead to more companies and residents leaving.

In order to better map out the region's postwar future, several local leaders – including Pittsburgh Regional Planning Association President Richard King Mellon, Carnegie Institute of Technology President Robert Doherty and Pittsburgh Mayor David L. Lawrence – came together to establish the Allegheny Conference on Community Development in 1944.

"Doherty began to raise the alarm that if nothing was done, nobody would want to live here after the war," Flanagan said.

Flanagan noted that other foundations – like The Heinz Endowments, The Pittsburgh Foundation, the Richard King Mellon Foundation and the Claude Worthington Benedum Foundation – were also launched at the same time, each of them necessary for advancing what became known as the Pittsburgh Renaissance.

"You (were) getting this gathering of intellectuals and civic leaders who (were) envisioning a new future for Pittsburgh and concerned about its fallibility when competing with New York City and other financial centers," Madarasz said.

One of the Conference's first successes was the passage of smoke ordinances in the late 1940s, helping Pittsburgh shed

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Clockwise from top left: Gateway Center under construction in the early 1950s, as seen from a partially demolished building in Point State Park; a man walks past the ruins of a building in Point State Park; construction of Four Gateway Center in the 1950s.

its reputation as “Hell with the lid off.”

Work began soon after on remaking the Point. After considering several proposals – including one from renowned architect Frank Lloyd Wright that would have put a massive, circular structure at the Point – the decision was made to create a park, build several new office buildings at Gateway Center and construct two new bridges to relieve traffic congestion.

“Even as far back as the 1930s, you had people wondering how we can better utilize space, how we can better use downtown,” Madarasz said. “World War II put a hold on this idea of urban development, and this was the first comprehensive, city-driven plan for the Point.”

Demolition of a railroad yard at the Point began on May 18, 1950. It would be decades before the vision was fulfilled.

“They first wrote about putting a fountain at the Point in 1944 but didn’t turn on the fountain there until 1974,” Flanagan said. “It took 30 years to accomplish it, and the Allegheny Conference was the glue that held that together.”

A CHANGING MISSION

While the foundation was being set for these changes to occur, Pease was studying to become an engineer at Carnegie Institute of Technology. He decided not to move west after he received a job offer from the school, and eventually left to join the URA in 1953. He was the first engineer brought on board and worked on several projects that radically reshaped the city, such as the Civic Arena and the East Liberty redevelopment.

After much demolition and rebuilding in the first few decades of the Allegheny Conference, the organization began to turn its focus more toward programs to help city residents. Even though he was an engineer, Pease said one of his proudest accomplishments at the helm of the Conference was preparing a report that helped to integrate the city schools. He said he spent a lot of time working with



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the minority populations of Pittsburgh, a segment of the city’s population that was often displaced during the construction of earlier projects.

“The feeling was growing that there needed to be programs that involved more than just rebuilding neighborhoods – programs that involved education and job training,” Pease said. “One thing that I was proud of was we worked in neighborhoods and helped them organize themselves to respond to and advocate for their needs.”

One example was the Minority Entre-

preneur Loan Program launched in 1971 to help expand small businesses. Pease said the Conference provided security and helped banks make loans that they might not otherwise. He said loans were provided to more than 300 small businesses, some of which survive to this day.

Flanagan said that the Conference’s mission – to improve the economy and quality of life in the Pittsburgh region – has remained unchanged since it was founded in 1944. But the methods have changed, as well as the scope.

“When the steel industry collapsed (in the 1970s), the focus shifted from improving Pittsburgh to diversifying the economy,” he said. “A lot of the efforts in the 1980s and 1990s were focused on unlocking the potential of the universities.”

The Conference also grew in scope as the 21st century approached. Originally founded with a focus on Pittsburgh, it expanded to encompass 10 counties in southwestern Pennsylvania.

“If these 10 counties could work together, then they had the clout to get Harrisburg’s attention,” Flanagan said.

Since Flanagan joined the Allegheny Conference in 2003, the focus has turned to sharing the region’s success with the world, getting the word out that Pittsburgh is the place to live, work and establish new businesses.

Whatever the Conference decides to focus on, the decisions will likely be long-lasting.

“We are still living with a lot of the decisions, positive and negative, that were made in the 1940s and ’50s,” Madarasz said. And it’s clear now that some of those decisions didn’t work out exactly as planned – such as the construction of the Civic Arena in the Lower Hill, which displaced several Hill District residents and which Pease noted he lived to see torn down.

But there were a lot of successes, too. Pease said Pittsburgh looked to other cities for urban redevelopment examples during the 1950s and 1960s, cities who ended up struggling while Pittsburgh flourished.

What made the Steel City different – and what made Pease stick around despite a bad first impression?

“The people in Pittsburgh love Pittsburgh and want to see it succeed ... and the general enthusiasm by those people put it ahead of other cities,” he said. “You wouldn’t find the head of U.S. Steel or Alcoa looking to just help U.S. Steel or Alcoa. They worked to help Pittsburgh.”

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What will Pittsburgh be like in 2094?

We asked leaders in the business community to share their predictions for Pittsburgh's future. Some are tongue-in-cheek, some are serious and many are hopeful. Their responses are below and throughout this section:

COMPILED BY PATTY TASCARELLA, TIM SCHOOLEY, JULIA MERICLE, PAUL J. GOUGH



KAREN ALEXANDER
director, XRconnectED

"Augmented and virtual reality will be the platforms we primarily use for work and interaction with colleagues in other locations, as well as for entertainment and socializing. Buildings will incorporate hydroponic gardens for cleaner air, beauty and produce for in-house food production. There will also be:

- Hyperloop stations at Hazelwood Green and in the Strip District and passenger car-free zones to allow for safer and faster access for public transport, pedestrians, bikes and scooters.
- Most jobs in tech or tech-adjacent fields, especially AI, XR and robotics.
- Increased community living with shared spaces.
- Free 5G or beyond connectivity throughout the city.
- Heightened value placed on trees, green spaces and rivers as precious resources."



CHRIS HOWARD
president, Robert Morris University

"Pittsburgh will become the 3D printing and additive manufacturing capital of the world, thanks to the leadership of Robert Morris University, the University of Pittsburgh and Carnegie Mellon University. By the time that happens, the RMU Colonials will have defeated the Pitt Panthers in the third round of March Madness in front of a standing-room only crowd at the UPMC Events Center. One of those is a sure thing – I'll let the readers decide which one!"



DMITRI SHIRY
Pittsburgh managing partner, Deloitte LLP

"On any given day, Pittsburgh will be either a net importer or net exporter of talent/workforce where 'commuters' will be transported by high-speed hyperloops between Pittsburgh and Cleveland, Columbus, Chicago, Philadelphia, New York and Washington, D.C. This will further expand the definition of mobility and provide access to diverse labor pools. The attraction, of course, will be Pittsburgh's rebranding as the Silicon Valley of health care, where devices, procedures and treatments will be innovated, developed and commercialized, creating an ecosystem of medical professionals and entrepreneurs who will exponentially change health care and our region's economy."



MORGAN O'BRIEN
president and CEO, Peoples Natural Gas Co. LLC

"At this century's end, Pittsburgh should be enjoying the benefits of at least two mature industries that are just now beginning. We will be the North American headquarters for plastics manufacturing due to multiple cracker plants. We will also be known for being the city that created the innovation of the future, the largest Controlled Environment Agriculture facilities in the world, making us the largest exporter of organic food. And we will lead the country in having the most vibrant and growing diverse middle-class community that began with the African-American community but expanded to include even more diversity."



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New PRA president looks to the future

Past leaders of the Pittsburgh Regional Alliance have largely been local, sometimes internal appointees, but Mark Anthony Thomas, who became president in July, has a very different background.

Thomas, an Atlanta native, had been senior vice president of partnerships for the New York City Economic Development Corp. and, before that, was director of the Mayor's Operations Innovation Team in Los Angeles. During his time in New York, Thomas played an important role in helping the city be selected by Amazon as one of two HQ2 sites.

When he compares southwestern Pennsylvania to other regions, he doesn't cite the usual suspects – cross-commonwealth rival Philadelphia, neighboring

Cleveland or even tech hubs Silicon Valley and Boston. He'll mention Montreal and London. But he has discovered that Pittsburghers tend to look to the past to measure progress.

To grow and compete means zeroing in on "what the next 1,000 companies will look like and why we're well-positioned to be in those conversations," he said. But with opportunity comes challenges, starting with the fact that "people don't know what the PRA is," Thomas said.

The PRA, which launched in 1997, is described as the economic development marketing affiliate of the Allegheny Conference on Community Development. It offers a complete package of services to companies

looking to locate or expand in any of the 10 southwestern Pennsylvania counties that make up the Pittsburgh region.

But the environment the PRA operates in has shifted, Thomas said, noting the need for internal as well as external outreach.

"Are we marketing the region in ways that more investors and a larger set of individuals can see themselves in Pittsburgh? We haven't done that," Thomas said. "If we don't, others will take advantage of our intellectual assets and erode the talent that could stay here."

Thomas talked with the Business Times about what he wants to change and achieve, both inward and outward.



What attracted you to this job?

Any time you walk into an organization where insiders who have been the dominant leaders

(are open) to outsiders, they're really looking to diversify the thinking of the organization. I've always loved Pittsburgh; I saw a lot of promise in what I could do to advance the PRA; and I thought it would be great to live here. Having worked in cities that are significant in size and have a lot of resources on both the public and private sides, here was something exciting – helping to build that type of infrastructure here in Pittsburgh.

It's early, but where are you and your team focusing?

We're aligning our work around where the economy is growing, where businesses are investing and what are the new verticals so we don't miss the next wave of new companies and job creation.

What surprised you most?

How insular the culture has been. For people to understand what it takes to create a world-class life sciences cluster or a deep technology or diversified energy culture where people are flocking to come and build businesses, it appears we haven't paid close attention to what thriving metropolitan



Mark Anthony Thomas

regions are doing to understand what our competition is. The region's competition has always been in the past, and now it's about how we can move forward.

You previously worked in massive cities, so how do you translate that experience to southwestern Pennsylvania?

If there's anything I've learned in my time in New York, I was trained to think about the future. If you get caught up in the status quo, or you're always celebrating, you miss the fact that there are communities that are left out and populations in our region that want to be part of the growth and want to feel like the future includes them. We haven't done the best job in integrating an economic message so people can see themselves as part of what we're trying to build.

What are you learning about the region?

I'm in the middle of touring the counties – I've been to five – and they're much more diverse than the broader public understands. They have sites that can accommodate so many different types of manufacturing; they have pockets or urban cores around universities and natural resources they want to harness. There are a lot of layers to what we offer that requires, as the principal marketing firm, to understand and be versed on these different options when speaking to a 3D printing company or a major manufacturer so you can create an opportunity in the broader region. In each county, I asked them to identify the strategic sites they really care about, and I wanted to see some element of their workforce development strategies. What I've seen is a lot of opportunity. It varies. There are some areas where they're willing to build the industrial site, and some are pure redevelopment sites. Seeing all of that, and the types of deals from American companies and abroad, we have a lot today that we could build off of, and it would change the economic vision of those areas. I've been on a bike tour of all the riverfront properties – an entire city can be built on a waterfront. We have to figure out the new versions of those old industries. Our competition is not the past. I don't think people think of it that way, but it's what they

talk about.

How are you being received?

I credit my team – they care a lot about the outcome, and they've built a lot of trust and equity. It has been fairly easy for them to introduce me to people who would have been skeptical of a big-city guy. The level of outreach I've received has been remarkable. The business community reached out, but I've had others, like teachers, reaching out, and it's amazing. I haven't had time to sit down with everyone, but they want to know where we're heading and to understand my perspective. People are passionate about their communities and the ecosystems they're part of.

What would you change immediately, if you could?

When people see the annual Inc. 5000 list, they'd see Pittsburgh higher up. We're close to the bottom tier.

How does your mission with PRA tie into Our Next 75?

It's good timing. I was happy my arrival coincides with it. The talent side is the greatest intersection. We have to understand what they want to be and what kind of community they want to live in and what kind of economy they want to shape. You'd be surprised how many people want to be part of attracting new business. They want to stay here.

– Patty Tascarella

▶ WHAT WILL PITTSBURGH BE LIKE IN 2094?



SHARON PILLAR

founder and director, Pennsylvania Solar Center

"As clean energy growth swells across the country, the Pittsburgh region will finally decide to lead once again as it has done for every other energy innovation in the past. Solar – already the most economical electricity source in many markets – will

become the dominant energy form nationwide within 15 years, according to a recent Rocky Mountain Institute study. Pennsylvania will seize the jobs and economic development potential to attract billions of dollars of private investment and more than 70,000 jobs associated with not just solar installation, but in manufacturing and across supply chains – and will finally take its place among the top 10 solar states, including New York, New Jersey and Massachusetts."



CASSIE GUERIN

director of partnerships, Pittsburgh Innovation District

"In 75 years, Pittsburgh will be a place where people from around the world come to have life-saving surgery performed by robots, computer scientists are rewriting DNA and people zip around on autonomous, battery-powered bicycles. I see Pittsburgh learning

from the mistakes of larger cities so that 75 years from now we have an equitable and sustainable economy. I foresee a wider range of jobs – and more of them – enabling people to stay and prosper alongside the city's growth. I anticipate accessible transportation, mixed-income housing and shared green space. Through all this change, I see Pittsburgh staying a friendly place where people's kindness is reflective of the city's nature. I envision more women in leadership positions, lots more."

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JOE WOJCIK

SETTING A COURSE FOR THE FUTURE

Our Next 75 brings leaders together from around the 10-county region

BY PATTY TASCARELLA
ptascarella@bizjournals.com

By traditional definition, 75 years is three-quarters of a century or a diamond anniversary, but from the Pittsburgh region's perch, it's a punctuation point.

"There's something about that number that's iconic," said Stefani Pashman, president and CEO of the Allegheny Conference on Community Development. "There's a deep history, and it anchors people into imagining what we can be and taking a long-term view."

The Allegheny Conference, founded 75 years ago in 1944 to convene business, nonprofit and other community leaders, is celebrating the benchmark and embarking on what it has titled the Our Next 75 initiative.

"I'd like to define a regional vision, include the 10-county region to feel part of something bigger than themselves and the work they do, contributing to a bigger vision of regional vitality," Pashman said. "It's important that we achieve a view of collective action, envisioning ourselves contributing to great aspirations for the region. The other piece, what really is important, is a vision for Pittsburgh re-establishing itself as a world-class city and being seen that way by the world. We all believe we're poised to get there."

By all, Pashman includes more than 1,000 leaders, spanning Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland counties, who attended the Our Next 75 Summit in June and made their views known about the future. Attendees were divided into 91 groups focusing on vitality areas of strong economy, thriving people and quality of life.

This resulted in some over-reaching themes that will be important for the Pittsburgh region to focus on in the years and decades to come:

- ▶ Building a strong, inclusive economy through technology and innovation while also contributing to solutions of important social, health or environmental issues.
- ▶ Making sure people in the region have multiple and affordable pathways to in-demand careers.
- ▶ Ensuring that the region has a robust transportation system, effectively connecting people and communities.

The summit followed a series of regional meetings in May. There were three forums of leaders from, respectively, Butler, Beaver and Lawrence counties; Westmoreland, Indiana and Armstrong counties; and Washington, Fayette and Greene counties.

Participants in all of the regions prioritized workforce, economic development and transportation over business climate and quality of life. Representatives from academia and the nonprofit sector emphasized workforce, while government and corporate representatives prioritized transportation and infrastructure. Yet all are important, Pashman said.

DEVELOPING A STRATEGY

Now that the region has come together to share its thoughts on what Pittsburgh's future should look like, the next stage is to seize on the alignment and consensus, and translate that into a strategy that sets a path but also is flexible enough to evolve as new issues and more participants emerge.

"Now that we've received all the input and done all the research, the Conference is developing the implementation plan to accelerate the performance of the regional economy, improve the standard of living and stabilize our population," Pashman said. "Specific metrics related to these

▶ WHAT WILL PITTSBURGH BE LIKE IN 2094?



RICH FITZGERALD

Allegheny County executive

"I think over the next 10-15 years, we're going to see more diversity in our region. By diversity, I mean ethnicity-wise, place of origin, people of color, but I also think of diversity of work and economic opportunities. We're seeing that already with finance, robotics, energy, eds and meds, AI and information technology, which I think is very positive, a lot different from what we saw in the last 75.

I think in the next five, 10, 15 years there will be a whole different way of connecting and transporting people, whether it's hyperloop or autonomous vehicles that take people places. I think the sustainability aspect of our environment, how we light things, heat things and move is going to be much different.

Will we see championships for our sports teams? We're hopeful. We don't know what kind of players we'll have – or what kind of sports."



FARNAM JAHANIAN

president, Carnegie Mellon University

"Seventy-five years from now, Pittsburgh will be known as THE global destination for entrepreneurs and innovators who are inventing the future. Leaders across industry, government, academia and our foundation community will have driven this culture, catalyzed by even more robust collaboration. I also envision a hyperconnected city with autonomous public transportation and resilient, inclusive and responsive smart systems all around us. Hazelwood Green will be seen as a leading example for how technological progress and community-driven economic development can come together to truly enhance the lives of all citizens. Finally, I see a future where Carnegie Mellon and other academic institutions in the region will have played a leading role in higher education's transformation. I predict that Pittsburgh will be a renowned center of innovative education, where disciplinary barriers are irrelevant or nonexistent and where lifelong learners prepare for the jobs of the future."



THE PITTSBURGH REGION AND OUR NEXT 75

“There’s a deep history, and it anchors people into imagining what we can be.”

STEFANI PASHMAN,
Allegheny Conference on Community Development

GETTY IMAGES

goals will be coming early in the new year.”

She said it will take billions of dollars, many years and multiple partnerships to accomplish the goals, with the Allegheny Conference serving as convener and using its ability to “super-charge” business investment into the region, growing jobs at companies already here and attracting new ones.

“We need to be the marketing, branding and selling point for the regional assets,” Pashman said. “The ultimate role of the Conference is about the power of voice and bringing people together to use the tools we have to bring to bear while balancing needs throughout the greater region.”

To support the visionary work “and to hold us accountable,” she said, will encompass multiple groups working together, including the public and private sectors from across the region, public officials, educators and educational institutions, foundations, the nonprofit community and citizen leaders.

“The only way we’ve come as far as we have is by collaboration and working together,” Pashman said. “We can’t take this region into our next 75 without the partners who can help create the future that more than 1,000 people told us they want to see.”

She said that in the new year, the Conference will have plans for sharing resources and tools that people can use to be ambassadors for the region’s next 75.

Allegheny County Executive Rich Fitzgerald believes it’s crucial that the Conference puts its plan in motion.

“It’s really important that they do this; after 75 years, it’s a landmark time, looking forward to where the agency is going,” he said. “It’s really important to include

the entire 10-county region. We all know our economy and the way we live and do business has changed over the last 75 years, and it’s going to continue to change with automation, skill sets, connecting people. We see a lot of growth and economic activity that’s happening in and around our universities – particularly Pitt and CMU – and things that are happening at the airport corridor. We’ve got to make sure that other areas that might not have proximity to those job centers and clusters are included and helped.”

He believes that priorities are addressing transportation/infrastructure and skill sets/education to prepare people for the future workforce.

“Transportation and workforce are the two biggest challenges we as a 10-county region have,” Fitzgerald said. “Automation is going to change and probably eliminate a number of jobs. That’s a national trend, so providing skills and access to transportation and infrastructure, including broadband and the information highway, is important to connect folks that aren’t in the urban core, particularly the young people still in school.”

The majority of participants in the Our Next 75 initiative also said they’d focus on infrastructure and transportation as a way to improve the region.

“We know we have work to do improving transportation, and stormwater challenges are becoming much more at the forefront of conversations in the region as we see shifting weather patterns and climate change,” Pashman said. “It’s a nat-

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▶ WHAT WILL PITTSBURGH BE LIKE IN 2094?



MATTHEW MEHALIK

executive director, Breathe Project

“The campaign looking forward to the next 75 years in many ways feels like an effort to turn the page on the region’s healing from the scars of industrial development and abandonment over the past 50 years. I believe that our region will not be able to move forward unless this healing work is permitted to continue into the future for at least the next 75 years. Our region still suffers from unequal measures of health and access to transportation, employment opportunities, housing, healthy food and basic societal goods along racial lines. We are behind the rest of the country in these measures. Our region’s school districts are among the most unequal in terms of resources and attainment. Our region’s air quality overall is only in the 8.5th percentile nationally, with some communities in the Mon Valley having air quality in the 3rd percentile. We need to invest in our communities so that 75 years from now we can be proud that our region stands as a great place to live for everyone. The healing needs to continue. We need to invest in a vision that does not go down the path of reindustrialization by choosing petrochemicals that will cause us to repeat the mistakes of the past. We need to remain focused on economic development that brings all of us together, builds up communities and sets a path for healthy prosperity for all of our residents. This includes rebuilding our economy so that it avoids contributing to climate change by focusing on low carbon and low methane energy sources and producing materials compatible with a circular economy, not single-use plastics. This achievement is something we can truly be proud of looking back 75 years from now.”



JAY DOUGLASS

COO, Advanced Robotics for Manufacturing

“I think in 75 years we are not going to be driving cars so much as they are going to be shuttling us around, and they are not going to be running on fossil fuels. I think people are going to live a lot longer. ... That is a whole new type of health care problem. Sixty or 70 years ago the concept of retirement did not even exist, and now that is a big part of American life. As things like that change and evolve, are we equipped technically to keep up with it? Maybe the Pirates will win the World Series again.”



AUDREY RUSSO

president and CEO, Pittsburgh Technology Council

“Electric vehicles are not far off. Autonomous vehicles are not far off. I predict in 75 years it’s just going to be a part of what we do. I think we will have hologram engagement, so that instead of having a conversation on the phone, you would just appear right in front of me and have this ubiquitous exchange no matter where you live, and it will be expected. I don’t think people will own stuff like they do now. We will be in a time of reusing and repurposing things, which includes more communal living. The use of energy and wastefulness we have now won’t be a part of the culture. I think we will have embedded chips in humans. I think we will roll over and succumb to that. ... Today we have all these siloed apps on your phone and instead there will be an enterprise system for the human, and it will be sort of one application that will be available through virtual reality and augmented reality, and you will be able to access information about ourselves, to ourselves and personalize that.”



DAN ADAMSKI

senior managing director, JLL

“To me, I think more readily connecting downtown and Oakland, the brains with the business community, would be beneficial to the region as a whole. You have the second- and third-largest economic centers in the state, separated by only a few miles. But perception-wise it’s much further apart. You have so much going on in Oakland and very little of it spills over to downtown and vice versa. The (Penguins) site could be the linchpin helping to expedite that connection. If we find a way to bridge that geographical gap, very positive things would come from that.”



MICHAEL BRUNNER

chairman and CEO, Brunner Inc.

“UPMC and Highmark merge and become part of Amazon Healthcare. Bob Nutting sells the Pirates to Google, and they become the best team in baseball.”

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THE PITTSBURGH REGION AND OUR NEXT 75

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CONTINUED FROM PAGE 11

ural for our organization to bring to bear how to bring the resources and investments to find solutions.”

Jeff Broadhurst, president and CEO of Eat'n Park Hospitality Group and co-chair of the Our Next 75 initiative, said he hadn't anticipated the emphasis on transportation and infrastructure “to be so universal” across the region. “The good thing is those are things we can work on,” he said. “It takes money, for sure.”

IT COMES DOWN TO PEOPLE

Broadhurst said he's confident that Pittsburgh is in a much better place than it was 75 years ago, and what is distinctive about the Our Next 75 initiative is that it really comes down to people.

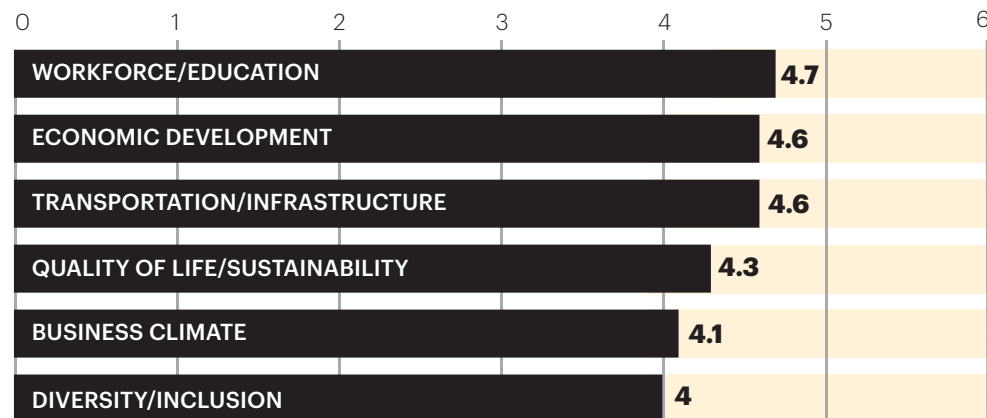
“The first thing and why I got excited was to try to pull together as much information from as many people in the 10 counties as possible,” Broadhurst said. “That's public, private, young, old to get a vision of how we can all work together better in the next 75 years.”

Broadhurst worked with new people in different ways. In many ways, his experience serves as a microcosm of the initiative's larger process of bringing thousands of people together to forge a vision. Of the roughly 30-person committee, he knew five going in.

“Since then, I've had lunch with eight, and I've learned from them,” Broadhurst said. “It's such a diverse group and every-

LONG-TERM PRIORITIES

The Conference asked regional meeting participants of the Our Next 75 initiative how they would prioritize these issues? (1 = lowest priority; 6 = highest priority)



ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT

one's passionate. This is great. And it's just the beginning.”

Laura Shapira Karet, president and CEO of Giant Eagle Inc. and the Allegheny Conference's vice chair, said via email that the input received from the summits reinforced the region's need to seek transformational solutions on its biggest challenges and opportunities.

“My hope is that the Our Next 75 initiative becomes an excellent opportunity for all of us, the citizen and business leaders from across the 10 counties of southwestern Pennsylvania, to come together and better understand what we are all already doing and can do, to support one another, our economy and our communities,” Karet said.

Each part of the region plays a significant role in creating a whole that's larger than the sum of its parts, she added.

“We all want to improve this place we call home by collaborating and working hard together,” Karet said. “Regardless of the issue, the strength of southwestern Pennsylvania is our ability to identify the issues and to work together to propel our region into its next evolution.”

FINDING OUR IDENTITY

A new branding campaign around Pittsburgh is also likely to be part of the plan.

Our Next 75 Co-chair Toni Murphy, who is regional vice president of Comcast Business, moved to Pittsburgh four years ago after living in several of the largest cit-

ies in the country. She believes southwestern Pennsylvania is different and distinct.

“In other places, you can get lost in the shuffle, but in Pittsburgh, if you want to do good things, the city will embrace you,” she said. “You can find your tribe in Pittsburgh. Whether you're a transplant, a boomerang or a lifer, you have access to the top of the ticket, the most influential people. I find it to be one of the most accessible cities on earth, which means that if you come to Pittsburgh with a dream, you can find yourself among people who can make it happen.”

That's the message she hopes is conveyed through the branding campaign.

“Nashville attaches itself to country music and Austin says, ‘Keep Austin weird,’ and we've got to figure out our identity and find out a way to capture the hearts and minds of young people,” Murphy said. “There's something about the fact that you can come here and get connected.”

Murphy emphasized that the Our Next 75 initiative is not just about the region's largest employers.

“By design, we have tried to make this as far-reaching as possible so we have as many voices at the table as we can to decide the future of our region,” she said.

The door is open for others to become involved. Murphy suggested those who are interested go to the website, www.ournext75.org.

“That's where they can see all the work that we are doing around this charter and share their initiatives as well,” she said.

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Predicting Pittsburgh's future: Rewriting the code of life

Ryan O'Shea is the founder of Future Grind, a multimedia production company that publishes free podcasts and videos and hosts events that focus on the ethics and impact of technologies including robotics, AI, human enhancement, synthetic biology and space travel. He is also the co-founder of the artificial intelligence startup Behavior, which uses AI to combat the opioid epidemic by predicting and preventing opioid relapse. Below, he offers his predictions for Pittsburgh's next 75 years:

The Pittsburgh region's pioneering innovations have built the future more than once.

In the 19th century, it was industry, as Andrew Carnegie's mills made the steel that built America and George Westinghouse's company developed the technology that could power it. In the 20th century, it was medical science, as Jonas Salk's team cured polio and University of Pittsburgh experts revolutionized transplant technology.

Today, many are well aware that computer scientists and technologists at Carnegie Mellon University and beyond are creating the artificial intelligence, autonomous vehicles and robots that will have an extraordinary impact on our way of life.



"The remnants of the region's past are becoming the scaffolding on which Pittsburgh grows and improves. ... Coming success will be built on what came before, and the path forward will be forged with an eye to the future."

RYAN O'SHEA, founder of Future Grind and a self-proclaimed futurist

The outlook wasn't always so optimistic in Pittsburgh, though. The steel crisis of the late 1970s led to high unemployment, significant population decline and the failure or departure of many businesses. This resulted in a region scattered with the blight of empty buildings and vacant industrial sites.

Now, however, some of those previously empty factories house technology companies and film production studios, and brownfields across the region are seeing new life with multi-use developments.

To see examples of this, we need only look to the National Robotics Engineering Center in Lawrenceville, which operates out of a century-old industrial building, and the Advanced Robotics for Manufacturing Institute in Hazelwood, which is located within the steel superstructure that was once LTV Coke

Works. The remnants of the region's past are becoming the scaffolding on which Pittsburgh grows and improves.

Pittsburgh's success during the industrial era came to an end, and while there are likely at least a few decades left for this region's robotics and computer science offerings, we'll need to come to terms with the fact that the demand for those contributions (at least when performed by humans) could eventually fade as well.

Luckily, as the Digital Revolution is overshadowed, Pittsburgh also is well situated to lead the charge in the next big thing – the Biotechnological Revolution. Instead of writing computer code, expect "programmers" in the near future to rewrite the code of life, editing the DNA of humans and other living organisms to eliminate disease, extend lifespan, customize appearance and

even select for certain skills and abilities (or, in the case of mosquitoes, perhaps to eliminate the entire species).

Advances in genomics, neuroscience and synthetic biology are set to give rise to a future of previously unimaginable possibilities and unimaginable challenges. But Pittsburgh has always been up for a challenge.

This coming revolution combines life sciences with digital technologies, two industries that the region is already a global leader in. In this way, coming success will be built on what came before, and the path forward will be forged with an eye to the past.

Pittsburgh is well-situated to once again build the future, but this isn't a guarantee. If it is going to find success moving forward, it's going to be because of what has been proven time and again to be this region's greatest asset – its people.

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as we work together to help our region grow.

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**KENNY CHEN**

executive director, Partnership to Advance Responsible Technology

“Pittsburgh’s combination of leading-edge innovation and human-centered values will give the city an outsized role in shaping how the world navigates the greatest challenges and opportunities of the next 75 years. As a model ‘smart city,’ Pittsburgh will move more than double today’s population with an autonomous vehicle network that functions seamlessly around a plethora of viable multimodal transportation options ranging from bikes to hyperloops. Infrastructure improvements will be highly resilient against a growing range of climate risks, and food security will be improved through methods such as supply chain optimization, indoor vertical farms and food production technologies. Collaborative robots – a.k.a. ‘cobots’ – will share both public and professional spaces with people, augmenting but not fully replacing human labor. Education will focus on holistically developing students’ most human, less-automatable qualities, such as their abilities to reason, adapt, empathize and work together with others. Pittsburgh will also enjoy an exceptionally high quality of life, with outstanding arts, parks, health care and public amenities.”

**MEKAEL TESHOME**

vice president and senior regional officer, Federal Reserve Bank of Cleveland, Pittsburgh branch

“I think it will be a more diversified economy, not the one-industry, heavy-hitting economic growth model. We’re seeing some of this. As much as we point to health care, finance and tech, none of them by themselves are pulling the city forward the way the steel industry did. I see us having multiple growth drivers, each of them contributing in a more diversified manner, and the bridge connecting them being people, a high-quality workforce. I think that’s a good thing. I say that because we have emerging industries – technology is one, energy is another, there’s bioscience and health care, but no one of them is going to swallow up the rest of the economy; they’re moving in a positive direction.”

**MICHAEL MATESIC**

president and CEO, Idea Foundry

“Since Pennsylvania has more pizza places per capita than anywhere else in the U.S., we wondered what 75 years will do to pizza. Of course, home technology will make pizza an on-demand option like The Jetson’s TV show. Just using an audio command, quick rising dough will be spun, topped and baked all with fresh ingredients delivered autonomously. Wait, that could be happening in the next year. In 75 years just thinking about pizza will cause a pizza to be made right before your eyes.”

**SEAN SEBASTIAN**

partner, Birchmere Ventures and Birchmere Labs

“Bad news: climate change decimates coastal cities around the globe. Good news: Schenley Park is now waterfront property.”

**JOEL REED**

CEO, IAM Robotics

“With the industrial revolution, advanced materials, medical innovations and now artificial intelligence/robotics, Pittsburgh has always been a leading contributor to society and to the world’s economy. That should be no different over the next 75 years. The innovations we are working on today – such as transportation and logistics robots – will become commonplace in this timeframe. As robots deliver our orders and drive us around, we will be busy creating new businesses and new jobs we cannot even imagine today. And this time, Pittsburgh will not only contribute technical innovations, but we will also be a leader in establishing solutions and policies that maintain a sense of community and quality of life.”

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**BILL GARRISON***copywriter and partner, Garrison Hughes*

"Pittsburgh becomes the No. 1 tourist destination in the country for sinkholes. Software engineers are befuddled when thousands of self-driving cars on the road start slowing down when heading into the tunnels. Pittsburgh is named 'America's Most Givable City' for its record-setting philanthropy efforts. Due to the lack of cyclists in the city's bike lanes, Uber introduces the country's first self-riding bicycles."

**RICHARD DICLAUDIO***president and CEO, Energy Innovation Center Institute*

"At the nearby Meadowcroft Rockshelter lies one of the oldest human settlements in North America. Carbon-dated to 12,000 B.C., those first settlers recognized this region as a great place to live, hunt, gather and innovate. Pittsburgh has been at the frontier of progress and innovation ever since. Now, we see that many of the world's 4th Industrial Revolution's foundational innovations are originating from Pittsburgh again. However, we have learned, grown and now better understand the need to encode mutualism into all we do. It is in this context that Pittsburgh is forging the disruptive technologies that are driving clean, sustainable energy infrastructure, new jobs in robotics, health care, artificial intelligence, big data, additive manufacturing and the science of mutualism. The 4th Industrial Revolution may not have started in Pittsburgh, but once again, we are its powerhouse. Thankfully, this time we are not just driving financial outcomes for some; we are driving the innovations needed for outcomes to impact all, in clean, healthy and equitable ways."

**JOHN THORNTON***CEO, Astrobotic Technology Inc.*

"I think Pittsburgh is uniquely positioned to excel at a few key areas, and I think we will see that in robotics and tech, green initiatives ... and then space, obviously, because I think space will be a big part of Pittsburgh's economy in 75 years ... and we probably won't be the only space company at that point."

**LOU CESTELLO***head of regional markets and regional president of Pittsburgh and southwestern Pennsylvania, PNC Bank*

"In the next 75 years, the Pittsburgh economy will continue to flourish. Pittsburgh International Airport will be a gateway to all major cities around the world. Medical advancements developed right here in Pittsburgh's world-class hospitals and universities will put an end to diseases like juvenile diabetes and breast cancer. The Steelers, the Penguins and the Pirates will once again be world champions, and there will be a robot in every household that was developed right here in the AI capital of the world."

**CHRISTINA CASSOTIS***CEO, Allegheny County Airport Authority*

"I think that once again Pittsburgh will be the manufacturing center of the world. The momentum this region has in technology and deep technology will allow this region to lead the way in innovation. And because of its strong university underpinnings, Pittsburgh will be the place where the new-collar workforce will be abundant. This region will be competing with the world's best."

**KENNETH GORMLEY***president, Duquesne University*

"The Mr. Rogers Museum at the historic WQED site will become the largest tourist attraction in the United States, surpassing the Grand Canyon, thanks in part to the Bus Rapid Transit (BRT) system that has gone magnetic and made Pittsburgh the leader in 'super high-speed community people-moving with a smile.'"

**NICK VIZZOCA***president and CEO, Vincentian Collaborative System*

"Seventy-five years from now, the infants being born today in our world-class hospitals will be seniors. And there will be more of them than ever before. One in four Americans will be 65 or older by just 2060, and Pittsburgh will be on the leading edge of this trend. Technology will touch our lives in ever more meaningful ways, but it can never replace the power of the human touch, the simple act of neighbors helping neighbors. We will continue to incubate innovation and new ideas here across all industries of our economy. But, above all, we must remember to be kind to each other."

**TIMOTHY HAMMER***co-managing shareholder, Schneider Downs & Co. Inc.*

"The Golden Triangle will become a square as a fourth river is uncovered by a giant sinkhole."

**MICHAEL A. HUWAR***president, Columbia Gas of Pennsylvania & Maryland*

"The Pittsburgh region has the opportunity to solidify its position as a leader in U.S. and international energy production. With the continued development of our region's shale resources, natural gas will serve as a foundation for clean, safe and reliable energy to meet energy demands for generations to come and allow companies to explore emerging gas technologies to drive economic growth across the region. Customers will continue to benefit from the low-cost commodity cost of natural gas and have the opportunity to realize the full potential of natural gas innovation in a number of areas, including power generation, fuel cells, microgrids and advanced manufacturing."

**JORGEN PEDERSEN***president and CEO, RE2 Robotics*

"In 75 years, we will see robots and humans working alongside one another in harmony."

**JOYLETTE PORTLOCK***executive director, Sustainable Pittsburgh*

"Investments now in sustainability for our communities that involves people, planet and economic prosperity are going to lead to thriving spaces and improved quality of life for all our residents in 75 years. That is certainly the intention in what we are working on now."

**MARIMBA MILLIONES***president and CEO, Hill CDC*

"It was approximately 65 years ago that the city made devastating decisions about the Lower Hill District that we are just beginning to move past today. This suggests that Pittsburgh in 75 years will be determined by what we do today. Will our city tackle income inequality? Will we shift from a mindset that promotes justice over generosity in philanthropy and government? Will our city tackle anti-equity issues that foster gross disparities in the lived experience between its citizens of color and white residents? The University of Pittsburgh's recent 'Pittsburgh's Inequality Across Gender and Race' study says that African-Americans will live longer and with greater prosperity if they pick up and leave Pittsburgh and move to another city immediately. Will Pittsburgh survive America's drastic shift toward more gender and racial diversity in all realms, or will Pittsburgh's shrinkage continue because we are too conservative in advancing thoughtful and bold policies that serve all residents? If Pittsburgh is to realize its full potential, we will need to do things differently right now; otherwise, we may find that our city survived this current postindustrial era, but ultimately falters in future economies due to our inability to attract and retain talent. That is, of course, if artificial intelligence doesn't replace us all. We can do this, but we all have to get in the game. Speaking of which, will football still be legal? Oh Dear, I better stop while I'm ahead!"

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THE PITTSBURGH REGION AND OUR NEXT 75

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GETTY IMAGES

RECOMMENDED SOLUTIONS

The Our Next 75 initiative held a series of regional meetings to gather ideas. The three forums were: Butler, Beaver and Lawrence counties; Westmoreland, Indiana and Armstrong counties; and Washington, Fayette and Greene counties. Here are some of the recommended solutions that came out of the meetings:

- ▶ Focus on attracting, developing and retaining companies through connecting infrastructure, large industrial sites, workforce education and tax incentives.
- ▶ Collaborate to educate, public and private partners about the profitability of an environmentally sustainable infrastructure.
- ▶ Companies and schools must partner together to lessen the loan burden on employees (train workers) and to create curriculum/soft skills programs to better prepare students. They also need to work together to retain young talent.
- ▶ Be a community champion. Stop fetishizing the past. Fetishize our present and future. Change our internal reputation. Redefine success and failure - try something new, try again. Don't be defined by fears.
- ▶ Holding leadership accountable, collaboration with all counties and empowering a new set of leaders to compete on a new 21st century level.
- ▶ Attracting and retaining diverse talent. We need to identify opportunities, best practices and intentional programming to make it happen. Create accountability.
- ▶ Select a big, bold economic development idea to attract businesses and workforce, and advance technology in manufacturing. Create a "moonshot" program that politicians and government can get behind.
- ▶ Municipalities adopt consistent zoning ordinances to fuel business growth.
- ▶ Improved transportation and infrastructure that diminishes reliance on cars. Less travel. Less carbon footprint.
- ▶ Improving access to public transport ... solved by regionalizing our transit system.
- ▶ Staying in front of emerging technologies and being able to adapt our workforce training to these new opportunities and not play catch up.
- ▶ Need good/affordable housing, quality of life and transportation. Need government, community and businesses to work together to create places where people will stay and thrive.
- ▶ Pittsburgh needs an attitude change in leadership. We the constituents need to come together in a regional collaborative to direct and inform the future. Start small.
- ▶ To move the Pittsburgh Region for #OurNext75, we need to work together for moonshots in workforce/education, transportation and real estate to shape the future as an innovative global leader for the 4th Industrial Revolution, as we'd done on the past.

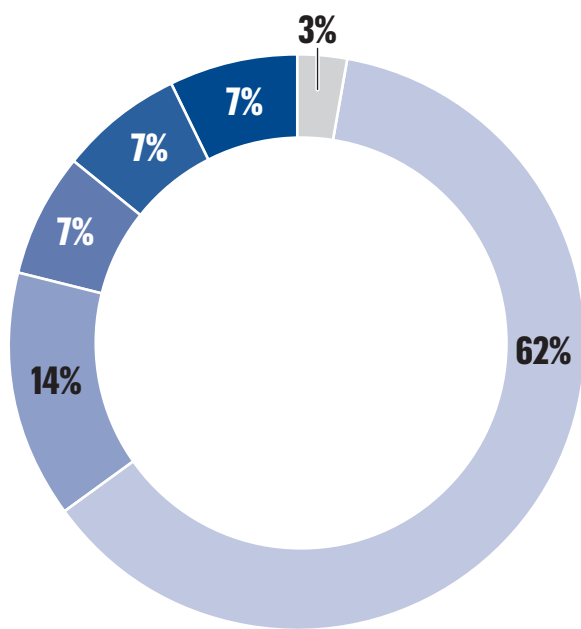
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Future defined: Finding the solutions

The Our Next 75 Summit in June explored pathways to stronger vitality. Here's a look at some of the key takeaways from the session.

QUALITY OF PLACE

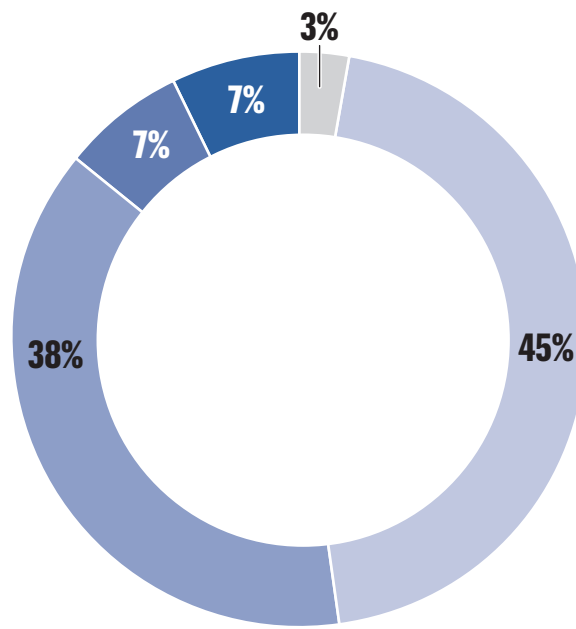
Through greater connectivity, stronger neighborhoods and effective protection and intentional cultivation of natural, cultural and built assets.



- Region has robust multi-modal transportation system that effectively connects all people and communities
- Region has flourishing main streets, community spaces and river access – acting as a destination place for recreational activities
- Region acts as a testbed for innovative actions to fight climate change
- Region has clean and protected water systems
- Flourishing community where people want to live - attracts diverse talent
- Pittsburgh is a world-class destination for arts and culture that intentionally invests in its communities

STRONG INCLUSIVE ECONOMY

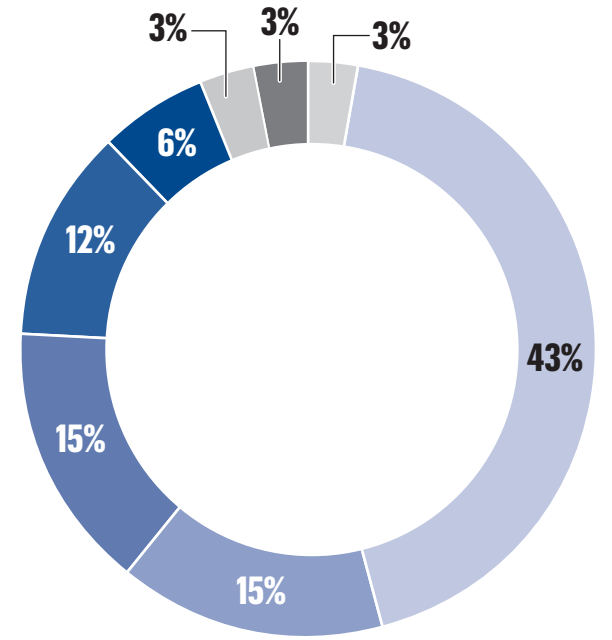
Through tech and innovation, well-calibrated business ecosystem and effective marketing.



- New ideas are produced in the region and fuel the economy while also contributing to solutions of important social, health or environmental issues
- Economy is attractive to businesses and talent – nationally and globally
- All businesses – small and large – have the right climate to grow
- Region is a globally recognized leader in technology and innovation
- Regional businesses create new and good-paying jobs

THRIVING PEOPLE

Through robust career pathways, improved education and economic opportunities, and growth of diverse populations.



- People in the region have multiple and affordable pathways to in-demand careers
- All children in the region enjoy quality PreK-12 education
- Nobody in the region lives in poverty
- Region has a growing and diverse population
- People in the region are prepared for the next technological revolution and its impact on workforce
- Education throughout the lifespan – lifelong learning that ultimately impacts the evolution of workforce development
- Racially and culturally diverse communities where everyone has a voice and opportunity to thrive, socially and economically
- Engaged community is strengthening collaboration and understanding of workforce challenges and opportunities



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JOE WOJCIK

Literacy Pittsburgh instructor Kathleen Scanlon helps Jensen Patton of Beltzhoover with an algebra problem.

Working together to prepare tomorrow's workforce today

BY JULIA MERICLE
jmericle@bizjournals.com

How will Pittsburgh's workforce evolve over the next 75 years?

Will the days of four years of college education followed by crippling amounts of debt go away?

Will workers continue to shift away from lifelong careers at single companies, jumping more often between jobs and requiring near constant retraining as technology continues to rapidly forge ahead?

And is it true that many of the jobs that future generations of workers will hold don't exist today?

All of these are distinct possibilities, according to Pittsburgh technology and workforce development experts who weighed in on what the region needs to do to ensure that people are prepared for the workforce of tomorrow.

As part of its Our Next 75 initiative, the Allegheny Conference on Community Development reached out to the Pittsburgh region to help identify strategies that could contribute to the region's vitality in the years to come. The strategy

that rose to the top in the thriving people category was the need for people in the region to have "multiple and affordable pathways to in-demand careers."

In its most recent Inflection Point 2017-18 report, the Allegheny Conference found that Pittsburgh is on track to reach a potential worker shortage of about 80,000 people by 2025. That's based on baby boomer retirements, modest job growth and a talent pipeline that does not meet demand.

The report illustrated a Pittsburgh job ecosystem where about half of the annual 40,000 students who graduate from local colleges and universities leave the region. It noted that despite the group of high-wage, highly skilled workers Pittsburgh boasts, it also has a large group of occupations with average wages of less than \$15 an hour and few upward mobility pathways. And it also pointed out that Pittsburgh has one of the least diverse workforces compared to its benchmark regions, with demographics that show African-Americans with lower education levels, lower median yearly earnings and higher levels of unemployment across the 10-county area.



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NICU Patient

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Pair all that with the fact that Forbes reported student loan debt reached its highest point in 2019 – 45 million borrowers in the U.S., who collectively owe more than \$1.5 trillion, or, on average, \$28,650 individually.

What's needed, experts say, is more training programs that have a direct entrance to jobs and a faster training model to ensure workers can keep up with the most in-demand skills – without racking up thousands of dollars in debt.

A DEFINED PATHWAY TO A JOB

Earl Buford, CEO of Partner4Work, said the workforce development organization has developed several advisory councils made up of employers and industries to develop initiatives, recruitment strategies and training programs to build reliable pathways to in-demand careers. It's an infrastructure model he said will allow Partner4Work to be responsive to what is needed at the time.

Buford said he expects those needs to revolve heavily around robotics and the need for technicians to operate the systems. But no matter what the jobs of the future hold, Buford believes the education and training systems in place now must evolve to ensure that individuals who complete a program are rewarded at the end with either a job or a defined pathway to a job. He especially wants to see this available for high schoolers pre-graduation and for those who are in jail



JEFF NOBERS AT BUILDERS GUILD OF WESTERN PENNSYLVANIA

Participants in the Builders Guild's "Introduction to the Construction Trades" pre-apprenticeship program get hands-on welding instruction at Boilermakers Local 154 Training Center.

prerelease.

Pittsburgh has done a good job of designing training programs, but has not connected the dots for those who complete the programs for what comes afterwards, he added.

"We need almost like an information

clearinghouse approach to make sure our job seekers understand what is out there," he said.

One industry that is working hard to get workers directly into in-demand jobs – and perhaps could help serve as a model for other industries seeking to

fill in-demand jobs that don't require a traditional four-year college degree – is construction.

Jeff Nobers, executive director of the Builders Guild of Western Pennsylvania, said the Builders Guild recently completed its first year operating a pre-apprenticeship program previously run by the Energy Innovation Center to prepare people for building and construction trades.

The organization worked with Partner4Work to create a funding system that would allow the classes to get up and running on a consistent basis, and this year the program saw 75 students. Nobers said in 2020 he hopes to run five, rather than four, rounds of the classes and graduate about 125 people.

Of those who completed the program, about a quarter were unemployed when they started. About 90 percent of graduates from the pre-apprenticeship program are African-American.

"The real intent is to help build the diversity of both minorities and females in the construction industry," Nobers said.

Several other pre-apprenticeship and apprenticeship programs, including those run by New Century Careers and University of Pittsburgh's Manufacturing Assistance Center (MAC), have popped up or expanded offerings. And Literacy Pittsburgh launched its "Ready and Relevant"

CONTINUED ON PAGE 22

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initiative in August to invest more than \$1 million in training the 14,000 adults in the Pittsburgh region with at least a ninth-grade education but no high school diploma for in-demand careers.

“We talk a lot about workers, and that is critically important, but those workers also have families and they need jobs and health care,” said Michelle Figlar, vice president of learning for The Heinz Endowments and a member of Literacy Pittsburgh’s Transition Committee to launch the Ready and Relevant initiative and transition Carey Harris into her new role as CEO of Literacy Pittsburgh, at a kick-off event for the initiative. “An investment in people holistically is one that is going to help our kids and families in this region flourish. This (is an) opportunity to really invest in an ecosystem where we are all reaching for the same north star.”

A FASTER TRAINING MODEL

Another key component to this investment in people is ensuring that even after the initial education and training is done, workers are able to get the training needed that will prepare them as workforce needs evolve over the course of their careers.

“The need for new knowledge will be constant in the life of technology and nontechnology professionals alike,” said

Justin Driscoll, campus director of Tech Elevator Pittsburgh. “Therefore, the ability to quickly learn new skills will be the norm for the workforce of the future.”

That’s the goal of Tech Elevator and other similar bootcamp-style training programs throughout the city, which aim to fast-track people into the tech careers employers are scrambling for talent in. Tech Elevator teaches participants software development and coding skills in a three-month program that costs a fraction of a traditional four-year computer science degree.

However, Driscoll expects that this model will be outdated soon, replaced by something faster and more flowing.

“The bootcamps and training programs of today will be remembered as solutions for a slower way of life, but will also be the model that was used to create the bootcamps for the 22nd century,” Driscoll said.

The Allegheny Conference’s Inflection Point report also reiterated this need for continuous, high-speed training, saying that some autonomous vehicle companies cited “the desire and aptitude to learn a new, high-level skill – on the order of coding – every day, just to keep pace” as a top attribute of job candidates. In order to achieve this lofty goal, the Conference suggested that Pittsburgh companies need to reconsider the high level of credentials and years of experience many are still requiring in certain job postings.

“The ability to quickly learn new skills will be the norm for the workforce of the future.”

JUSTIN DRISCOLL,

Campus director, Tech Elevator Pittsburgh

Speed and continuous education also will lead people to work in more and more jobs throughout their careers, predicts Audrey Russo, president and CEO of the Pittsburgh Technology Council.

“I think that people 75 years from now won’t work 40 hours a week,” she said. “I think we will see people mutate from one role to the next, and the gig economy will change how corporations exist.”

THE WORKERS OF THE FUTURE

The Advanced Robotics for Manufacturing Institute, a research institute based out of Mill 19, aims to prepare Pittsburgh for the jobs it expects to be widely available in 75 years, which will likely include basic programming, mechanics and electricity skills.

ARM, a member of Manufacturing USA, is one of several regional institutes working to establish future manufacturing work in the U.S. It routinely provides funding to various workforce development programs and projects in the area, with a strong focus

on introducing young students to careers in advanced manufacturing.

“It’s the kind of training you can get in trade schools and community colleges for not a very big financial or time investment, but not something you are going to likely come out of high school with,” Jay Douglass, COO at ARM, said.

Paying attention to the young students that will make up the workforce decades from now is vital, and something the Conference found is under-recognized in surveys for the Inflection Point report. The report showed that fewer than 10 percent of employers even considered engaging with K-12 students to build up the talent pipeline, and less than half offer internships to college students.

Douglass sees paid apprenticeships starting to gain popularity as a way to get workers into these needed fields affordably, including several programs that ARM invested in, such as the Robotics Technician Apprenticeship Program in partnership with Catalyst Connection.

While Pittsburgh has gained a reputation as a city of innovation and technology, Douglass said it should not feel secure in that until it’s doing everything it can to ensure a talent pipeline to fill the workforce of the future.

“That’s been the way Pittsburgh is. We go through our ups and downs, and right now we’re on an up again,” Douglass said. “People need to continue to embrace the technology.”



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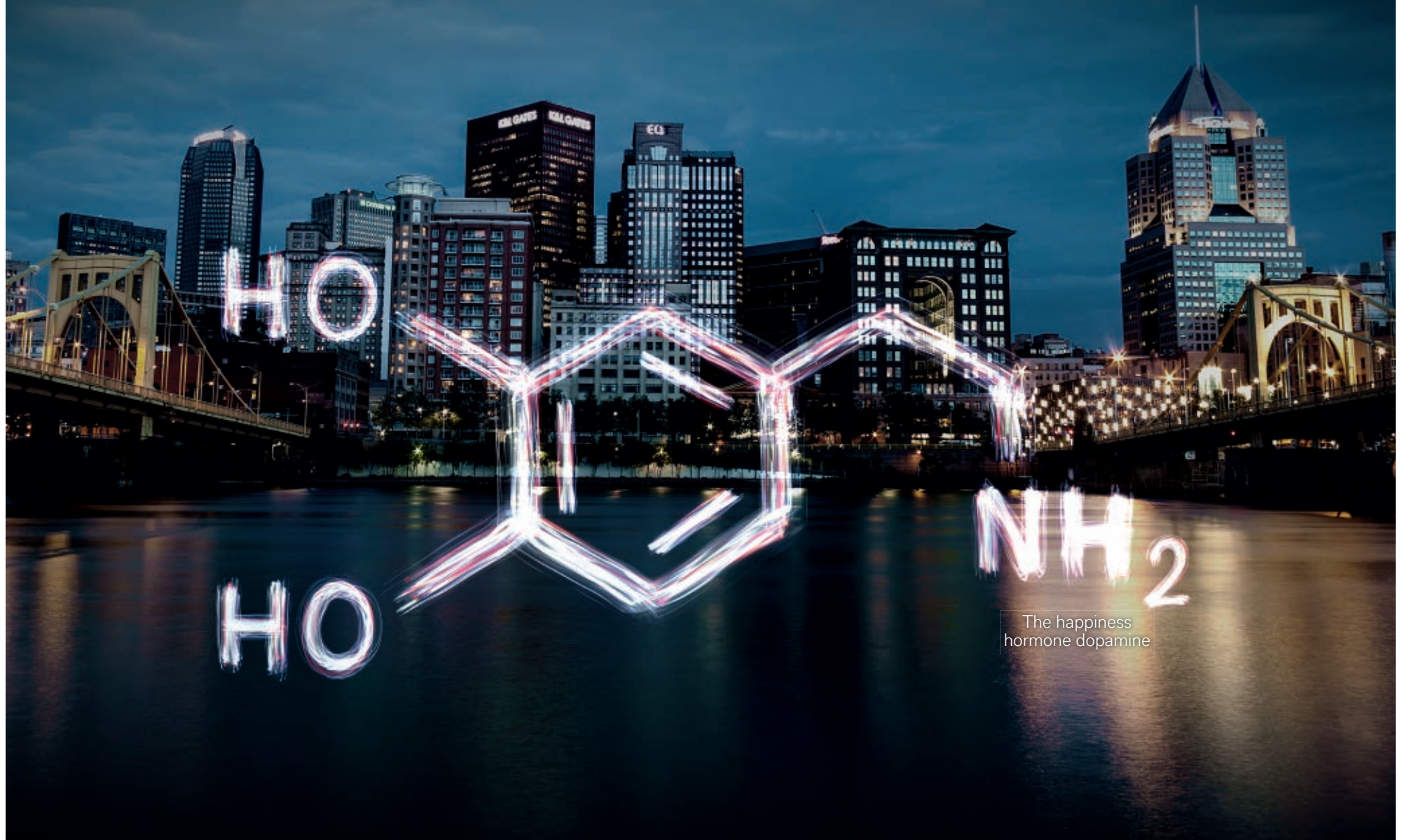
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Karina Ricks helps lay groundwork for transportation's future

BY PAUL J. GOUGH
pgough@bizjournals.com



What should Pittsburgh's transportation infrastructure look like at the end of this century?

As part of its Our Next 75 initiative, the Allegheny Conference on Community Development reached out to the Pittsburgh region to help identify strategies that could contribute to the region's vitality in the years to come. The strategy that rose to the top in the quality of place category was the need for the region to have a "robust multimodal transportation system that effectively connects all people and communities."

The City of Pittsburgh and others are already working on the steps that will position the region for the transportation needs of the future. The city has launched the 2070 Transportation Vision Plan, which is laying the groundwork for the future of transportation by determining what residents want and setting up how to get there.

Karina Ricks is the city's first director of the Department of Mobility and Infrastructure, charged with making that vision plan happen. The Business Times spoke with Ricks about why long-term transportation planning is



JOE WOJCIK

Karina Ricks, the City of Pittsburgh's first director of mobility and infrastructure.

important, how the infrastructure provides some limits and why the future won't include so many single-occupant automobiles.

Why a 2070 Transportation Vision plan?

If we had these kinds of conversations in 1890, 1910, pick your year around the turn of the century, just on the eve of the automobile revolution, we could

have actually (talked) about what disruption of that introduction would be and how it would change our cities and landscapes and economic fortunes. Would we have put public policies in place a little bit differently? Would we have tried to direct the deployment of that technology a little more deliberately? That was something that was very much driven by the private sector. That exuberant promotion has had lasting effects on our cities and has in some ways fueled certain levels of inequity that we still are dealing with now.

But it's difficult to look that far ahead, isn't it?

As challenging as it may be and as many unknowns exist, we do know the kind of city that we want. ... Everybody should be able to access and achieve the needs of daily life. I think we all believe this, that no matter who you are, you should be able to get fresh fruits and vegetables. You should be able to get to a job. You should be able to get to school or higher education. You should be able to get to a park or recreational opportunities. ... I think that we all agree that in order for our city to thrive and to be a place that has a strong tax base, has great quality amenities for our people, has good quality infrastructure, that we do need residents that are here, and we need jobs that are here.

How will growth within the constraints of the city play out?

The more of those things that we have, the stronger our economy is. So we need to be able to move those people between their homes and their places of employment. The more people you have, the more space efficient you need to be in your ability to move them. My streets are pretty much always going to be about 50 feet of right of way. That's what I have on average. Some of them go to 18 feet of right of way, some like Fifth Avenue are more generously sized. With rare exceptions, we're not going to get more. If I'm going to add more residents and if I'm going to add more jobs, I need to find more ways to move more people in that 50 feet of space that I have. Also, in Pittsburgh, that 50 feet of travel space in many cases does not have a redundant route. It's not like Chicago, where you've got an almost limitless grid expanding across the prairie. Here we have that one street that follows the stream bed like Saw Mill Run. ... We need to be as efficient about that as we can be.

How does that happen?

We need to move more people in more efficient modes. We have to protect human-scaled streets, like regular people walking on sidewalks.

Where does the automobile fit in this?

There are just geometric limits to how many single-occupant cars that we can

process on the city streets. That's just fifth-grade geometry. We also know that most of those single-occupant cars actually could hold five to eight people in them. If we can promote shared mobility, we certainly could process a lot of people with the same amount of vehicle space that we have now. We know that we can in general move roughly six people on bicycles in the same amount of space to move one single-occupant vehicle. That's another way we can increase that throughput. We can move 12 people on foot in the same amount of space.

Are there other connections that are missing right now?

Pittsburgh used to have many inclines, funiculars. Those were important connections that people wanted and used to get from hilltop areas to riverfront or valley destinations. Many of those connections are gone now. That's one thing that we can look at. And it might not be inclines – it might be gondolas, aerial trams. Can we look at new technology to make those connections again? We know that we are inextricably linked to the county and the region, but geometry prevents us from getting everyone from the county into the main economic centers of the city in a single-occupant vehicle. We have to think about how we intercept them at appropriate places, maybe before tunnels and rivers, and get them into those last-miles connections. ... We can get thousands more people and workers into destinations in the city without adding thousands more vehicles that add to congestion that choke off the economic prospects of the city.

And you're looking at other things other than automobiles.

We also need to think about the different kinds of people who are traveling. Along with bicycles, we think micromobility is likely to play a role in the city's future: electric pedal-assist bicycles. We might be able to bring a shared e-bike fleet to the city. Electric mini scooters.

The 50-year plan is really looking at where are the connections, how do we connect to the region, how do we bring economic vitality and economic energy to and into many different destinations in the city, particularly those areas where we see significant infill growth potential, many along the riverfront. Pittsburgh has so much to offer, but it has to be connected, and it has to have the quality of life that many people are looking for, the option to be connected without having to drive.

How long before we start seeing this?

We're doing 50-year plans, but I truly have faith that it's not going to take 50 years to achieve that. We'll start to see some of that new development, the new growth, the new connectivity in 10 or 15 years.

Edited for length and clarity.

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The future is now at least for planning transportation needs

BY PAUL J. GOUGH
pgough@bizjournals.com

Here's a look at some of the transportation initiatives in the works that could have a profound impact on the future of the region's transportation and mobility infrastructure:

TRANSPORTATION 2070 VISION PLAN

The City of Pittsburgh's Department of Mobility & Infrastructure has been asking for input over the past year on its 2070 Transportation Vision Plan, which is to help guide the city's strategy on transportation over the next decades.

The goal: "We want to develop an ambitious and far-reaching vision plan for a complete and connected network capable of sustainably supporting a revitalized Pittsburgh," according to the information on the department's website.

HYPERLOOP

Not just one but two hyperloops – high-speed connections between two points – are being proposed for Pittsburgh over the next several decades.

Through its Midwest Connect plan, Virgin Hyperloop One foresees a high-speed connection between Chicago; Columbus, Ohio; and Pittsburgh. The Midwest Connect would connect Pittsburgh-Columbus and Columbus-Chicago in 30 minutes.

The second, announced in November 2019, would be from Pittsburgh and Chicago through Cleveland near existing highways and between 6 feet and 12 feet underground. The company, Hyperloop Transportation Technologies, hopes to build similar systems in the United Arab Emirates and India. The Pittsburgh one would have two stops, downtown Pittsburgh and at Pittsburgh International Airport – and it would take 9 minutes to get to Cleveland and 28 minutes from



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A rendering of the \$1.1 billion terminal building project in the works for Pittsburgh International Airport.

Cleveland to Chicago, under those plans.

Both projects are a long way off, with a feasibility study being conducted on the second. Virgin Hyperloop has a test track outside Las Vegas and hopes to have its first system up and running in India by the early 2020s.

IMAGINE TRANSPORTATION 2.0

The Regional Transportation Alliance of Southwestern Pennsylvania – composed of community and business leaders from throughout the region – in March 2017 released a report, "Imagine Transportation 2.0: A Vision for a Better Transportation Future."

The goal, according to the report, is simple. The region's residents want better transportation: "Better roads, better tunnels, better transit, better bike lanes and trails, better sidewalks. Better connections between places and better ways

to get from here to there. Faster, easier, cheaper, nicer. Better."

That future includes the use of data, smartphones, self-driving cars, intelli-

gent traffic signals and service on demand to transform the region's transportation options, the Imagine Transportation 2.0 report said.

PITTSBURGH INTERNATIONAL AIRPORT

For Pittsburgh International Airport, the future is now. Or at least in the next several years.

Its \$1.1 billion terminal building project will radically change the look of the airport, with a new state-of-the-art landside terminal that will help show off the region and will be fresher and greener. While it's still years away – 2023 will be the completion target – the terminal will be much more flexible and modern than the current structure that was built for US Airways in the early 1990s.

The modular, flexible design is a key feature that will allow for new gates, airline counters and checkpoints to be added in the future.

Said the architect, Luis Vidal: "It must be designed to adapt to future demands."

The plans also include big nods to sustainability, with a natural gas-fueled and solar-powered microgrid that will power the entire airport.



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Hazelwood a testing ground for designing inclusive economy

BY TIM SCHOOLEY
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David Brewton has calculated Hazelwood's future in back-of-the-napkin terms, measuring carefully how to help keep it affordable to the people that live there even as a brownfield redevelopment project offers new opportunities for growth.

As the director of real estate for the Hazelwood Initiative, a community development organization charged with helping to get the long-struggling neighborhood back on its feet, he adds up an ambitious series of initiatives. The goal is to find a balance between rejuvenating the former mill community, which has been challenged by a declining population and depressed real estate values, and avoiding the kind of gentrification challenges faced elsewhere in the city.

"My personal view is because of some tremendous support from our foundation partners in Hazelwood, we think we're in a position to make the equation work," Brewton said.

As part of its Our Next 75 initiative, the Allegheny Conference on Community Development reached out to the Pittsburgh region to help identify strategies that could contribute to the region's vital-



ETHAN LOTT

Second Avenue in Hazelwood.

ity in the years to come. The strategy that rose to the top in the economy category was the need for a more inclusive economy where "new ideas are produced in the region and fuel the economy while also contributing to solutions of important social, health or environmental issues."

Hazelwood is one example of a community that is trying to do just

that as its economy is on the brink of transformation.

What happens on the different sides of Hazelwood – with a 178-acre site of blank slate potential on one side, and a long-declining neighborhood on the other – is a story that will unfold over the next several years.

Look for Hazelwood to play a guid-

ing role in how Pittsburgh's economy takes shape, as Carnegie Mellon University-backed initiatives such as the Advanced Robotics for Manufacturing Institute, the Manufacturing Futures Initiative and Catalyst Connection look to grow and introduce new advanced technologies at Hazelwood Green, one of the most talked about brownfield redevelopment projects in the region.

Rebecca Flora, president and CEO of ReMake Group LLC, is overseeing the development of Hazelwood Green until the end of the year when a new firm will take over. She said in an email to expect Hazelwood Green "to be a place of innovation" that the region must use "to create a future version of itself."

Even with almost the entirety of the 8 million square feet still to be built, Flora expects the vision for Hazelwood Green will be long made into a reality 75 years from now.

"In 75 years, I expect to see a robust community that is densely developed in a world-class urban form, that is diverse in population and seamlessly integrated into the social and physical fabric of its Hazelwood neighborhood and adjacent landscapes," she said, expecting it will prove to be "the model for urban, brownfield regeneration that others come

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to learn from and duplicate.”

Of course, Brewton understands that it takes more than plans to bring such ideals to life.

“The real challenges isn’t saying it, it’s doing it,” he said.

And part of that challenge includes insuring the residents of Hazelwood aren’t left behind, that they can take advantage of the jobs likely to be available in their community while ensuring homes are affordable.

When it comes to maintaining affordable housing, Brewton walks through the math carefully. There are 1,300 occupied rental apartments in the community now, and 200 people live in established affordable housing in the Glen Hazel High Rise run by the Housing Authority of the City of Pittsburgh. There also are 63 rental units scattered throughout the neighborhood that Hazelwood Initiative has under agreement to buy in a process to keep rents affordable in the community.

Then there’s a program that has helped one-third of Hazelwood’s often lower-income homeowners pay to upkeep their properties with new roofs and other upgrades, as well as a rent-to-own program to nurture newcomers to home ownership.

These are all efforts in Hazelwood that will be hugely influenced by the burgeoning development at Hazelwood Green, where 3,500 residential units were approved in a new master plan last year.

“We believe that our foundation partners that own the property of Hazelwood Green will make a good faith effort to ensure the development of a healthy mix of housing on the site,” Brewton said. These partners include The Heinz Endowments, the Claude Worthington Benedum Foundation and Richard King Mellon Foundation.

Effort also are underway to rebuild a key block of the neighborhood that is at the starting point of the Second Avenue business district and is a connecting link between the established Hazelwood community and Hazelwood Green.

The Urban Redevelopment Authori-



ty of Pittsburgh has narrowed down the search for who will redevelop the block to two well-known affordable housing developers and one well-known local player.

The three groups – Boston-based The Community Builders Inc., Washington, D.C.-based Telesis Corp. and downtown-based Trek Development Group Inc. – pitched their plans on Nov. 20.

The plans vary, but all include an affordable housing component. The Community Builders’ \$18 million plan includes a mixed-used building totaling 50 apartments rented at 80 percent of area median income or lower, plus 10 for-sale townhouses. Telesis’ \$40.7 million plan calls for mixed-use buildings that would add 86 apartments, 90 percent of which would meet standards of affordability, along with more than 36,000 square feet of commercial space. And Trek’s plan calls for either a four-story mixed-use project with 54 units or a five-story structure with 76 units. Trek also proposed 10 townhouses on upper portions of the site that company Founder, President and CEO Bill Gatti said could be offered on a rent-to-own basis.

“You can’t make a bad decision with any of these groups,” Gatti said.

As for jobs, Sean Luther, executive director of the Pittsburgh Innovation District, a public-private partnership to promote new technological opportunities in the local economy, expects it will be a challenge to ensure the lower-income residents Brewton is working with can find career-sustaining jobs in such a fast-changing world.

“It is very difficult,” Luther said. “I don’t think we’ve seen in any neighborhood ... the success that we’ve been tasked

with in building an economy for all.”

One sector that has the potential to provide better opportunities for the residents of Hazelwood is the life sciences and health care field, Luther said, noting that a “huge percentage of the job growth” in that sector requires a two-year degree or less for occupations such as emergency room technicians or administrative personnel.

Yet in a time in which incomes are slowly catching up after years of stagnation, Luther expects the jury is still out in terms of Pittsburgh’s startup companies’ potential to grow into mature com-

panies that are generating large numbers of jobs.

“Just having a bunch of white 30-year-olds dudes sitting behind computers is not success for Pittsburgh,” he said, noting the competitive challenges of growing a company in a 21st-century global economy. “How do we do it in a way that makes sure all Pittsburghers come with us?”

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ERIC MEYHOFER

CEO, Advanced Technologies Group at Uber

“I expect to see people using new forms of mobility to get around everyday, not just their own personal cars. We’ll see electric vertical takeoff and landing vehicles (aka flying cars) connecting folks that live 50 miles from Pittsburgh to the center of the city, high-occupancy self-driving cars, electric bikes and much more. All of these modalities will seamlessly tie into existing mass transit, resulting in low-cost ways of getting in and out of the city as well as around the city. Education will become less formal in some industries, with virtual education continuing to grow. We will see on-the-job education become more pronounced. New areas of studies will emerge as technologies, like self-driving technologies, continue to evolve. How do you service flying cars? What new economies will be born from tech, and how do we teach one another about them? These are the types of questions that education will need to address in the coming decades. When you look at the two pilots that fly a single airplane, you forget about the thousands of people that are required to support that aircraft. This is also true for new modes of transportation that are being developed today. We’ll see new modes of transportation create opportunities for entirely new economies.”

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