

# 2024-2026 GOALS



## **GOAL 1: DOWNTOWN**

Spearhead downtown  
Pittsburgh's revitalization



## **GOAL 2: INCLUSIVE GROWTH**

Scale up efforts to drive inclusive growth



## **GOAL 3: FEDERAL INVESTMENTS**

Maximize federal funding investments



## **GOAL 4: THOUGHT LEADERSHIP**

Step up thought leadership on strategic  
economic development issues



## GOAL 1: DOWNTOWN

**Spearhead downtown Pittsburgh's revitalization** – engage key stakeholders to develop a multi-phased plan ensuring 1.) the vibrancy and safety of downtown and 2.) the strategic redevelopment and investment strategy repositioning downtown real estate, public realm and civic spaces.

### Key Strategies:



**Immediately:** Develop sustainable funding solutions to maintain the programmatic investments that have been made.



**Near Term:** Design and execute a vision for repositioning key reinvestment opportunities, including the public realm, civic spaces and key corridors; define policy levers and financing mechanisms necessary for plan execution in partnership with public and private partners and elected officials.



**Long Term:** Develop a long-term reinvestment plan to create a viable, thriving downtown.

### Outcomes:



#### Vibrancy and Safety:

- Downtown will be clean, safe, accessible and inviting for all.
- Downtown will embrace a dense and diverse range of businesses that support vibrant day and nighttime economies.



#### Strategic Redevelopment

- Downtown will attract, retain and encourage expansion of a diverse range of businesses – small and large.
- Downtown will be a neighborhood that offers a range of housing choices for individuals and families with diverse social and economic backgrounds.
- Downtown will offer an interconnected pattern of parks and public spaces that are vibrant, accessible and that instill a unique sense of place and community.



## GOAL 2: INCLUSIVE GROWTH

**Scale up efforts to drive inclusive growth** from within and outside the southwestern Pennsylvania market with intentional focus on cluster development and high-impact projects that benefit people and communities regionwide. Develop systemic policy solutions to optimize business conditions and talent needs.

### Key Strategies:

- Drive robust market expansion and retention through a targeted and well-resourced outreach program, strategic partnerships and systemic policy solutions (e.g., permitting, mega-sites, incentives, CNI/NOL, etc.) to maximize economic growth and prevent job declines in key business markets.
- Execute a comprehensive strategy for each opportunity cluster: Energy, Life Sciences, Advanced Manufacturing and AI/Robotics in collaboration with key stakeholders to drive policy and strategic private and public investments supporting both cluster growth and cross-sector innovation (e.g., biomanufacturing) and opportunity across demographic and geographic communities.
- Refocus business attraction efforts to high-impact projects and identify policy solutions that amplify all.

### Outcomes:



- Pennsylvania will have policy, regulatory frameworks and market conditions that actively support business and job growth. This will be evidenced by being among the top five business friendly states and business locations of choice.



- All opportunity sectors will be achieving growth potential comparable with benchmark regions.



- Overall economic performance will shift from long-term stagnation to sustained inclusive growth benefiting people and communities regionwide.





## GOAL 3: FEDERAL INVESTMENTS

Maximize public funding related to the CHIPS and Science Act, the Inflation Reduction Act and the Bipartisan Infrastructure Law to accelerate transformational economic development efforts to grow jobs and build wealth across geographic and demographic communities.

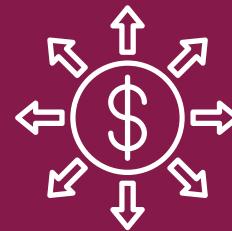
### Key Strategies:

- Develop a regional platform to educate, engage and connect stakeholders to opportunities.
- Create a toolkit for a range of funding, including loans, grants and tax credits complemented with resources and technical assistance to access funding. Strategically connect federal opportunities to business investment opportunities, sectors and sites.
- Actively pursue high-priority opportunities through strategic public-private partnerships.

### Outcomes:



- The region will attract more than its fair share of federal funding from IRA and other sources (~\$1.5B) and use it to intentionally accelerate inclusive economic growth, create good-paying jobs, reduce pollution and revitalize communities.



- The region will have effective collaboration and infrastructure to navigate, triage and pursue funding opportunities across various needs areas (business/market expansion, workforce and community development, infrastructure improvements, decarbonization and others).



## GOAL 4: THOUGHT LEADERSHIP

**Step up thought leadership** on strategic economic development issues.

### Key Strategies:

- Lead development of policy solutions on issues related to talent, workforce, inclusive growth, cluster development and business conditions.
- Create opportunities to engage critical stakeholders and build coalitions to drive policy and programmatic changes across all interest areas.
- Develop toolkits for scaling and replicating best practices for advancing inclusive growth.

### Outcomes:



- Key stakeholders and decision makers across the region will have access to quality information, data and analyses on critical economic development issues and will actively use it to improve policies, systems and programs.



- The region will have a more coordinated approach to understanding and solving systemic issues related to inclusive economic growth.

# OUR LEADERSHIP

Bold and focused, the Allegheny Conference's agenda is designed to catapult the 10-county Pittsburgh region toward a vital, globally competitive region with opportunity for all.

Our 2024-2026 leadership structure is designed to meet the challenges and opportunities ahead. The Allegheny Conference's board of directors is comprised of leaders of some of the most widely recognized organizations in the country. The backbone of the Conference, our more than 250 Regional Investors Council members, play an active role in shaping the future of the region.

## 2024 Allegheny Conference Board of Directors Leadership



**David L. Holmberg**  
Chair, Allegheny Conference;  
*President and Chief Executive Officer,*  
*Highmark Health*



**Casey Ryan**  
Chair, Personnel & Compensation  
Committee, Allegheny Conference;  
*Global Managing Partner,*  
*Reed Smith LLP*



**Timothy M. Knavish**  
Vice Chair, Allegheny Conference;  
*Chairman and Chief Executive Officer,*  
*PPG*



**Stefani Pashman**  
CEO, Allegheny Conference



**Eric Boughner**  
Treasurer, Allegheny Conference;  
*Chair, Audit & Finance Committee;*  
*Chairman, BNY Mellon PA*



**Laura Shapira Karet**  
Immediate Past Chair,  
Allegheny Conference;  
*Founder and CEO, Who Brew LLC*



**Rebekah Byers Kcehowski**  
Secretary, Allegheny Conference;  
*Chair, Thought Leadership Committee;*  
*Partner-in-Charge, Jones Day,*  
*Pittsburgh*



# OUR LEADERSHIP

## 2024 Goal Leadership



**DOWNTOWN REVITALIZATION COMMITTEE, CHAIR**  
William S. Demchak  
*Chairman and Chief Executive Officer, The PNC Financial Services Group, Inc.*



**FEDERAL INVESTMENTS COMMITTEE, CHAIR**  
David K. Roger  
*President, Hillman Family Foundations*



**INCLUSIVE GROWTH COMMITTEE, CHAIR**  
Bryan Salesky  
*Chief Executive Officer, Stack AV*



**THOUGHT LEADERSHIP COMMITTEE, CHAIR**  
Rebekah Byers Kcehowski, Secretary, Allegheny Conference;  
*Partner-in-Charge, Jones Day, Pittsburgh*

## 2024 Sub-Committees



**ENERGY CLUSTER COMMITTEE, CHAIR**  
Kevin Walker  
*President and Chief Executive Officer, Duquesne Light Company*



**POLICY COMMITTEE, CO-CHAIR**  
Andréa Stanford  
*Director, Pittsburgh Regional Manager, BNY Mellon*



**ROBOTICS CLUSTER COMMITTEE, CHAIR**  
Farnam Jahanian  
*President, Carnegie Mellon University*



**REGIONAL GROWTH & COMPETITIVENESS COMMITTEE, CHAIR**  
Guhan Venkatu  
*Senior Policy Advisor, Federal Reserve Bank of Cleveland*



**POLICY COMMITTEE, CO-CHAIR**  
Daniel K. Fitzpatrick  
*President, Citizens Mid-Atlantic Region*

To discuss how you can engage to lead our agenda forward, contact **Kaitlyn Hendrickson**, Acting Vice President, Investor Relations, at [khendrickson@alleghenyconference.org](mailto:khendrickson@alleghenyconference.org) or 724-601-4505.