

# A TEN-YEAR VISION OF VITALITY FOR THE PITTSBURGH REGION

## 2021-2023 PLAN AND OUTCOMES

### OUR PLAN

To lay the foundation for achieving our shared vision for a vital, globally competitive region where all people thrive, the Allegheny Conference will advance a focused agenda across three strategic priorities and mobilize members and partners across the region to:



**GROW OUR  
ECONOMY**



**GALVANIZE  
INCLUSIVE REGIONAL  
ENGAGEMENT**



**UNLOCK  
OUR REGION'S  
POTENTIAL**

### 2023 GOALS AND OUTCOMES

#### **GROW THE ECONOMY** by securing business investment and job creation

- **Secure business investment:**
  - Make measurable progress toward year-end 2023 goals of:
    - \$1 billion+ in business capital investment
    - 10,000 jobs
    - 150+ business attraction and local expansion projects
  - Focus on high-growth, innovation-driven industries where our region has a competitive advantage, including:
    - Advanced Manufacturing
    - Energy
    - Life Sciences
    - Robotics & AI
    - Space
- **Develop a business retention and expansion program to grow existing regional businesses**
- **Design and execute a more aggressive, targeted Foreign Direct Investment strategy in 1-3 international markets**
- **Guide the region's efforts to build and grow a diverse, globally competitive workforce**
  - Support workforce ecosystem progress
    - Focus on state policy levers that support a strong ecosystem of workforce development
    - Play a thought leader and convener role across the 10 counties
  - Lead efforts to attract and retain high-demand talent, especially people of color, with an initial focus on talent retention
    - Support employer efforts to attract high-demand talent by elevating a Pittsburgh regional talent brand

## **GALVANIZE INCLUSIVE REGIONAL ENGAGEMENT** to enhance vitality for all

- **Implement Inclusive Growth principles to assure that diversity, equity and inclusion guide our decision making**
  - Connect and amplify demographic and geographic support organizations that are implementing catalytic strategies to advance inclusive growth in employment and business growth
  - Partner with anchor institutions that provide a significant proportion of local employment and purchasing power to increase collaboration around regional inclusive growth outcomes
- **Facilitate catalytic investments in real estate and people**
  - Provide communities in our Strengthening Communities Partnership program with technical assistance and help in securing private sector investment

## **UNLOCK THE REGION'S POTENTIAL** by improving competitiveness, removing policy barriers and securing transformative public sector investment

- **Improve business competitiveness by removing barriers and creating a more business-friendly climate**
  - Improve business tax structure, including a higher Net Operating Loss Carryforward limit that is more competitive with other states
  - Support public policy efforts at all levels of government to expedite the permitting approval process and enable efficient deployment of business investment
  - Provide strategic input and partnership on an updated design of the state's economic development system
  - Support and maximize the economic prosperity of our region's urban center, Downtown Pittsburgh
  - Fill financing gaps for critical economic development projects focused on job growth and investments in industries of the future through a recapitalized third round of the Strategic Investment Fund
- **Secure federal infrastructure investment in physical and digital connectivity**
  - Identify additional opportunities within the CHIPS and Science Act that align with our priorities, including a designation of and funding for a regional Tech Hub
  - Demonstrate progress securing funding for 6 priority projects, including the following:
    - Access to Hazelwood Green
    - Additional investment in the Upper Ohio Navigation System
    - ALCOSAN Clean Water Plan
    - Region-wide broadband and 5G expansion
    - Pittsburgh Regional Transit Priority Projects
    - Laurel Valley Transportation Improvement Program
- **Build out key clusters to grow the economy, create jobs and drive regional competitiveness**
  - Energy: Accelerate deployment of diverse decarbonization solutions through coordinated market, policy, workforce, communications and funding interventions
  - Robotics/Autonomy: Implement \$63 million of Build Back Better Regional Challenge investment and strengthen autonomy ecosystem
  - Advanced Manufacturing: Define and pursue transformational investments and attraction of high-value R&D and production opportunities
  - Life Sciences: Define and pursue specific transformational investments



**ALLEGHENY CONFERENCE ON COMMUNITY DEVELOPMENT**

11 STANWIX STREET, 17TH FLOOR | PITTSBURGH, PA 15222-1312

**TOLL FREE:** 1 (877) 392-1300 | **PHONE:** (OUTSIDE OF U.S. AND CANADA) +1 (412) 281-1890

**EMAIL:** info@alleghenyconference.org | [AlleghenyConference.org](https://www.alleghenyconference.org)